

**STRATEGIC ISSUES IN THE IMPLEMENTATION OF THE PUBLIC
PROCUREMENT AND ASSETS DISPOSAL ACT 2015 BY PUBLIC
PENSION SCHEMES IN KENYA**

BY

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DECLARATION

I hereby declare that this research project is my original work and has not been presented to any university or learning institution.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this project to my family for their endless love, tolerance, encouragement and support throughout my studies period.

ABBREVIATION AND ACRONYMS

CSPS	Civil Service Pension Scheme
GDP	Gross Domestic Product
KENGEN	Kenya Electricity Generating Company
KISM	Kenya Institute of Supplies Management
NSSF	National Social Security Fund
OPS	Occupational Pension Scheme
PFM	Public Finance Management (Act 2012)
PPAD	Public Procurement and Asset Disposal (Act 2015)
PPDA	Public Procurement and Disposal (Act 2005)
PPRA	Public Procurement Regulatory Authority
RBA	Retirement Benefits Authority
SACCO	Savings and Credit Cooperative Organization

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ABSTRACT

The procurement function of the Kenya Pension Industry has remained unregulated for a long time. The general administration of the industry was only regulated by the Retirement Benefit Authority Act 2000. However, the PPAD Act 2015 describes Public Pension Schemes as public institutions and hence subjected to the guidelines and procedures enshrined in the Act. The enactment of the PPAD Act 2015 was definitely a game changer on how the public pension schemes are administered. The study sought to determine strategic issues in the implementation of the PPAD Act 2015 by public pension schemes in Kenya. The study was anchored on stakeholder's theory and administrative theory in providing theoretical backings relevant to the research. The study adopted a descriptive survey design and cross-sectional survey approach targeting 190 public pension schemes. The research sampled 40 pension schemes for data collection using structured questionnaire. The study adopted descriptive statistics in analyzing collected data. The study recorded a 90% response rate from the returned questionnaires. The study findings revealed that strategic issues such as administration, governance, strategic leadership and professionalism influenced implementation of PPAD Act of 2015. Further, the study revealed establishment of procurement departments/function in public pension schemes since the enactment of the Procurement Act. Also, the study findings unveiled that clear definition of procurement head roles versus those of the accounting officers and defined disciplinary procedure for corrupt officers have great influence on governance issues whilst possession of analytical skills for accounting officers and procurement heads leads to strategic leadership. Additionally, findings indicated the importance of professionalism and activities such as procurement audits in the administration of public pension schemes. The study concluded that strategic issues have great influence in the implementing PPAD Act 2015 by public pension schemes. The study recommended use of technology in procurement processes and employment of procurement heads with the relevant professionalism as stipulated in the PPAD Act to help in its implementation. The study is important to policy makers, Government of Kenya, the private sector and scholarly world while it contributes to theoretical approaches and further investigations in related areas of study.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Pension funds refer to financial intermediaries that are normally sponsored by non-financial companies, which collect and invest funds on a pooled basis for ultimate payment to members in form of pensions (Davis, 1993). Over the years, pension schemes have served as a key vehicle for pooling long term savings for retirement income. Pension schemes mainly aim at providing employees with services of accumulating savings throughout their productivity years in preparation to finance their consumption needs during their old age. To ensure sustainability in investment and repayment, pension schemes have undergone tremendous changes and growth courtesy of dynamic operational environment, innovations and customer demands (Davis, 1993).

The growth of pension schemes is one key area that many governments have given substantial consideration due to the vulnerability of the transactions involved in them (Oluoch, 2013). This is because pension funds operate as an important stimulus to capital markets in several countries' economy where they exist through financial intermediation. They tend to influence growth of capital markets while serving as substitutes for banks. Many countries that reform their pension industry have expectations of the pension contributions to jumpstart the economic growth through enhancement of the national savings and capital markets establishment (Meng & Pfau, 2010).

The Kenyan Public Pension Scheme's procurement processes have remained unregulated for a long period of time. This is because the Public Procurement and Disposal Act (PPDA) 2005 did not define Public Pension Schemes as public entities and therefore their procurement function has continued to be unstructured. However, the call for a coherent system of carrying out procurement activities in public pension schemes has never been as sound as it is now. In this regard, the most recent public procurement law in Kenya dubbed Public Procurement and Assets Disposal (PPAD) Act 2015 which was assented on 18th December 2015 describes pension schemes owned by public entities as public institutions which must be governed by this Act. Its aim is to increase effectiveness and efficiency and thus enhance competitiveness. This new development is definitely a game changer in the way public pension schemes will be administered going forward. This study will attempt to examine strategic issues to be considered by the Scheme administrators in the implementation of the procurement laws.

1.1.1 Strategic Management

Strategic management originated in the 1950's and 1960's (Ansoff & McDonnell, 1990). There are numerous definitions of strategic management given by different scholars. Lynch (2009) describes strategic management as the identification of the purpose of the organisation and the plans and actions to achieve that purpose. Ansoff and Mc Donnell (1990) defines strategic management as a systematic approach for managing strategic change which consists of positioning the firm through strategy and capability planning, real time strategic response through issue management and systematic management of resistance during strategic implementation. This definition favours an adaptive approach to strategic management where

organizations have to keep evolving to fit into the turbulent environment. Strategy is the link between the organization and the external environment. Pearce and Robinson (2005) defined strategy as the organizational scope and direction that endeavors to meet stakeholder expectations. This is achievable by the match of environmental changes and by ideally matching the results of its changing environment and particularly its markets and customers.

1.1.2 Strategic Issues

A strategic issue is defined as an upcoming development either inside or outside of the organization that presumably have a fundamental effect on the potential of an organization to realize its goals (Ansoff, 1980). It is a fundamental policy question which affects an organization's mission, values, resources, management, stakeholders, structure, processes, product and service level. Strategic issues may be in form of strength, an opportunity, a weakness or a threat (Porter, 1985). Strategic Issues Management emphasizes on identifying and resolving of strategic issues. Identification of strategic issues aids decision makers in imposing order on the environment. Strategic issues do not emerge in prepackaged pattern but are rather uncertain (Dutton, Fahey, & Narayanan, 1983). For instance, decision makers in the pension industry encounters a wide range of issues emanating from gradual changes taking place in the industry's regulatory structure. Organizational actions taken regarding strategic issues depend on the meaning attached thereto.

1.1.3 Pension Industry in Kenya

Pension is the sum amount payable to an individual by the government or an organization after being employed for some specified period of time, deemed to be too old or ill to work or after attaining the statutory retirement age. (Adams, 2005). The objective of pension is to

equip employees with security by making plans to provide primarily guaranteed source of income to individuals when they retire or to their dependents in case they are bereaved (Adeola, 2013).

Pension funds are also key contributors to Gross Domestic Product (GDP) and are important source of capital in financial markets. For instance, assets under pension industry in Kenya were worth Kenya shilling 814.1 billion as at June 2016 (Odundo, 2016). Pension schemes are mainly structured to attain three main objectives which include; provision of security against destitution in old age (first tier pension); smoothening the distribution of consumption spending over a life span, transitioning from more vibrant years towards the less active ones (second tier pension); and to act as an insurance aspect, that is provide life's necessities for individuals with exceptional longevity-third tier pension (Barr, 2002).

Pension Industry in Kenya is classified into four major classifications namely; National Social Security Fund (NSSF), the Civil Service Pension Scheme (CSPS), Occupational Pension Schemes and Individual Pension Schemes (RBA, Website). The NSSF pension fund is sponsored by the State and is a requisite to all employees in private and public sectors. The CSPS are managed by the public service and are categorically intended to accommodate the civil servants. The next division is known as Occupational Pension Schemes (OPS) which mainly captures the private sector pension run funds. The fourth category encompass individual pension schemes that are administered as Trusts and their enrollment is unrestricted (Oluoch, 2013). This study is limited to Public Pension Schemes that are specifically owned public entities.

The Kenyan Pension Industry has been developing gradually since Independence in 1963 (Odundo, 2011). The regulation of this field has experienced changes over a period of time through several Acts of Parliament such as The Trustee Act (CAP 167), The Provident Fund Act (CAP 191), the NSSF Act (CAP 258) and the Retirement Benefits Act (CAP 197). Prior to the RBA Act enactment in 1997, the retirement benefits industry was highly unregulated. The only statutes regulating the industry were stipulated in the Income Tax Act and Trust Laws. The ratification of the Retirement Benefits Act in 1997 and institution of the Retirement Benefits Authority (RBA) in the year 2000 pronounced the initiation of a more regulated and accountable retirement benefits sector in Kenya. The main objectives of these laws were to essentially protect members' benefits and improve on the governance of the pension schemes.

1.1.4 The Public Procurement and Asset Disposal Act 2015

In many developing economies, the procurement function is shifting from non-strategic task to a more strategic and beneficial socio-economic sector that has the capacity to influence decision making and increase value (Knight, Harland, Telgen, Thai, Callender, & Mcken, 2007). Introduction of public procurement laws is aimed at giving guidelines on procurement function which enhances supply of the right material in their right quantities, obtainable at the right time, for the right purpose and at the legitimate prices, and containing the right quality. Clear public procurement policies setting out procedures are the critical components of good governance in any organization.

The Public Procurement and Assets Disposal (PPAD) Act 2015 was assented on 18th December 2015 and its effectiveness commenced on 7th January 2016. The Act put into effect Article 227 of The Constitution of Kenya and offers guidelines for a more cost effective public procurement and assets disposal system by public entities. The Act provides guiding principles for Public Procurement and Asset Disposal for State organs and public entities. Specifically, section 2 (o) of the Act defines all pension schemes owned by state corporates as public entity and therefore must be governed by the Act. The PPAD Act 2015 repealed the previous Public Procurement and Disposal Act, 2005.

1.2 Research Problem

A research carried out by Willis Towers Watson on Global Pension Asset in 2016 approximated the values of the United States pension assets at United States Dollars 21,779 billion at the close of 2015 which was the highest in the globe. In Africa, South Africa has the highest pension assets totaling to USD 181 billion in the year 2015 (Willis Towers Watson, 2016). Ashiagbor and Vidal (2016) estimated the pension assets value in other African countries to be worth \$ 25.8 bn in Nigeria, \$ 7.8 bn in Namibia, \$ 5.6 bn in Botswana and \$ 8.1 bn in Kenya. This provides rationale for proper governance, good administration, strategic leadership and professionalism in the management of pension industry to safeguard the assets and stimulate their growth to primarily cater for the retirement needs of the ever growing population. In Kenya, Pension Schemes are primarily regulated by the Retirement Benefits Authority (RBA). Nonetheless, the newly enacted PPAD Act 2015 states that pension schemes owned by public institutions are within the definition of public entities and therefore must conform to the PPAD Act 2015 on matters of procurement. A changing

regulatory environment is continually a concern in many industries including the pension industry. The major challenge to the organization is to understand the meaning of those changing regulations, government policies, and their implications to the business and ultimately developing skills that are requisite to dealing with the regulatory changes. Government policies and regulations highly influence the course of business proceedings and operations (Hitt et al, 2011). The enactment of the PPAD Act 2015 hence prompted changes on how public pension schemes are administered.

There are several similar scholars that have addressed aspects of implementation of procurement laws and reforms. Wambui (2013) established that governance of procurement function in public institutions is characterised with challenges of implementing the procurement laws and other reforms that concerns the governance issue. Both internally and externally developed mechanisms for implementation of public procurement laws face organizational governance challenges. Kiama (2014) ascertained that many public procurement operations in Kenya experience lack of direction, lack of coordination, absence of open competition, lack of transparency, corruption cases and fundamentally, not having personnel who are skilled and qualified procurement experts and therefore capable of managing the procurement function in a professional, timely and efficient manner. Otieno (2004) observed that unstructured procurement processes in public entities gives way to opportunities of public resources misappropriation. For instance, due to lack of proper regulations, the administration of pension scheme in Kenya has been characterized by numerous and divergent challenges such as insufficient funding, accumulated pensioner's arrears, embezzlement of funds, failure to ascertain the opportune investment portfolio, lack

of accountability and multiple corruption cases. Despite the studies carried on implementation of procurement laws such as PPDA Act 2005, none has attempted to establish the implications of such laws to Pension Schemes. This study sought to determine the strategic issues in the implementation of PPAD Act 2015 by public pension schemes in Kenya in order to bridge this gap.

1.3 Research Objective

The objective of the research was to determine strategic issues in the implementation of PPAD Act 2015 by public pension schemes in Kenya

1.4 Value of the study

The research is envisioned to outline useful information to various categories of stakeholders. First, the study will provide insightful information to public pension scheme administrators on implementation of the PPAD Act 2015 which can help them to avoid legal sanctions. Additionally, Policy makers in pension industry including Retirement Benefit Authority (RBA) and National Treasury may gain insights from the study findings when reviewing the current policies and regulatory framework.

The government may also use the findings of this research to analyze the challenges facing implementation of public procurement laws by organizations and hence draw policies that will enhance embracing of these laws through bodies such as the Public Procurement Regulatory Authority (PPRA) which is the body entrusted with overseeing the implementation of the PPAD 2015 Act. Future researchers may also use this study to build on their research problems. The recommendations will contribute to theory by adding to the existing body of knowledge in the field of strategic issues.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter contextualizes the study by reviewing theoretical and empirical literature related to strategic issues in the implementation of the PPAD Act 2015 to public pension schemes. The chapter also gives the conceptual framework that illustrates the relationship between the pertinent study variables.

2.2 Theoretical Foundation

This section aims to provide an insight of the theories that expounds on strategic issues considered by organizations to adapt to changes in their environment. In response to the changes in the environment, firms in essence seek to gain a competitive advantage over rivals and be able to survive in any turbulent environment. This study will focus its discussion on the Stakeholders theory and administrative theory.

2.2.1 Stakeholder's Theory

The stakeholder theory was founded on the perception that a corporate entity exists to serve its wide range of stakeholders who are primarily the shareholders. The theory was originally developed by Ian Mitroff in 1983 through his book Stakeholders of the organizational mind. It was later developed and championed by Freeman (1984) through his book Strategic Management-A stakeholder Approach.

A stakeholder is defined as an individual or a group who has the ability to affect or is affected by the realization of the organization's goals (Freeman, 1984). In addition to the traditionally known shareholders, Freeman identified other stakeholders of a corporation to be customers, employees, suppliers, political groups, communities, trade unions, governmental bodies and financiers. Organizations therefore have an obligation to identify each of their stakeholders, understand their needs and thereafter develop policies to address these needs (Lashgari, 2004; Coleman, Hacking, Stover, Fisher-Yoshida & Nowak, 2008).

The stakeholder management calls for a synchronized approach to strategic decision making which integrate the concerns of all stakeholders rather than offsetting one against another. Apprehension of the stakeholder's theory therefore will help the public pension scheme administrators to perform their core business which is to maximize the wealth of the pensioners while still adhering to the Government policies such as the PPAD Act 2015. Strategic issues such as corporate governance seeks to have the interests of all stakeholders addressed equitably (Njuguna, 2016).

2.2.2 Administrative Theory

The primary objective of the administrative management theory is to realize a good balance between the structure of the administration and the mission of the organization. It emphasizes the importance of organizational effectiveness. This theory stipulates that administrative efficiency is increased when the line of authority is clearly defined and managers at the apex of the hierarchy bear the greatest responsibility for the organization. Administrative

efficiency is connected to departments being classified by a definite separation of labor and managers with the greatest responsibilities are compelled to being organizational authority figures (Tompkins, 2005).

Administrative management theory therefore has direct practical applicability to public pension schemes administration. This is because the PPAD Act 2015 Under Section 44 bestows the power to oversee public procurement upon the Accounting Officers of the public organizations. However, it also acknowledges that the functional head of the procurement unit shall be a procurement professional holding qualification in procurement that is recognized in Kenya. This clearly points out the division of labor in conjunction with professionalism.

2.3 Empirical Review

Research on implementation of Public Procurement laws have been carried out by several researchers. Majorly, studies have been carried out on the implementation of PPDA Act 2005 which was repealed by the newly enacted PPAD Act 2015. In accordance with the study variables namely; Governance, Administration, Strategic Leadership and Professionalism, the following were reviewed.

2.3.1 Professionalism

Kamau (2007) conducted a study on causes of poor performance in procurement function focusing on public institutions in the manufacturing industry. He noted that incompetence and lack of professionalism acts as critical element influencing efficiency and effectiveness

of the procurement function. Mugo (2013) carried out a research on determinants of procurement regulatory compliance by Kenya Electricity Generating Company (KENGEN). The research employed a descriptive design and particularly attempted to pinpoint the purpose of staff competence, technology, and organizational structure and governance policies in ascertaining procurement regulatory compliance. The scholar concluded that organizational structure determines procurement regulatory compliance and recommended hiring a professional workforce endowed with proficiency, skills and expertise on procurement to enhance compliance. Kapila (2008) also observed that lack of certified procurement professionals is a critical problem that affects supply chain management practices in public institutions in Kenya.

2.3.2 Administration

Operations in the context of retirement benefit schemes is mainly enhanced by independent commercial trustees who include administrators (entrusted to keep records and ensure compliance with regulations), custodians (safely keep custody of the fund assets), fund managers (advice on investments), actuaries (assigned to evaluate the longterm risks and asset-liability structure of the scheme), legal advisers and auditors (Clark, 2004). Robinson (2007) and Clark, Caerlewy-Smith and Marshall (2007) observed that the chances of poor administration occurs when stakeholders of a pension scheme are not incorporated in constituting vital decisions affecting their pension scheme.

Njuguna (2010) carried out a study on the strategies that would improve the efficiency of pension funds in Kenya. The research attempted to ascertain the impact the regulation of

service providers has on pension scheme efficiency. He established that according to RBA, it is mandatory for pension scheme's service providers to be registered with their respective professional bodies and they must not have conflict of interest with the subject pension scheme. Further, he noted that by regulating the service providers, RBA intends to ensure that services rendered to pension schemes are highly regarded and hence substantial in the attainment of pension fund efficiency and performance. Additionally, the researcher highlighted that Pension regulation enhanced administrative efficiency by controlling frequency of transfer between pension plans, imposing limits on administrative and investment charges made by the service providers and finally charging penalties to persons who perpetrate fraud or execute their duties inconsistently with objectives of the pension scheme.

2.3.3 Governance

Kiama (2014) conducted a research on factors that affect the implementation of PPDA (2005) in SACCO Societies in Kenya. His target population was more than 200 Saccos based in Nairobi with his variables being strategic planning, enforcement and organizational culture. Using a survey research design, the research targeted procurement officers and general managers employed by SACCO societies as the respondents. Findings revealed that the influence of the regulator on SACCOs was great and culture favors good procurement procedures. The researcher concluded that corruption within government procurement officials in developing countries can be associated with poor enforcement of the rule of law. The study recommended procurement process to uphold integrity, eliminate malpractices and that procurement decision making should be based on sincere market information.

Ngetich (2012) studied the determinants that would grow the individual pension funds in Kenya. The researcher observed that pension scheme governance deploys a remarkable correlation on the growth of the pension schemes. This translates to the fact that pension scheme's good governance result to development of the individual pension schemes.

2.3.4 Strategic Leadership

Njuguna (2011) undertook a research on the determinants of pension fund corporate governance in Kenya. The research upheld that pension governance is determined by pension regulations, leadership, and membership age. He concluded that good leadership guarantees that pension schemes refrains from penalties by adhering to regulatory levies (Whitehouse, 2000). Further, he stated that effective pension plan administrators generate confidence in investment managers to an extent that full disposition in making investment choices can be bestowed to these managers which promotes investment and administrative efficiencies according to Tang and Mitchell (2008), Bikker and Dreu (2009) and Chan-Lau (2005). In conclusion, he emphasized that it is paramount that leadership in pension scheme be improved, to enable them realize the stated benefits. He recommended that to stimulate pension scheme governance, relevant pension policies should be formulated to emphasis on development of the leadership practices.

2.3.5 Local Review

Getuno, Awino, Ngugi, and Mwaura (2015) carried out a research on the Implementation of the PPDA Act 2005 in Kenya and Organizational Performance. The objective of the research was to determine the effect of the PPDA Act 2005 implementation on performance of Kenyan state corporations. The researchers sought to establish whether implementation of the PPDA Act 2005 had achieved the intended objectives of efficiency, competition, equal treatment, transparency, accountability, and ethical standards (professionalism).

An exploratory survey design was adopted with a target population of 187 state corporations. In respect to professionalism, the study established that on average corporations had only 2 officers with professional qualifications and only one staff was a member of Kenya Institute of Supplies Management (KISM). The study concluded that implementation of PPDA Act 2005 improves performance of state corporations. Unlike PPAD Act 2015, the PPDA Act 2005 and the subsequent 2006 regulations did not distinctively identify public pension schemes as institutions that would be governed by the public procurement laws.

2.3.6 International Review

A review in public procurement of various countries reveals that most countries have enacted Public Procurement Acts which govern their public procurement procedures. A couple of these acts clearly states that pension schemes are within the scope of their regulations while the rest are silent on their application. In Ghana, the procurement activities of pension funds are regulated by the Public Procurement Act 2003. The Public Procurement Act 2003 which was assented on 31st December 2003 under section 2 part (g) includes pension funds which

are owned by the state within its scope of application. (Ghana, Public Procurement Act, 2003). In addition, the pension industry in Ghana is regulated by National Pension Regulatory Authority. Similarly, the Liberia Public Procurement and Concessions Act 2005 which was amended and approved in September 2010 includes pension funds as institutions that should conform to the Act under section 2 (h). (Liberia, Public Procurement and Concessions Act 2005).

In Uganda, a stream of public procurement refinement started in 1997 leading to the ratification of the Public Procurement and Disposal of Public Assets (PPDA) Act 2003, and regulations 2003. Regrettably, most government ministries and agencies have not fully adhered to the stipulated procedures (Agaba & Shipman, 2007). The procurement survey conducted by the PPDA disclosed that out of 322 contracts investigated in the year 2005; barely an equivalent of 2% was compliant. Other subsequent surveys revealed that adherence to public procurement in Uganda is furthermore unsatisfactory (PPDA compliance reports, 2009; PPDA Baseline survey report, 2010). The Ugandan Public Procurement Act 2003 is however silent about its application to pension schemes. However, the laws establish that procuring entities are public bodies established and mandated by government to carry out public functions. Comparably, the Botswana Public Procurement and Asset Disposal which was assented on 7th August 2001 is also indistinct about regulating public pension schemes but states that its state of application is within any Ministry or department duly authorized to engage in public procurement. (Public Procurement and Asset 2001).

2.4 Summary

Public procurement is a versatile formidable function and therefore procurement specialists face various challenges caused by these diverse factors. The aforementioned literature upholds that Strategic Issues such as Governance, Administration, Strategic Leadership and Professionalism are among the main elements that influence the implementation of the PPAD Act 2015 to public pension schemes. Although they have a great impact on the implementation, each pension scheme encounters its own economic, social, cultural and internal political environment which could give rise to more strategic issues. The literature does not disregard these imperative issues which can as well prevent pension schemes from implementing public procurement laws.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research methodology that was utilized in the study. A description of the research design, target population, sampling and sample size, data collection instruments as well as data analysis tools used is demonstrated.

3.2 Research Design

A research design normally outlines the aim, uses, purposes, intentions and plans within particular constraints like location, time, money, and human resource availability (Makim, 2000). This study applied a descriptive survey design through a cross-sectional survey approach. Descriptive survey design entails description of the characteristics of a group or individuals drawn from a given population. According to Khan (1993), the design was pertinent given its ability to beget statistical information in an accurate way to answer questions about a given phenomenon of interest to the researcher.

3.3 Target Population

According to the Retirement Benefit Authority (RBA) annual report 2012-2013, there are 1232 registered pension schemes in Kenya out of which 190 belongs to public institutions. The 190 pension schemes owned by public institutions were the target population of the study.

3.4 Sample Design

Sampling design is the process by which a proportion of elements from an entire population are selected (Kothari, 2014). Sampling entails selection of a percentage of population so as to observe and obtain accurate characteristics about an entire population where generalization is made (Thompson, 2010). For this study, the researcher used simple random sampling method to come up with the respondents for the study. A simple random sample is defined as a subgroup of a population in which all members of the subgroup has an equivalent probability of being chosen. The sample size for the study was 40 pension schemes owned by public institution. For the selected pension schemes, the accounting officers and managers comprised the respondents for the research.

3.5 Data Collection

The research utilized a combination of primary and secondary data. Primary data is defined as data collected for the first time for the subject matter. The primary data was collected via interviews and questionnaires. To ensure accurate and sufficient feedback from the respondents, both close end and open end types of questionnaires were formulated. In the close end response type of questionnaire design, they were customized set of answers against which the respondents would pick whilst responding to the questions.

The questionnaires were dispatched to the respondents directly to ensure data is collected from the right respondents. Feedback was also assembled on individual basis and also interviews were carried out with respondents in regard to questionnaires earlier dispersed.

Questions were clearly phrased to ensure clear dimensions along which responses were analyzed.

Secondary data is defined as data that is already in existence having been assembled for other purposes other than the one under investigation. In this study, data was picked from reviews of existing literature, published reports, internet and documented materials on the subject such as newspapers, abstract, magazines and journal.

3.6 Data Analysis

Data analysis is the process of gathering, modelling and transforming data with the goal of highlighting useful information, suggesting conclusions and supporting decision making (Bibiana, 2009). Data analysis involves compilation of the assembled data in the form that can be easily understood.

The collected data was collated, arranged and appropriate responses were utilized to enhance a comprehensible presentation and analysis of the data. Secondary data was adopted as a compliment to the primary data. Theoretical concepts acquired during the interview sessions were employed to compare and interpret the findings. Analytical tools used were primarily the descriptive statistical tools, which included charts, tables and percentage. Descriptive statistics enables one to describe and compare variables numerically (Sunders et al, 2007).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the study findings based on the objective that sought to determine strategic issues in the implementation of PPAD Act 2015 by public pension scheme from the responses provided by the respondents. The chapter provides the response rate, detailed demographic information, illustration of the organizational profile and extent of agreements on strategic Issues in Implementation of PPAD Act 2015. Finally, the chapter discusses the study findings in detail with comparison from written literatures in similar study areas.

4.2 Response Rate

The study response rate was 90% being that out of the 40 distributed questionnaires, 36 were fully filled and returned. Therefore, the study adopted the 36 returned questionnaires for data mining, coding and progressively analyzing it for outcomes and findings. Finding a study response rate is important to ascertain if the data provided is sufficient for use in analysis. Mugenda and Mugenda (2008) opine that a response rate that is greater than or equal to 75% is sufficient for use in analysis and subsequent findings for a study.

4.3 Demographic Information

Demographic information is defined as the statistical characteristics or identities of a population considered by a given study (Kothari, 2014). This section provides gender participation, age bracket of respondents, highest education qualification of respondents,

number of years worked in a pension scheme and the position the respondents hold in their respective organization.

4.3.1 Gender of Respondents

The researcher sought to determine the gender participation in this study as shown on Table 4.1 and Figure 4.1.

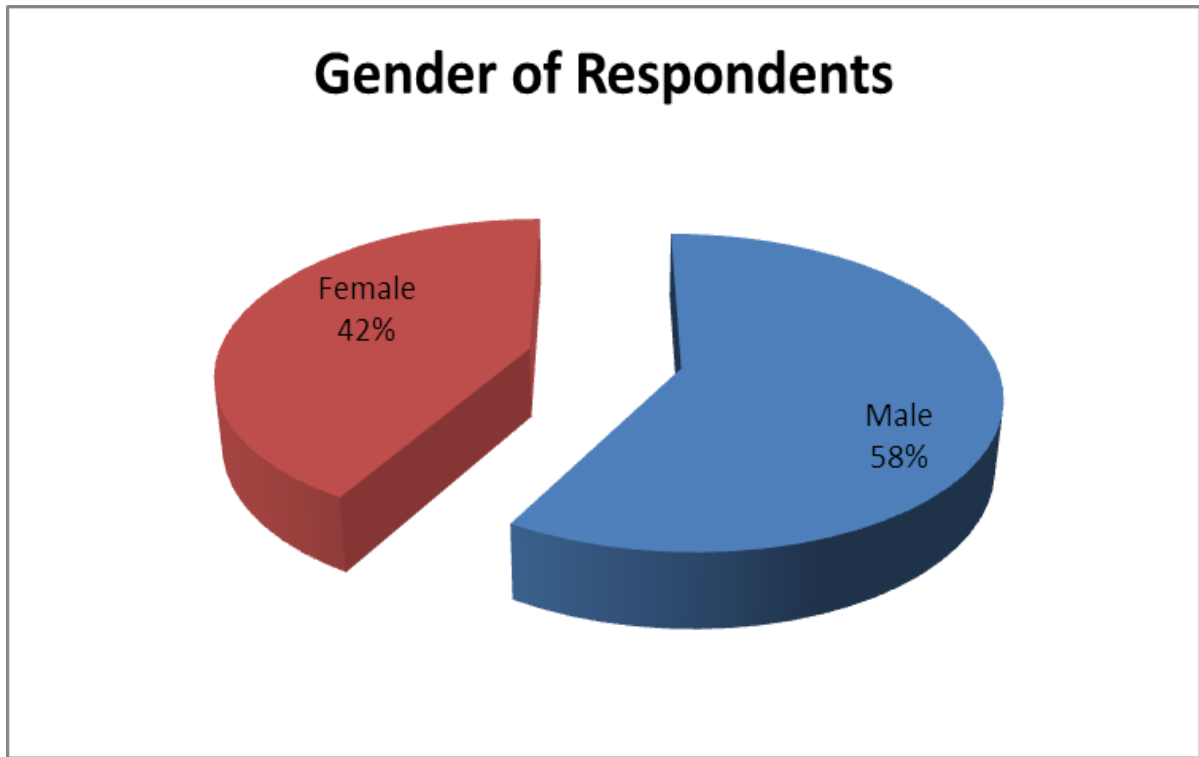
Table 4. 1 Gender of Respondents

Gender	Frequency	Percentage
Male	21	58.33
Female	15	41.67
Total	36	100.00

Source: Primary Data.

Based on the findings in Table 4.1, the gender participation in this study was 58.33% being male and 41.67% as females. This indicates the gender constitutional mark of above 30% in terms of gender balance representation in pension schemes. This is illustrated in Figure 4.1.

Figure 4. 1 Gender of Respondents



Source: Primary Data.

4.3.2 Age Bracket of Respondent

The researcher sought to determine the age bracket respondents belonged to

Table 4. 2 Age Bracket of Respondent

Age Bracket	Frequency	Percentage
18-24 years	6	16.67
25-34 years	12	33.33
35-44 years	11	30.56
45-54 years	6	16.67
55 and above	1	2.78
Total	36	100.00
Mean Score	7.2	
SD	4.44	

Source: Primary Data.

Research findings in Table 4.2 reveal that majority respondents were aged between 25-34 years by 33.33%. This implies that most employees handling implementation of the PPAD Act 2015 are young and productive capable of executing procurement and strategy mandates. This helped the researcher in understanding the individual maturity and skill ability to execute the given organizational task.

4.3.3 Highest Education Qualification

The researcher sought to find out the highest education qualifications of respondents as tabulated in Table 4.3.

Table 4. 3 Highest Education Qualification

Highest Qualifications	Frequency	Percentage
Bachelor	18	50.00
Masters	17	47.22
PhD	1	2.78
Any Other	0	0.00
Total	36	100.00
Mean Score	9	
SD	9.83	

Source: Primary Data.

Based on reported findings in Table 4.3, majority held a bachelor’s degree by 50%, with masters presenting 47.22% and those with a PhD at 2.78%. This implies that respondents were well knowledgeable and capable of articulating issues raised by this study in the questionnaire. Educational level helped this study to understand the respondents’ level of understanding and ability to respond to raised issues on the implementation of the PPAD Act 2015.

4.3.4 Work Experience Level in Pension Scheme

Respondents were asked to indicate how long they had worked with the pension scheme and they responded as indicated in Table 4.4.

Table 4. 4 Work Experience Level in Pension Scheme

Years Worked	Frequency	Percentage
1-5 years	7	19.44
6-10 years	14	38.89
11-15 years	9	25.00
16 and above	6	16.67
Total	36	100.00
Mean Score	9	
SD	3.56	

Source: Primary Data.

Based on reported research findings in Table 4.4, majority had served for 6-10 Years by 38.89% and fewer for over 16 years by 16.67%. This implies that majority respondents had the right experience and exposure to implement the PPAD Act 2015. Work experience level was helpful to this study because it enabled the researcher to comprehend the employees' experience level, skills and competencies in the implementation of the PPAD Act 2015.

4.3.5 Position Held

Respondents were asked to indicate the position they held in their respective institution and they responded as tabulated in Table 4.5.

Table 4. 5 Position Held

Position Held	Frequency	Percentage
Accounting Officer	25	69.44
Manager	11	30.56
Total	36	100.00
Mean Score	18	
SD	9.90	

Source: Primary Data.

Based on research findings in Table 4.5, majority respondents served as accounting officers at 69.44% and managers by 30.56%. This implies that most respondents who participated in the study were familiar with the implementation of the PPAD Act 2015. This was important for this study given that accounting officers play a significant role in the financial management and procurement facilitation in various institutions in conjunction with input of managers appointed to oversee departmental operations in the implementation of the PPAD Act 2015.

4.4 Organization Profile

This section sought to establish if the pension schemes had a procurement department, existence period since its establishment, highest qualification considered to appoint a procurement heads, extent of agreement to compliance with relevant procurement laws and regulations and confirmation of whether the staff received necessary training to facilitate their performance.

4.4.1 Existence of a Procurement Department

The researcher sought to determine if the organization had a procurement department as indicated in Table 4.6.

Table 4. 6 Existence of a Procurement Department

Procurement Department Existence	Frequency	Percentage
Yes	19	52.78
No	17	47.22
Total	36	100.00
Mean Score	18	
SD	1.41	

Source: Primary Data.

Based on the findings in Table 4.6, the organizations confirmed that procurement department existed by 52.78% with 47.22% dissenting. This was important for the study as procurement laws are directly affected by professionals and well-structured departments in public institutions. It implied that majority pension schemes had an existing procurement department, therefore, capable of handling and effecting procurement laws and other policies.

4.4.2 Operationalization of Procurement Department

The researcher sought to determine how long the existing procurement departments had been in operation as indicated in Table 4.7.

Table 4. 7 Operationalization of Procurement Department

Procurement Department Operations	Frequency	Percentage
Below 0- 2 years	18	50.00
2-5 years	14	38.89
Above 5 years	4	11.11
Total	36	100.00
Mean Score	12.00	
SD	7.21	

Source: Primary Data.

Based on the research findings in Table 4.7, majority established departments have been in existence for below 2 years. This was important to understand as it gave an indication of how long the institutions had been effecting and complying with the procurement laws. This further implied that public pension schemes organizations had commenced implementation of the PPAD Act 2015.

4.4.3 Department Head Academic Qualifications

Procurement departments require qualified personnel to deliver to the mandate given to them. The researcher sought to determine the highest qualification considered by pension schemes in appointing procurement head as detailed in Table 4.8.

Table 4. 8 Department Head Academic Qualifications

Qualifications for Department Head	Frequency	Percentage
Bachelor	15	41.67
Masters	21	58.33
PhD	0	0.00
Any Other	0	0.00
Total	36	100.00
Mean Score	9.00	
SD	10.68	

Source: Primary Data.

Based on the research findings in Table 4.8, majority public pension schemes require a procurement head to be a master’s degree by 58.33%. This implied that public pension schemes appoint highly qualified personnel to lead the procurement departments. This was important in understanding the level of skills and knowledge public procurement department heads are required to possess in order to deliver their mandate.

4.4.4 Extent of Compliance

Extent to which public pension schemes had complied with the PPAD Act 2015 was determined and analyzed in Table 4.9.

Table 4. 9 Extent of Compliance

Compliance Extent	Frequency	Percentage
Very low extent	1	2.78
Low extent	1	2.78
Average extent	12	33.33
Great extent	15	41.67
Very great extent	7	19.44
Total	36	100.00
Mean Score	7.20	
SD	6.34	

Source: Primary Data.

Based on the findings in Table 4.9, to a great extent at 41.67% of public pension schemes comply with PPAD Act 2015. This implied that a higher percentage of the public pension schemes are compliant with the PPAD Act 2015 laws and guidelines. This was important as high level of compliance meant the implementation of the PPAD ACT 2015 by public pension schemes was on course.

4.4.5 Confirmation for Staff Training

The researcher sought to confirm if the staffs serving in the public pension schemes were trained effectively in order to implement the PPAD Act 2015 as indicated in Table 4.10.

Table 4. 10 Confirmation of Staff Training

Staff Training	Frequency	Percentage
Yes	20	55.56
No	16	44.44
Total	36	100.00
Mean	18.00	
SD	2.83	

Source: Primary Data (2017).

The research findings in Table 4.10 revealed that 55.56% were trained to facilitate their service delivery in their respective areas of responsibility. This implied that majority staff members in the public pension schemes were trained on matters of PPAD Act 2015 so as to conform with the law.

4.4.6 Measures for PPAD Act 2015 Compliance

The research sought to find out measures put in place by the pension schemes to facilitate the compliance of the PPAD Act 2015. The research results revealed that pension schemes without procurement departments outsourced professional services. The results further indicated that those schemes that had established procurement departments, conducted competitive bidding for their procurement processes and also prepared annual procurement and disposal plans.

4.5 Strategic Issues in Implementation of PPAD Act 2015

This study considered four strategic issues in the implementation of PPAD Act of 2015, namely; governance, administration, strategic leadership and professionalism issues. The researcher sought to determine the extent of agreement using a 5 point likert scale, where: 1 = Not at all, 2 = to a small extent, 3= to a moderate extent, 4 = to a large extent and 5 = to a very large extent. This section provides interpretations of mean score, standard deviation and co-efficient of variations and their importance to the research.

4.5.1 Governance

The researcher sought to determine the extent of agreement to governance as a strategic issue in the implementation of PPAD Act 2015 by public pension schemes using a scale where: 1 = Not at all, 2 = to a small extent, 3= to a moderate extent, 4 = to a large extent and 5 = to a very large extent as indicated in table 4.11.

Table 4. 11 Governance Strategic Issue

Governance	Mean Score	SD	COV
The pension scheme's ability to avoid conflict of interest in decision-making	2.79	4.19	1.50
The pension scheme using competitive bidding process in appointing service providers	3.00	4.16	1.39
The pension scheme clearly defining the roles of the accounting officer versus the procurement department's head	3.92	4.66	1.19
The pension scheme maintaining an effective performance measurement system for the accounting officer and the head of procurement department	3.00	3.83	1.28
The use of E-procurement by the pension scheme	3.19	4.47	1.40
Setting up disciplinary procedures for corrupt procurement officers	3.57	4.12	1.15
Emphasizing ethical practices	3.06	4.81	1.57

Source: Primary Data.

Based on the research findings in table 4.11, majority of the respondents agreed to a large extent and very large extent that clear definition of roles between the accounting officer and the procurement head, setting up disciplinary procedures for corrupt procurement officers and e-procurement dimensions of governance would highly affect the implementation of the PPAD Act 2015. This implied that most public institutions governance relies on the defined disciplinary procedures and roles in the implementation of the laws such as the PPAD Act 2015.

4.5.2 Administration Strategic Issue

The researcher sought to determine the extent of agreement to administration strategic issue in the implementation of PPAD Act 2015 by public pension schemes using a scale of where: 1 = Not at all, 2 = to a small extent, 3= to a moderate extent, 4 = to a large extent and 5 = to a very large extent as indicated in table 4.12.

Table 4. 12 Administration Strategic Issue

Administration	MEAN	SD	COV
The usage of an effective internal control system by your pension scheme	3.25	4.05	1.24
The Scheme compliance with the procurement methods outlined in the PPAD Act	3.70	3.41	0.92
Carrying out regular procurement audit to ensure compliance	3.61	4.54	1.26
Involvement of user department in annual procurement planning.	3.45	3.36	0.98
Having a clear organization structure with the procurement head reporting directly to the accounting officer.	3.23	2.35	0.73

Source: Primary Data.

Research findings in table 4.12 indicate how administration is an issue of concern in the implementation of PPAD Act 2015 by pension schemes. Majority respondents agreed to a

large extent and very large extent that there is need for the scheme to be in compliance with the procurement methods outlined in the PPAD Act and Carrying out regular procurement audit to ensure compliance. This implies that administrative concerns are biased to the compliance segment and procedural adherence in the implementation of the PPAD Act 2015. This is important for public pension schemes because lack of clear administration to ensure there's full compliance with PPAD Act 2015 and that necessary audits are allowed to facilitate transparency and checks for compliance adherence.

4.5.3 Strategic Leadership Strategic Issue

The researcher sought to determine the extent of agreement to strategic leadership strategic issue in the implementation of PPAD Act 2015 by public pension schemes using a scale of where: 1 = Not Important, 2 = Slightly Important, 3= Moderately Important, 4 = Very Important and 5 =Extremely Important as indicated in Table 4.13.

Table 4. 13 Strategic Leadership Strategic Issue

Strategic Leadership	Mean Score	SD	COV
The accounting officer's leadership of the pension scheme	3.75	4.04	1.08
Involvement of employees in procurement related decision making	2.39	3.13	1.31
Good communication by the accounting officer and department heads	3.10	2.58	0.83
Establishment of a feedback system	3.20	4.15	1.30
Possession of analytical skills by accounting officers and procurement department heads	3.06	3.64	1.19

Source: Primary Data.

The research findings in Table 4.13 reveal majority agreed on the importance of the accounting officer's good leadership and possession of analytical skills for both procurement heads and the accounting officer as major leadership strategic issues. This implied that right skills by the accounting officer and procurement heads highly determines their ability to

implement the PPAD Act 2015. This is important because accounting officers face the bigger burden of ensuring prudence and appropriation of public funds as clearly indicated on Article. 2 of Public Finance Management Act of 2012 (Kenya Law Reports, 2017).

4.5.4 Professionalism Strategic Issue

The researcher sought to determine the extent of agreement to professionalism strategic issue in the implementation of PPAD Act 2015 by public pension schemes using a scale where: 1 = Not at all, 2 = to a small extent, 3= to a moderate extent, 4 = to a large extent and 5 = to a very large extent as indicated in table 4.14.

Table 4. 14 Professionalism Strategic Issue

Professionalism	Mean Score	SD	COV
Having a procurement department led by a procurement professional	3.66	3.64	1.00
Adherence to the procurement plans and disposal plans	3.54	3.55	1.00
Use of technology with in procurement processes	3.97	4.97	1.25
Having an internal procurement policy	3.00	3.41	1.14
Conducting continuous development programs for procurement professional to update their skills	3.50	3.82	1.09

Source: Primary Data.

Based on reported research findings in Table 4.14, majority agreed to a large extent and very large extent that use of technology within procurement processes and having a procurement department led by a procurement professional enhances professionalism. This implied that many public pension schemes agree to use of technology and having a procurement professional heading the procurement enhanced professionalism hence aiding in the implementation of the PPAD Act 2015.

4.6 Discussion

The study reveals that 52.78% public pension schemes owned by public institutions have established a procurement department since the enactment of the PPAD Act 2015. In order to properly implement the PPAD Act 2015, the study reveals that there is a need to have trained professionals to run the procurement function. This corresponds to Ngari (2012) findings on the effects of public procurement and disposal act 2005 on procurement in Parastatals in Kenya. He determined that each parastatal requires a well-established and resourced procurement department to enable the implementation of PPDA (2005).

Further, professional qualification, and analytical skills and are basic requirements to head the procurement department based on the findings of this study. These findings confirm to Karanja and King'ori (2014) findings on the determinant of procurement performance at Retirement Benefit Authority in Kenya, who focused on four independent variables namely information technology, top management, procurement policy and training. They established that the top management competency level and skills positively influenced the procurement performance at the authority.

From the findings, 41.67% of the Public pension schemes have complied with the PPAD Act 2015 which will yield to better performance of the Schemes as envisioned by the Act. Karanja and King'ori (2014) assert that existence of procurement policies and guidelines on sharing information would improve the performance of public pension schemes and other state owned enterprises. Bogason, (2000) opines that proper implementation of the public procurement law, can lead to improved procurement and disposal processes in various institutions. Public Procurement and Oversight Authority (2008) established under the PPD

Act of 2005 adds further that establishment of a regulatory body to guide procurement processes is an important institutional progress.

Managing public institutions is based on integrity and ethical conduct as enshrined in the Constitution of Kenya Chapter Six (Kenya Law Reform, 2010). This study selected four characteristics as strategic issues in implementing the PPAD Act 2015. From the findings, Governance is a major concern to majority serving in the pension schemes with majority agreeing that the use of E-procurement by the pension scheme and setting up disciplinary procedures for corrupt procurement officers highly influence ability to implement the laws. Further, the findings reveal that pension schemes clear definition of roles of the accounting officers versus the procurement department's head would help in avoiding conflict of interest in decision-making.

Administration strategy to facilitate effective implementation of the PPAD Act of 2015 is a concern in the public pension scheme area. Based on the study findings there is need for the scheme to be in compliance with the procurement methods outlined in the PPAD Act and carrying out regular procurement audit to ensure compliance. Eyaa and Oluka (2011) findings relate positively to these study findings whereby there's unexplained non-compliance of the procurement policies and laws in Kenya. Therefore, compliance to procurement policies, statutory regulations remains a challenge in Kenya requiring proper administration.

Strategic leadership in institutions leads to high output, productivity and performance (Eyaa & Oluka, 2011). In this study, findings reveals that procurement heads and accounting

officers require analytical skills and to a large extent the accounting officer's leadership has a major influence in the implementation of PPAD Act 2015. These findings agree to Wambui (2013) assertions that the public officers appointed to lead procurement departments require specific skills to be able to perform better.

The study sought to determine how professionalism practice in pension schemes helps in the implementation of PPAD Act 2015. Findings of the study revealed to a great extent that use of technology by staff in the procurement departments increases the efficiency of performance. Further, the study revealed that procurement department requires a trained procurement professional to oversee the operationalization of the PPAD Act 2015. These findings agree to Karanja and King'ori (2014) that for full compliance and departmental performance, professionals trained in procurement matters. The professionals require regular training to enhance their productivity (Karanja & King'ori, 2014).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study findings in chapter four, provides conclusions and recommendations based on the reported research findings. This chapter also notes the limitations the study faced and implications the study would have on the policies implementation practices. Finally, the chapter suggests areas for further research.

5.2 Summary

The study obtained a high response rate of 90% from the questionnaires that were returned. Fair and balanced representation of gender was recorded while conducting this study with 58.33% being male and 41.67% being female. Majority employees serving in the pension schemes' procurement departments were aged 25-34 years representing 33.33% of the total respondents. 50 % of the Pension scheme staff had bachelor's degree and majority had served in their respective institutions for a period of 6-10 years representing a 38.89%. The study further asked responses the position they held in their respective pension schemes whereby 69.44% represented those holding Accounting Officer Position while 30.56% represented managers.

Based on the research findings, the study revealed most pension schemes had procurement departments with some being in operation for above 5 years and that the procurement head is at least required to hold a masters' degree. In light of the existing procurements departments,

compliance to PPAD Act 2015 was to a great extent adhered to with a majority of staff having undergone training on the implementation of PPAD Act 2015.

Based on the findings, governance was an issue of concern with majority agreeing to a greater extent that there should be set guidelines of disciplining corrupt officers, e-procurement usage reduced governance issues and that clear definition of roles of between procurement department head and accounting officer would enhance implementation of the PPAD Act 2015.

Administration of pension schemes from reported findings revealed that procurement departments should carry out regular procurement audits to ensure compliance with PPAD Act 2015 and have defined procurement methods for compliance with the law and other policies in place. Findings also revealed that it is important for appointed procurement head to possess analytical skills and proper qualifications which determine their ability to implement the PPAD Act 2015.

The study findings revealed that professionalism affects the implementation of PPAD Act of 2015. The respondents to a large extent of agreed that the use of technology within procurement processes and running of the procurement department require procurement professionals. This highly influences the ability to implement the Act.

5.3 Conclusion

This study concludes that proper governance approaches and practices lead to increased compliance in the implementation of the PPAD Act of 2015. The study adds in conclusion

that availability of proper guidelines and policies that define the roles of accounting officers and procurement head reduce conflict of interest thus leading to efficiency and swift implementation of the PPAD Act of 2015.

The study concludes that technological adoption and proper departmental administration by trained procurement professional facilitates the implementation of the PPAD Act of 2015. Further the type of leadership and professional skills possession by the procurement heads is a means of enhancing implementation of the PPAD Act of 2015. Professionalism requires responsiveness, ethics and integrity characteristics as the study revealed. Therefore, this study concludes that in order to have a smooth implementation of PPAD Act 2015 procurement professionals should be employed to head the operations of the procurement department.

5.4 Recommendations

This study recommends preparation of procurement manuals/policies that defines roles for accounting officer and procurement head and also outlining the recruitment of the procurement department heads that are registered in respective statutory or professional bodies in accordance with the PPAD Act 2015. There's need to comply fully with the PPAD Act 2015 as this will enhance efficiency, develop a proper working culture that is more ethical and hence more efficient in pension schemes.

This study recommends transformational characteristics of leadership be considered when recruiting, deploying or appointing the procurement heads and accounting officers. This

study also recommends that Government should steadily provide adequate resources to enable establishment or operationalization of procurement departments. In addition, this study revealed that e-procurement and technology inclusivity enhances productivity and improves the professionalism; therefore, this calls for training of pension scheme staff on how to use such technologies. Finally, it is important for all public pension schemes to establish procurement function within their organizations and employ procurement professionals who will progressively enhance the implementation of the PPAD Act 2015.

5.5 Limitations of the Study

The study faced both time and financial limitations. The duration that this study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on the strategic issues considered by public pension scheme administrators in implementation of PPAD Act 2015. The study relied purely on responses from the respondents due to limited time; the researcher could not collect information through observation of the procurement process over a period of time to assess the performance. The study, however, minimized these by collecting information from the main stakeholders who are involved in the procurement process in the established pension schemes.

The study also faced the limitation of lack and or little understanding of PPAD Act 2015 by some respondents owing to the period the Act has been in existence. This was minimized through extensive discussion of the Act before the respondent could embark on filling the questionnaires.

5.6 Policy Implications of the Study

Policy formulators and regulators in the public sector will find this study's findings important during their policy formulation. In particular, they will be able to identify strategic issues and how they affect the implementation of PPAD Act 2015. In addition, this study will benefit theoretical approaches, perceptions on the procurement processes in the public sector. This study's findings will contribute in providing a clear response and contribution to all concerns on strategic issues raised in the public sector. Scholars and researchers intending to further their studies will find this study's findings very resourceful in contributing to empirical literature, formulation of hypothesis and research topics. Officers working in procurement department will find the recommendations of this study important in their progressive implementation of the PPAD Act 2015.

5.7 Suggestions for Further Research

The study recommends that another study to be done on the effects of PPAD Act 2015 on the performance of public pension schemes. This will help in determining whether the procurement laws have a positive relationship with the objectives of the pension schemes which is to maximize the wealth of the pensioners.

A further study may also be carried out in a wider scope which includes other public pension schemes in the African region to determine whether they have successfully implemented procurement laws and how Kenyan pension schemes can borrow from those institutions.

In addition a further study can be done on whether the PPDA Act 2015 affects procurement in pension schemes in private sector and how they carry out their procurement activities since pension schemes are a large source of income and savings in the country.

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APPENDIX I QUESTIONNAIRE

The aim of this questionnaire is to establish the Strategic Issues in implementation of the Public Procurement and Assets Disposal (PPAD) Act 2015 by Public Pension Schemes in Kenya. This is part of a study am doing at the University of Nairobi for the award of the degree of Master in Business Administration. Please respond to the questions honestly by ticking the most appropriate responses.

PART A: BACKGROUND INFORMATION

1. Gender

Male Female

2. Age (*Tick where appropriate*)

18-24 years 25-34 years 35-44 years 45-54 years 55 and above

3. Education level (*Tick where appropriate*)

Bachelors Degree Masters Degree PHD Any other (specify)

4. How many years have you worked for an individual pension scheme?

(*Tick where appropriate*)

1-5 years 6-10 years 11-15 years Over 16 years

5. Please indicate the category you fall under. (*Tick where appropriate*)

Accounting Officer Manager

PART B: ORGANIZATION PROFILE

1. Does your organization have a procurement department?

Yes No

2. When was the department established?

Below 0- 2 years 2-5 years above 5 years

3. What are the qualifications of the person heading the Procurement department?

Bachelors Degree Masters Degree PHD Any other (specify)

4. To what extent has your organization complied to the PPAD Act 2015 since its enactment?

Very low extent Low extent Average extent Great extent

Very great extent

5. Has your organization conducted training to the staff members to sensitive them on the implementation of the PPAD Act 2015?

Yes No

6. Highlight the measures your organization has put in place to ensure compliance with the PPAD Act 2015 in your Pension Scheme? Please explain.

PART C: STRATEGIC ISSUES IN IMPLEMENTATION OF PPAD ACT 2015

1. Governance

Indicate the extent to which the following issues on governance affect the implementation of PPAD Act in your Pension Schemes in Kenya. Please use a scale of 1 to 5 where;

1 = Not at all 2 = To a small extent 3 To a moderate extent 4 = To a large extent

5 = To a very large extent

Governance	1	2	3	4	5
The pension scheme's ability to avoid conflict of interest in decision-making					
The pension scheme using competitive bidding process in appointing service providers					
The pension scheme clearly defining the roles of the accounting officer versus the procurement department's head					
The pension scheme maintaining an effective performance measurement system for the accounting officer and the head of procurement department					
The use of E-procurement by the pension scheme					
Setting up disciplinary procedures for corrupt procurement officers					
Emphasizing ethical practices					

2. Administration

Do you agree with the following statement in respect to their impact on implementation of the PPAD Act 2015? Please rank them in order of importance where,

1 = Not important 2 = Slightly important 3 = Moderately important 4 = Very Important 5 = Extremely important

Administration	1	2	3	4	5
The usage of an effective internal control system by your pension scheme					
The Scheme compliance with the procurement methods outlined in the PPAD Act					
Carrying out regular procurement audit to ensure compliance					
Involvement of user department in annual procurement planning.					
Having a clear organization structure with the procurement head reporting directly to the accounting officer.					

3. Strategic Leadership

Please indicate the extent in which the following factors on strategic leadership promote the implementation of the PPAD Act 2015 in your pension schemes; Please use a scale of 1 to 5 where;

1 = Not at all 2 = To a small extent 3 To a moderate extent 4 = To a large extent

5 = To a very large extent

Strategic Leadership	1	2	3	4	5
The accounting officer's leadership of the pension scheme					
Involvement of employees in procurement related decision making					
Good communication by the accounting officer and department heads					
Establishment of a feedback system					
Possession of analytical skills by accounting officers and procurement department heads					

4. Professionalism

Indicate the extent to which the following issues on procurement professionalism affect the implementation of the PPAD Act 2015 to your Pension Scheme. Please use a scale of 1 to 5 where;

1 = Not at all 2 = To a small extent 3 To a moderate extent 4 = To a large extent

5 = To a very large extent

Professionalism	1	2	3	4	5
Having a procurement department led by a procurement professional					
Adherence to the procurement plans and disposal plans					
Use of technology with in procurement processes					
Having an internal procurement policy					
Conducting continuous development programs for procurement professional to update their skills					