

**FACTORS INFLUENCING THE PERFORMANCE OF PUBLIC
PROCUREMENT FOR INDEPENDENT PUBLIC OFFICES AND
COMMISSIONS IN KENYA**

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DECLARATION

This research project is my original work and has not been presented to any other examination body. No part of this research project should be reproduced without my consent or that of the University supervisor.

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DEDICATION

I appreciate our living GOD granting me precious life, good health and energy to pursue this study, I also thank to my employer for being understanding and granting me permission to pursue my studies. More importantly i thank my supervisor Mr. Michael K. Chirchir for being patient with me and for his consistent support in a bid to ensure that the outcome of this study is well polished.

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ABBREVIATIONS AND ACRONYMS

CEO: Chief Executive Officer

EACC: Ethics and anti-corruption commission

EU : European Union

GDP: Gross Domestic Product

GOK: Government of Kenya

ICT : Information Communication Technology

IDS : Institute for Development Studies

KENAO: Kenya National Audit Office

KISM: Kenya Institute of Supply Management

KPI : Key Performance Indicators

OECD : Organization for Economic Cooperation and Development

PPADA: Public Procurement and Asset Disposal Act

PPE : Public Procurement Entity

PPOA: Public Procurement Oversight Authority

SIGMA: Support for Improvement in Governance and Management

SPSS : Statistical Package for Social Sciences

SRM : Supplier Relationship Management

TI : Transparency International

UNEP: United Nations Environment Programme

ABSTRACT

Public procurement is a necessity that enhances public institutions to deliver goods and services to the public. Its performance therefore is always a matter of concern to stakeholders. However, procurement performance is always influenced by a number of factors that emerge from the organizations as well as from the external environments. The current study was about factors influencing the performance of public procurement for independent public offices and commissions in Kenya. The first objective was to determine the extent to which the implementation of ICT, staff competencies, legal and regulatory framework as well as ethical conduct in procurement process in the independent public offices and commissions in Kenya. The second objective was to investigate the influence of ICT staff competency, legal and regulatory framework and ethical conduct on procurement performance of public offices and commissions in Kenya. The study captured descriptive research design process. The study population involved 96 respondents from the twelve independent public offices and commissions in Kenya. A research questionnaire was utilized to assembling raw data, then analysis was conducted through descriptive statistics as well as inferential analysis. The study output on table 4.3 indicated that ICT and Ethical Conduct of procurement processes were implemented at a large extent in the respective independent public offices and commissions in Kenya with a mean ($M = 3.86$; $SD = 0.837$) and ($M = 3.81$; $SD = 0.942$) respectively. Other respondents indicated that staff competencies was implemented in their respective independent public offices and commissions at a moderate extent with a mean of ($M = 3.38$; $SD = 1.006$), while legal and regulatory framework was implemented at a small extent with a mean ($M = 2.41$; $SD = 1.147$). Furthermore the feedback on table 4.4 noted that R Squared was 0.625 indicating that there existed a variation of 63% of the variation on public procurement performance explained by the four predictor variables of this study; thus included ICT, Staff Competencies, Legal and Regulatory Framework as well as Ethical Conduct of Procurement Process. The study concluded that there existed a positive relationship between factors influencing the performance of public procurement and procurement performance for independent public offices and commissions in Kenya. The study concludes that ICT is implemented at a great extent while legal and regulatory framework was implemented at a small extent hence the need for its improvement in their respective study context. The study directed that the procurement officers, managers and assistants in the respective independent public offices and commissions in Kenya should consider to undergo more training on the legal and regulatory framework regarding procurement practices in Kenya especially the current Public PPADA 2015. The study limitation included reluctant of the respondents to participate in the study citing busy schedules at their work stations. Also the researcher did repeat visits to the independent public offices and commissions in Kenya to remind them to help fill the questionnaires thus causing further delays in the analysis process. The researcher suggests that future studies to done on private firms and other public institutions such as state parastatal, non-governmental Organizations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Public procurement function involves the actual task of buying of goods and services for use by the public entities with government systems. A cross the globe, procurement functions has a substantial role it plays in the country's GDP. According to OECD (2016), many governments across the globe spend substantial amounts of funds on public procurement to a tune of \$ 9.5 trillion annually.

Schiele (2017), noted that procurement performance is realized through the achievement of the organizational set objectives. It further reveals the extent to which value for money is realized from the government point of view. Public procurement is significant in infrastructural projects by the government which includes construction of hospitals, roads, railways, bridges, schools among other social amenities. Other projects include airports, seaports, ICD and telecommunication infrastructure. The developing nations across the world are reported to be spending \$ 820 billion on annual basis to acquire goods and services from the private sectors for purposes of use by government institutions as well as the general public (World Bank, 2015).

Sigma (2011) established that EU Nations spend approximately £ 2100 Billion in 2009 thus accounting for 19% of the EU, GDP. On the other hand, procurement spending is justified through analysis of the achievement of key government projects hence determining level of performance (Thai, 2009).

In Kenya, the government is confronted with the corruption monster that leads to waste in third of its national budget. It is also evident that the economic crimes through corruption

are much more in the county and most of the cases are procurement related. According to the (World Bank Report, 2015), dealers in tenders pay 8-10% of the cost of the contract as bribes in terms of gifts to the government procuring entity in order for them to win a given tender from the government. The procuring entities purchase goods and services from venders in excess of 60% of the prevailing market price and as such, failing test of ethical conduct in the procurement processes (IDS, 2016).

According to the World Bank Report (2015), it was revealed that Kenya as a nation has different challenges that include lack of professionalism, lack of fair competition and lack of transparency in all aspects of public procurement. The study posited that public procurement in Kenya was not operational at optimal thus lacking transparency and efficiency in procurement processes (PPOA, 2007). To achieve positive results in public procurement, it's important to implement all the legal instruments on public procurements through PPDA, 2015.

The study was based on Agency and Institutional Theory. The Agency Theory relates from the neoclassical background and therefore offers knowledge on how procurement function is important to all stakeholders keeping other factors constant. The Agency Theory has been utilized in major procurement related activities such as reverse logistics, outsourcing, and disposal of wastes as well as material handling (Logan, 2000; Loebbeclae & Huyskens, 2009). The institutional theory depicts the influence of external factors on procurement firms (Scott, 2003). This study was based on the need to investigate the factors influencing performance of public procurement at the independent public offices and commissions in Kenya. This involved the Office of the Controller of

Budget, the Office of the Auditor General and all the independent commissions in Kenya as articulated in the constitution.

1.1.1 Procurement Concept

According to Corsen (2015), procurement refers to the real act of planning for purchase, supplies selection after search, standard determinations and specifications, pricing of the needs, negotiations, stores management, value analysis, funding, buying, contract administration and disposal of wastes among other tasks. Procurement is further defined as the purchasing of all necessities in terms of goods and services from the right place, time, quality, purpose, price and right quantities for use by the procuring entity or otherwise. More importantly, public procurement entails the purchase of goods and services for public use or other government agencies through well-established tendering processes that are competitive to and acceptable to all (Bappaditya, 2011).

Furthermore, Hall (2009) noted that public procurement to be a significant function that is concerned with public spending of taxpayers' funds within the confines of the law and principles of accountability and transparency that guarantees value for money. Efficient public procurement practices contributes towards sound management of public resources since all measures of fair competition are considered in the process. Quality of service delivery and administration of products to the public is heavily dependent on sufficient mobilization of funds for procurement funds (Basheka, 2010).

According to Hayman (2014), transparency in procurement processes and open tendering procedures allows for fair competition and helps in reducing wastage of public resources and guarantees quality goods and services delivered to the public and when needed in an efficient manner.

Public Procurement Asset Disposal Act (2015) is a legal framework that offers key guidelines on how public entities must conduct their purchasing activities. The Act safeguards the principles of fair competition, accountability, quality, transparency and a high sense of ethical conduct among the procurement professionals as well as both public and private entities (PPADA, 2015; Muriungi, 2014).

1.1.2 Factors Influencing Public Procurement Performance

Chimwani et al (2014) established that public procurement involves mainstream government agencies purchasing products and services. However, corruption has been the major impediment to efficient purchasing practices in such institutions. Procurement activities are embroiled with unethical behaviour of the key stakeholders in the process and as such, affecting service delivery to the public. In this regard, quality of services is compromised characterized with delays lack of transparency in the process. The bureaucratic nature of government institutions have been the cause of concern to the rising procurement multi-practices. Most public institutions have experienced unfair treatment to procurement processes such as lack of transparency, poor coordination as well as lack of ethical professionals to manage the procurement functions in an efficient manner (Mburu & Njeru, 2014). Public procurement is influenced by a number of factors that include legal and regulatory framework, staff competencies, ICT, ethical conduct in procurement processes among others (Christopher, 2005).

1.1.3 Performance Concept

Nadia, Catalin, Albu (2005) held that the concept of performance is ambiguous in nature that integrate key indicators that reveals the level of organization achieving its goals. Performance therefore is characterized with achievement of goals competitiveness,

proper forecasting that is forward looking as well as creating value for money through customer satisfaction as well as recognition through growth. According to Vaidya & Raji (2008), better procurement decisions are regarded as prerequisite for effective performance on procurement activities of all public entities as well as private firms. The good decisions enhances accountability and optimal allocation of resources that is not wasteful.

Barja (2009) posited that performance involves aspects of continuous improvement and competitiveness of government/private entities in their undertakings that safeguards efficiency, efficacy, high levels of productivity, growth in sales volumes and stability in their market positions. Efficacy represents the quantification of what needs to be done in a timely manner. Efficiency is all about costs minimization and adequate resource utilization, growth of value and target attainment within an organization.

Growth of value is applicable to all stakeholders I the procurement function such as suppliers, employees, banks, shareholders and general public. Effectiveness in procurement function is revealed through different indicators such as supplier quality, order cycle time, inventory incoming on time, supplier flexibility, elimination of defects as well as material quality that satisfies the procuring entity as well as members of the public (Shalle et al, 2014).

Key indicators on procurement performance have been established to involve, technology, flexibility, quality, timely delivery as well as optimal costs. Through the attainment of key aspects of procurement processes by the suppliers to the users, it then passed on to the consumers through quality service and products delivered on time and through right quantities at right and acceptable costs (Shalle et al, 2014).

1.1.4 Independent Public offices and Commissions

The promulgation of the new constitution in 2010 led to the establishment of independent officers and commissions in Kenya. The Independent Public Officers includes the Office of the Controller of Budget as well as the Office of the Auditor General. The Office of the Controller of Budget was established through an Act of Parliament Section 105 under the Public Finance Management Segment. It deals with budget issues OAG is for all public entities and therefore found in Article 229 of the Kenyan Constitution. Its main roles and responsibilities includes auditing of public institutions expenditure and oversight of prudent utilization of resources through legal framework provided. OAG is also mandated to confirm issues of fiscal accountability of all programs and outcomes if they meet the intended objectives as required.

Additionally, the existence of independent commissions are well established through Article 228 (5) of the Constitution of Kenya (2010). The article sets out ten independent commissions in Kenya and that every commission have their unique mandates as established in the constitution as well as the prevailing acts of parliament Appendix 1 (<https://kenyanconstitution.manjemedia.com/commisions-and-independent-offices>).

1.2 Research Problem

Public procurement processes refers to the buying of goods and services, works by all government and state owned agencies through a legal framework of PPADA, 2015. The implementation of the act has faced numerous challenges from the end users (Nyakundi, Kombo, Omari & Mongare, 2012). There are many factors that influence public procurement that involves use of ICT, staff competency, legal and regulatory framework, ethical conduct in procurement processes, lack of open competition, lack of transparency

as well as inadequate availability of procurement professionals (Mburu & Njeru, 2014). Procurement performance is a measure of establishing how well an organization achieves its set standards and objectives within a specified timelines that guarantees quality services and customer satisfaction (Weele, 2012).

Kenya as a nation spends Ksh. 500 Billion annually on procurement related activities to all its entities; however the public wastage and pilferages accounts for Ksh. 300 Billion per year thus affecting the performance of GDP (World Bank, 2010). Kenya government losses 17% of the national budget on huge inflated corruption multi-practices that procurement quotations and tenders have over 60% overpriced than the market price (KISM, 2010). The country was ranked among the most corrupt nations globally with position 136 out of 175 of the Transparency International Corruption Perception Index (TI, 2014). EACC (2015) carried out a study on the evaluation of corruption in procurement function. The findings established that more emphasis need to be put in place so as to fully implement PPADA, 2015 in order to seal all multi-practices in the system. As the name suggests, public procurement is meant to be open and transparency to all members of the public and all stakeholders; however the independent commissions' public officers have bureaucratic characteristics through secrecy and lack of transparency improvement processes (Nyakundi, Kombo, Omari & Mongare, 2012). Various studies have been done by previous researchers that relates to the current study.

Guccio et al, 2016 conducted a study about public procurement efficiency on contracts and cultural conservation works in Italy. The study found out that local governments in Italy were the major cause of less efficient procurement process that were occasioned by delays. Roman (2016) did a study on financial management and public policy using E-

procurement platforms at KENAO in North America. The findings of the research revealed that E-procurement was affected mostly due to lack of good will to transform the procurement system to digital platforms. Mlope (2018) did a study about the determinants of procurement performance of public entities in Tanzania. The research findings showed that legal framework, procurement professionalism, level of integrity and participation of private sectors influenced performance of public procurement in Tanzania by a large extent.

Nzau and Njeru (2015) investigated factors that influence performance of public procurement with respect to public universities in Nairobi. The researcher established that adequate professional support by employee training and education influenced the procurement performance in such institutions of higher learning. Musau (2016) examined environmental factors that determine procurement performance in Uasin Gishu County. The study revealed that socio-economic environment, political and legal aspects impacted heavily on procurement performance of Uasin Gishu County. Ayub (2017) did a study about the procurement practices and how it relates with procurement performance of sugar manufacturing firms in Western Kenya. The findings established that staff training and planning of procurement functions influences procurement performance in such firms.

The previous studies did not highlight on the study context nor the study topic in general. The previous studies had contextual and conceptual gaps in relation to the current study topic thus this study sought to fill the existing gaps. This prompted the researcher to conduct a study with a view of answering the research questions; what are the factors that influence performance of public procurement for independent public offices and

commission in Kenya? The factors include staff competencies, ICT, legal and regulatory frameworks as well as ethical conduct in the procurement processes.

1.3 Research Objectives

- i. To investigate the extent of implementation of staff competencies, ICT, legal and regulatory framework as well as ethical conduct in the procurement process.
- ii. To determine the effect of staff competencies, ICT, legal and regulatory frameworks as well as ethical conduct in the procurement processes on performance of the independent public offices and commissions in Kenya.

1.4 Value of the Study

The study findings would be of great significance to the OAG, Office of Controller of Budget and Independent Commissions in Kenya since it will offer the institutions with best practices that would guarantee enhanced performance of procurement processes. The feedback from the current study would be of great importance to policy makers within the confirms of independent offices and commissions in Kenya. The study findings would offer a guiding principle to them such that more relevant procurement policies would be developed with a lot of emphasis put on ICT implementation on procurement practices. The recommendations would also benefit other public institutions as well as private companies in Kenya. To academicians, the findings of this research would add more value in terms of new information based on the study variables and as such, enriching the existing literature on public procurement as well as performance of public institutions. Future researchers would also find it necessary to employ the findings of this study on their futuristic research activities hence enhancing rich literature in the academia.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter outlines the existing literature on the factors influencing performance of public procurement for independent public offices and commissions in Kenya. The chapter elaborates more on the theoretical framework, conceptual framework, empirical literature as well as the critical review of the research gaps.

2.2 Theoretical Review

The study is rooted on two significant theories; that is Agency Theory and Institutional Theory. The Institutional Theory is based on organizational incentives, social cultural influence on the performance of firms (Scoth, 2014). This implies that to achieve procurement performance, organizations including independent public offices must strengthen their structures and legal framework as well. In this case, institutional theory as the main theory in this study since it relates well with the independent variables that include staff competencies, ICT, legal and regulatory framework as well as ethical conduct in procurement process.

2.2.1 Agency Theory

The theory was put forward by Mecklin, and Jensen (1986). The theory states that there exists a contractual relationship between principles and agents in a procurement process and that there must be a mutual relationship that should serve both of their interests. The principle refers to the user department/institutions while the agent refers to venders of procurement needs on goods and services. The principle agent relationship is always adopted since it considers that the agents have soft skills and abilities that are beneficial to the relationship (Cane, 2004). The Principal Agent Theory thus is more relevant to the

current study such that it aids the researcher in establishing existing relationship between government institutions such as independent offices and commissions with their key stakeholders in the procurement environment. The action of one entity affects the general operations of the other one (Muranda, 2016). This study therefore was poised to find out the relationship between ICT, staff competencies, legal and regulatory framework as well as ethical conduct in the procurement process and procurement performance in the independent public offices and commission in Kenya.

2.2.2 Institutional Theory

Institutional theory was advocated by Meyer and Rowan (1977). The theory states that institutional dynamics within the organizations has a greater influence on its performance than the prevailing business environmental actors from the external environment organizations are required to innovate in order for them to remain relevant and be competitive in their own markets; this helps to improve on their efficiency in service and products delivery. This calls for organizations to adopt to sociological parameters that help shape the organizational structures (Dunn & Jones, 2010).

Scott (2014) noted that cognitive, regulatory and normative pillars play a significant role in shaping and improving structures of an institution. The regulatory pillar uses rules, regulations and procedures to enhance systemic compliance. The normative pillar handles with the norms and social obligations to safeguard compliance. The cultural pillar deals with the beliefs, understanding and cultural dynamics that are inherent in the organization.

The theory is applicable to this study since it highlights on aspects of rules and regulations being key parameters that shape organizational performance. In this regard, procurement performance of independent offices and commissions is poised to be influenced by legal and regulatory framework thus being of great relevance to the study variables. It further enables timely implementation of PPADA, 2015 in the independent offices and commissions so as to maintain the essence of transparency and accountability of procurement process through ethical conduct of employees in such institutions.

2.3 Factors Influencing Public Procurement Performance

Previous scholars have tried to figure out what actually influences procurement performance in different countries in the world, but nonetheless they get divergent findings that are unique to specific countries (Baily et al, 2015; Lyson & Farrington, 2012). However, the aim of this study is to explore how ICT, staff competencies, legal and regulatory framework on procurement process influences procurement performance in independent offices and commissions in Kenya. Information Communication Technology is a broad term that refers to different modern ways of creating, storing, sharing and using of relevant information in different forms. Different professions uses ICT to enable them grow to the next level depending on their prevailing circumstances.

Davila, Gupta and Palmer (2003) defined E-Procurement as a platform that enhances online businesses. In Kenya, the manual systems have been in existence overtime and are blamed for the inefficiencies in the procurement functions. It is occasioned by delays and loss of data and information. ICT therefore comes in handy to correct such anomalies in the procurement processes. Today, online communication, online tendering procedures and as well as online order placements and delivery have improved procurement

performance operations in organizations. In this regard, ICT offers faster processes, efficient distribution lines, decentralization of tasks as well as increased transparency of all procurement decisions. Suppliers are able to deliver promptly on all orders in an efficient manner. This is enhanced through vendor managed inventory system (Mburu and Njeru, 2015).

Staff competency refers to individual characteristics that are inborn, natured and learn that enables one to perform effectively. With respect to the current study, staff competency is used to depict employee competitive advantage over others that involves; soft skills, knowledge and experience on certain aspects of professionalism. The competency held by an individual enables them to perform better than others by being efficiently, effective as well as delivery of services in a timely manner. Competencies are categorized as technical and behavioral competencies that offer competing demands to an individual that compels them to perform even better.

Procurement professionals have the responsibility to see to it that they achieve these demands providing value for money in their output, being aggressive and efficient in all activities as well as being transparent through sound ethical conduct in all their undertakings (Errigde & McIlley, 2012). Organizations consider such skills from procurement professionals in the event they wish to hire them. Moreso, the professionals are required to have flexible mindset to accommodate any changes that emerge from the external environment such as change of bylaws in the local government, change of technology among others. Therefore, operational and high level strategic and tactical skills offers procurement professionals with the necessary competition edge in their profession over others thus being relevant in the market.

The legal and regulatory framework is embodied with legal instruments such as regulations, laws, circulars and decrees that provide procedural mechanisms on how procurement professions should be carried out (Zubic and Sims, 2011). The procurement professionals are guided by the PPADA, 2015. This act offers the legal framework for all procurement processes in Kenya through laws, rules, regulations that form a basis for policy framework on procurement. In this regard, procurement professionals must abide by this act in order for them to remain relevant in the procurement profession. The PPADA, 2015 dwells more on issues of accountability and transparency on procurement functions and that can be achieved through ethical behaviour of procurement professionals (Bartik, 2013).

Ethical conduct in procurement processes being ethical refers to a situation of being morally upright and adopting to acceptable behaviour and conduct that is regulated by law. Ethical behaviour have different characteristics possessed by an individual that is; trust, respect, probability, honesty, diligence, integrity, fairness and obedient to laws and regulations (Wee, 2012).

Ethical behaviour also encompasses the relevance of accountability from all stakeholders in the procurement functions including procurement professions, suppliers, customers, national government, county government, among other participants (Wee, 2012). Ethical conduct encourages procurement professions to be open during public money expenditure and as such allowing scrutiny and audit when called for thus making them safe from any wrong doing if any. Procurement functions have challenges varying from corruption, fraud, pilferage and nepotism that affects the working conditions for procurement professionals as well as increasing the cost of doing business. Therefore, ethical conduct

comes in a cure to such vices and challenges in the procurement ecosystem so as to nature virtues of honesty and integrity to all stakeholders therein (Karanja and Mugo, 2010).

2.4 Empirical Literature Review

Various studies have been done previously by other scholars based on related topic of the current study ranging from local, regional and global perspectives that all inclusive. Globally, Gelderman et al (2017) did a study about the relationship between public procurement and EU directives on tendering process at the Dutch Ministry of Defence. A survey research design was employed by the researcher. The findings revealed that familiarity of purchasers with the rules and regulations on tendering processes had a great influence on compliance with the state directives on the same. The study used a different methodology of cross-sectional survey as opposed to a census that was used by the current study on independent public offices and commission in Kenya. The study also only considered one factor as opposed to a variety of factors that influence procurement performance.

Regionally, Ibrahim and Hamid (2016) carried out their research on how supply chain management practices relates with supply chain performance of manufacturing firms in Sudan. A survey research design was adopted in the study. The study findings revealed that speed of responses; information sharing, customer management and integration of technology were adopted at a higher extent by the manufacturing firms in Sudan. Also, the findings indicated that the study variables had a positive relationship among them.

Kikwezi and Nyeko (2016) investigated how financial and non-financial performance measures are related to procurement performance at service industry in Uganda. The

study used a case study design. The study findings showed that both measures of financial and nonfinancial performance were significant indicators of procurement performance in the public sectors in Uganda. Other findings revealed that quality of goods and services offered was highly cherished than other forms of nonfinancial measures with regard to financial measures. The study established that budgetary controls as well as audit processes were important indicators in the public domain of Uganda service industry. The study was done in Uganda as opposed to Kenya thus a contextual gap.

Locally, Shiundu and Rotich (2015) conducted a research on how factors influencing efficiency relates with procurement systems at the City County of Nairobi. Descriptive survey design was adopted focusing on procurement staff in Nairobi City County. The findings indicated that ICT, records management, staff competency as well as management style employed had a significant impact on procurement system efficiencies. The study did not focus on the essence of factors influencing public procurement performance at the independent offices and commissions in Kenya thus a knowledge gap.

Wanyoike (2016) did a research on the influence of quality management practices on performance of procurement functions on manufacturing entities in Kenya. The study used a census design and arrived at different findings. The research findings revealed that operating environment, customer focus, organizational capability, continuous improvement and top management involvement influenced procurement performance on manufacturing firms in Kenya at very significant extent. The study context only focused on manufacturing sector as opposed to public sector that is independent public offices and commissions in Kenya.

Odero and Ayub (2017) carried out a study on the effect of procurement practices on procurement performance of sugar manufacturing firms in Western Kenya. The study revealed that there was a high level of correlation between procurement planning, staff education and procurement performance. The study context only considered manufacturing sector as opposed to public sector based on independent public offices and commissions in Kenya.

2.5 Summary of Literature Review

The literature of this study is reviewed on the aspects of theoretical foundation as well as the empirical literature. The study employed Institutional Theory as well as the Agency Theory. It was clearly evident that previous researchers on different related studies on procurement performance basing more on private sectors of the economy as opposed to the public sector of the economy thus offering research gap that were necessarily explored by the current study. A summary of the empirical studies is provided in Appendix II. The summary provides a framework of scholars, their study objectives, methodology, major findings and knowledge gap observed.

2.6 Conceptual Framework

In this study the independent variables are factors influencing public procurement. The selected ones are ICT, Staff competency, legal & regulatory framework as well as Ethical conduct in Procurement Process. The dependent variable is procurement performance which is operationalized by cost, timeliness and flexibility. The conceptual model is provided in figure 2.1 below.

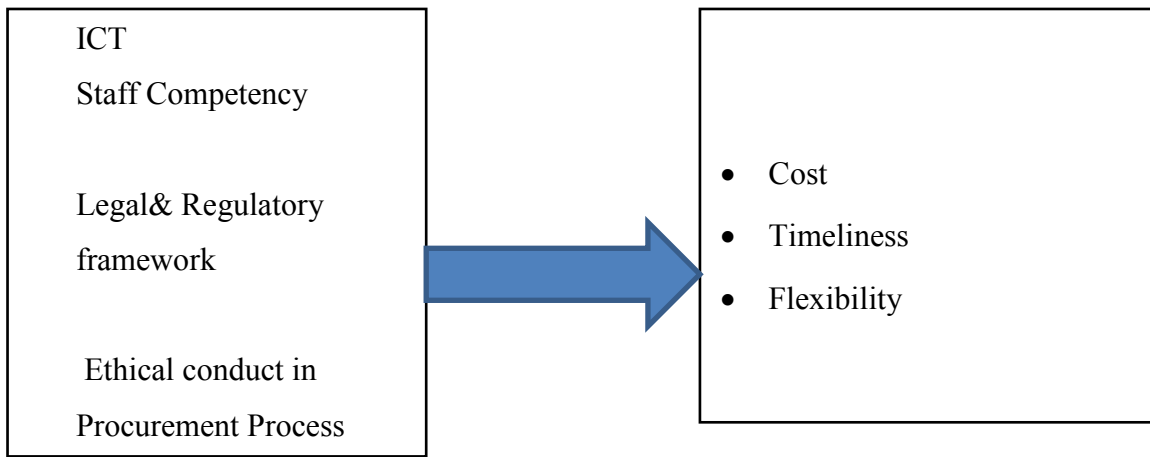
Figure 2.1: Conceptual Model

Independent Variables

Dependent Variables

Factors Influencing Public Procurement

Performance



Source: Researcher, (2019)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section established different segments that were configured in the completion of the study. It highlighted on the design to be employed by the researcher, population targeted, sampling design and sample size, data collection utilities as well as data analysis mechanisms future decision making.

3.2 Research Design

Descriptive research design was utilized in this study to analyze the study of objectives that mainly involve: To investigate the extent of implementation of Staff competences, Information Communication Technology, Legal & Regulatory framework as well as ethical conduct in the procurement process in the independent public offices and commissions in Kenya. To determine the effect of Staff competences, Information Communication Technology, Legal & Regulatory framework as well as ethical conduct in the procurement process on performance of the independent public offices and commissions in Kenya.

According to Kothari (2004), descriptive research studies involve particular individuals or groups of study variables that influence one another. Orodho and Kombo (2009) posited that a descriptive survey design is a method of accumulating of data through interviews or administration of questionnaires to sampled respondents in the study. Orodho and Kombo (2009) further established that descriptive survey design can easily be employed to collect relevant information on respondents' opinions, habits and attitudes among other personality characteristics.

3.3 Target Population

A population involves a group of singular persons who have different characteristics for development that have a common observable subjects. Mugenda and Mugenda (2003) contended that an illustration measure of 10% of total population is considered good enough to represent the interest of the entire population of a study.

The population of the current study included all the independent public offices and commissions in Kenya, which are twelve in number (Appendix I) Given that the population was small, a census was proposed in this study. The study therefore involved 96 respondents from the independent public offices and commissions in Kenya.

3.4 Data Collection

The researcher employed primary data because it very current to the research topic and offers accurate information sought from the participants. In this regard a research questionnaire was used to collect the data. Kothari (2004) describes a questionnaire as a data collection tool consisting of a number of questions is mailed or delivered to respondents who are then expected to read, understand and write down the answers on their own. The questionnaire involved two main sections, the first section addressing general demographic data of the respondent. This second section covered the employee compensation preferences in fully fledged Islamic banks in Kenya. The questionnaire was structured in such a way that it featured a five point lickert scale with close ended questions from the research objectives. The dropping and picking later method was used in the current study.

The questionnaire was segmented into three parts such that Part I accommodates General Information about the respondent. Part II accommodated questions regarding the first

objective of the study which was the extent to which the implementation of Information Communication Technology, Staff competences, Legal & Regulatory framework and ethical conduct of procurement process in the independent public offices and commissions in Kenya. Part III of the research questionnaire involved questions about the second research objective which is the effect of Information Communication Technology, Staff competences, Legal & Regulatory framework and ethical conduct on procurement performance of independent public offices and commissions in Kenya

The respondents in the study included procurement managers, procurement officers and procurement assistants in the procurement departments of all the 12 independent public offices and commissions in Kenya. The questionnaires were administered through drop and pick method in all the head offices of the independent public offices in Kenya. All the head offices of the independent public offices and commissions are based in Nairobi County.

3.5 Data Analysis

The collected data from the field was coded, edited, cleaned and entered into computer software that is SPSS in readiness for analysis. Part I and Part II of the research questionnaire was analyzed through descriptive statistics while Part III, of the research questionnaire was analyzed using regression analysis. This established the study variables relates to each other. The output of the study findings was presented through frequency distributions tables while other findings were presented through charts and histograms. The following regression model was used in the study.

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + e$$

Y =Procurement performance at the independent public offices and commissions in Kenya in Kenya.

Y=Cost, Timeliness, Flexibility

a = The Y Intercept, b_1 , b_2 , b_3 and b_4 are the regression coefficient of variables; X_1 , X_2 , X_3 & X_4

X₁ = Information Communication Technology, **X₂** = Staff competences, **X₃**= Legal & Regulatory framework, **X₄** = Ethical conduct while **e** = is the error term.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents how data was analyzed, presented and discussed based on the study variables. It provides the researchers findings as per the data obtained from the field.

4.2 Response Rate

The researcher gave out structured questionnaires to the respondents of independent public offices and commissions in Kenya. The questionnaires were used in the study as instruments of obtaining raw data as indicated in chapter three. A total of 96 research questionnaires were issued to the participants out of which 94 questionnaires were filled and collected by the researcher. Which for this study is 98% and hence adequate to the study.

According to Mugenda (2008), a study with a response rate of above 50% is always regarded as good. Therefore, the response rate of 98% was excellent and played a significant role in interpreting the findings and discussions of the study.

4.3 General Information

This segment provides personal information about the respondents who participated in the study and they were from the procurement departments of the independent public offices and commissions in Kenya. In this regard, the study sought to reveal the name of the independent public offices and commissions. From the findings of the study, it revealed that all the 12 independent offices and commissions were represented.

4.3.1 Gender

The study sought to find out the gender of the participants involved in the study.

Table 4.1: Gender

	Frequency	Valid Percent	Cumulative Percent
Valid male	61	64.9	64.9
Valid female	33	35.1	100.0
Total	94	100.0	
Missing System	4		
Total	98		

The study findings on table 4.1 revealed that majority 61 (64.9%) of the respondents were male while 33 (35.1%) of the respondents were female. This shows that gender was evenly distributed in the study hence significant to represent the interest both genders in the population.

4.3.2 Position of the Procurement Department

The researcher sought to find out the position of the respondents in their respective procurement departments.

Table 4.2: Position of the Procurement Department

	Frequency	Valid Percent	Cumulative Percent
Valid procurement manager	28	29.8	29.8
Valid procurement officer	60	63.8	93.6
Valid procurement assistant	6	6.4	100.0
Total	94	100.0	

Source: Research Data, 2019

The feedback of the study on table 4.2 showed that most 60 (63.8%) of the staff were procurement officers, 28 (29.8%) of the respondents were procurement managers while 6 (6.4%) of the respondents were procurement assistants. This shows that majority of the respondents were well positioned to offer reliable information sought by the researcher.

4.3.3 Work Experience in Procurement Department

The study sought to investigate the work experience of the respondents in their respective procurement departments.

Table 4.3: Work Experience

	Frequency	Valid Percent	Cumulative Percent
less than 5 yrs.	17	18.1	18.1
5-10 yrs.	42	44.7	62.8
Valid 11-20 yrs.	31	33.0	95.7
above 20 yrs.	4	4.3	100.0
Total	94	100.0	

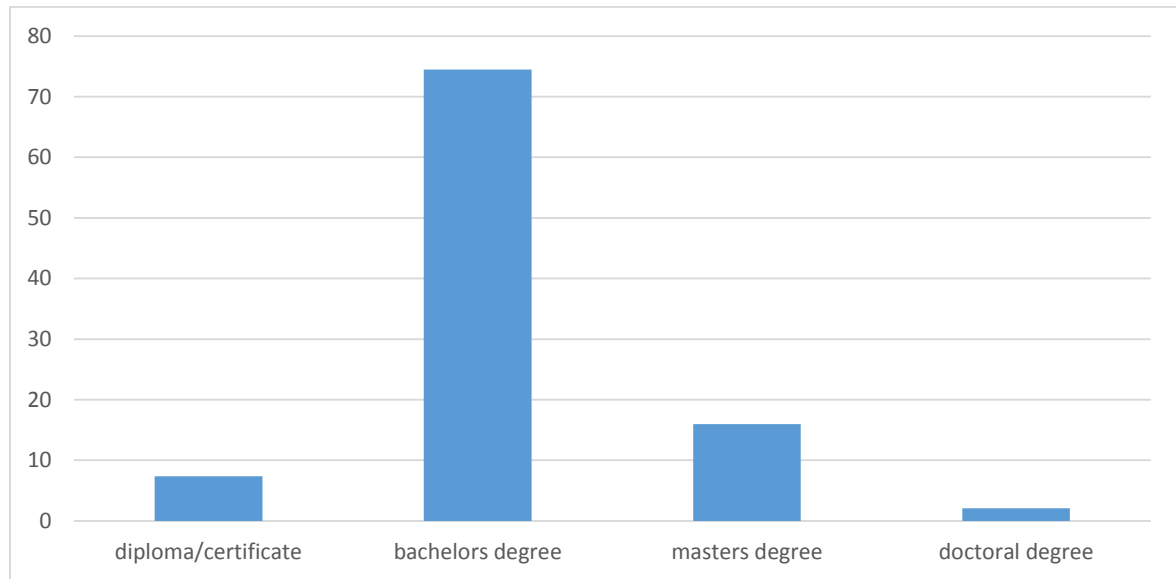
The study findings on table 4.3 indicated that majority 42 (44.7%) of the employees had worked in their respective procurement departments between 5 – 10 years. 31 (33.0%) of the respondents revealed that they had worked in their respective procurement departments between 11 – 20 years. 17 (18.1%) of the respondents indicated that the respondents had worked for less than 5 years in their procurement department, while 4 (4.3%) of the respondents revealed that they had worked in procurement department for more than 20 years. This shows that majority of the respondents had enough experience

on matters of procurement in their respective departments thus giving credible information sought by this study.

4.3.4 Level of Education

The study sought to find out the highest level of education achieved by the respondents.

Figure 4.1: Level of Education



Source: Research Output, (2019)

The study feedback on figure 4.2 revealed that most 70 (74.5%) of the participants had achieved bachelor's degree level, 15 (16%) of the other participants had achieved master's degree level, 7 (7.4%) of the participants had attained diploma/certificate level while 2 (2.1%) of the participants had attained doctoral degree level. This indicated that majority of the participants were well educated to give credible information sought by the researcher.

4.4 Extent of Implementation of factors influencing procurement performance.

The study sought to investigate extent to which Information Communication Technology, Staff Competencies, Legal and Regulatory Framework Process been implemented in the respective independent public offices and commissions in Kenya. A lickert scale of 1 – 5 was utilized where 1 = No Extent; 2 = Small Extent; 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent.

Table 4.4: Extent of Implementation of Factors

Factors	Mean	Std. Deviation
Information Communication Technology.	3.86	0.837
Ethical Conduct of Procurement Processes.	3.81	0.942
Staff Competencies.	3.38	1.006
Legal and Regulatory Framework	2.41	1.147

Source: Research Data, 2019

The study findings on table 4.4 indicated that Information Communication Technology and Ethical Conduct of procurement processes were implemented at a large extent in the respective independent public offices and commissions in Kenya with a mean ($M = 3.86$; $SD = 0.837$) and ($M = 3.81$; $SD = 0.942$) respectively. The study findings are consistent with the existing literature. Davila, Gupta and Palmer (2003) defined E-Procurement as a platform that enhances online businesses. In Kenya, the manual systems have been in existence overtime and are blamed for the inefficiencies in the procurement functions. It is occasioned by delays and loss of data and information. ICT therefore comes in handy to correct such anomalies in the procurement processes. Today, online communication, online tendering procedures and as well as online order placements and delivery have improved procurement performance operations in organizations. In this regard, ICT

offers faster processes, efficient distribution lines, decentralization of tasks as well as increased transparency of all procurement decisions. Suppliers are able to deliver promptly on all orders in an efficient manner. (Mburu and Njeru, 2015).

Other respondents indicated that staff competencies was implemented in their respective independent public offices and commissions at a moderate extent with a mean of ($M = 3.38$; $SD = 1.006$), while legal and regulatory framework was implemented at a small extent with a mean ($M = 2.41$; $SD = 1.147$). Ethical conduct encourages procurement professions to be open during public money expenditure and as such allowing scrutiny and audit when called for thus making them safe from any wrong doing if any. Procurement functions have challenges varying from corruption, fraud, pilferage and nepotism that affect the working conditions for procurement professionals as well as increasing the cost of doing business. Therefore, ethical conduct comes in a cure to such vices and challenges in the procurement ecosystem so as to nature virtues of honesty and integrity to all stakeholders therein (Karanja and Mugo, 2010).

However the legal and regulatory framework in the study was implemented at a small extent with a mean ($M = 2.41$; $SD = 1.147$) as such it contradicts with institutional theory. Adopting from this theory, all public entities in Kenya are guided by rules and regulations. The theory is applicable to this study since it highlights on aspects of rules and regulations being key parameters that shape organizational performance. In this regard, procurement performance of independent offices and commissions is poised to be influenced by legal and regulatory framework thus being of great relevance to the study variables. It further enables timely implementation of PPADA, 2015 in the independent

offices and commissions so as to maintain the essence of transparency and accountability of procurement process through ethical conduct of employees in such institutions.

4.5 Effect of Staff competences, Information Communication Technology, Legal & Regulatory framework as well as ethical conduct in the procurement process on performance of the independent public offices and commissions in Kenya.

The researcher carried out a regression analysis to establish how factors influencing public procurement performance relates to procurement performance at independent offices and commission in Kenya.

4.5.1 Regression Coefficients

**Table 4.5: Coefficients
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.787	.164		29.131	.000
Information Communication Technology (X ₁)	-.094	.023	-.375	-4.102	.000
Staff Competences (X ₂)	.053	.022	.229	2.353	.021
Legal and Regulatory Framework (X ₃)	.062	.015	.401	4.039	.000
Ethical Conduct of procurement processes (X ₄)	.007	.004	.183	1.991	.050

a. Dependent Variable: Reduced cost

Source: Research Data, 2019

The researcher carried out a multiple regression analysis so as to determine the study variables relate to each other. The results of the study on table 4.5 revealed that $B_0 = 4.787$ which represented the constant that was used to predict the value of procurement performance. The optimal regression model used in the current study was given as follows; $Y = \text{Procurement performance}$.

$$Y = 4.787 + -0.094X_1 + 0.053X_2 + 0.062X_3 + 0.007X_4 + e$$

Where Y represents procurement performance as the dependent variable while X1 is the ICT implementation variable, X2 is Staff Competencies, X3 is Legal, Regulatory Framework and X4 is Ethical Conduct of procurement process. According to the regression equation established, taking all factors into consideration (ICT implementation variable, Staff Competencies, Legal, Regulatory Framework and Ethical Conduct of procurement process) constant at zero, procurement performance of the independent public offices and commissions in Kenya will be 4.787. The data findings analyzed also indicated that taking all other independent variables at zero, a unit decrease in ICT implementation will lead to a -0.094 decrease in procurement performance; a unit increase in Staff Competencies will lead to a 0.053 increase in procurement performance, a unit increase in Legal & Regulatory Framework will lead to a 0.062 increase in procurement performance and a unit increase in Ethical Conduct of procurement process will lead to a 0.007 increase in procurement performance. There existed both a positive and negative relationship between the study variables.

At 5% level of significance and 95% level of confidence, ICT had a 0.000 level of significance, Staff Competencies showed a 0.021 level of significant, Legal, Regulatory

Framework showed a 0.000 level of significant, while Ethical Conduct of procurement process indicated a 0.050 level of significant hence the most significant factors were ICT implementation as well as Legal and Regulatory Framework.

4.5.2 Model Summary

The model summary on table 4.6 was employed to test whether there existed significant relationship between the study variables.

Table 4.6: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.625	.597	.012

a. Predictors: (Constant), Ethical Conduct of procurement processes, Information Communication Technology, Staff Competences, Legal and Regulatory Framework

b. Dependent Variable: Reduced cost

The feedback on table 4.6 reveals that R Squared is 62.5% indicating that 63% of the variation on public procurement performance is explained by the variations in the four independent variables of this study; which are: ICT, Staff Competencies, Legal and Regulatory Framework as well as Ethical Conduct of Procurement Process. This was fairly a good model to be adopted. The unexplained variance of 37% is due to predictor variables not included in the model hence a variation. The findings are consistent with the existing literature. Public procurement is influenced through different factors that include; Information Communication Technology, Staff competences, Legal & Regulatory framework as well as ethical conduct in the procurement process (Christopher, 2005).

4.5.3 Analysis of Variance

Table 4.7: ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.673	4	5.168	6.342	.000 ^b
Residual	72.530	89	.815		
Total	93.202	93			

a. Dependent Variable: Reduced cost

b. Predictors: (Constant), Ethical Conduct of procurement processes, Information Communication Technology, Staff Competences, Legal and Regulatory Framework

The study feedback on table 4.7 revealed that the calculated F value of 6.342 is greater than the F critical value of 2.47 therefore being statistically sound thus the overall model was significant. The output on table 4.5 revealed that P-value of 0.000 is < 5% which is significant enough. This indicated that a statistical model fit and it implies that the regression analysis was justified for this study hence revealing a significant relationship of the study variables. The study used cost reduction as a financial measure of performance in the study.

The study findings contradicts with empirical studies that were done with by previous researchers from other study contexts. Kikwezi and Nyeko (2016) investigated how financial and non-financial performance measures are related to procurement performance at service industry in Uganda. The study used a case study design. The study findings showed that both measures of financial and non-financial performance were

significant indicators of procurement performance in the public sectors in Uganda. Other findings revealed that quality of goods and services offered was highly cherished than other forms of non-financial measures with regard to financial measures. The study established that budgetary controls as well as audit processes were important indicators in the public domain of Uganda service industry. The study was done in Uganda as opposed to Kenya thus a contextual gap.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section elaborates on the summary of the study, conclusion as well as recommendations. It also highlights on the considerations for further studies as well as study limitations.

5.2 Summary of the Study Findings

The study was elaborate in establishing the facts influencing the performance of public procurement for independent public offices and commissions in Kenya. The study considered ICT, staff competencies, legal and regulatory framework as well as ethical conduct of procurement process and procurement performance as key variables in the study. The study findings revealed that majority of the respondents were male and 64.1% while their female counterparts were at 35.1%. Also, most of the employees were procurement managers. Also the researcher noted that most of the staff had served in their respective procurement department between 5-10 years thus being experienced enough to participate in the study. Furthermore, the study noted that majority of the participants attained bachelor's degrees level at 74.5% while 16% of the respondents had attained master's degree level.

With regard to extent of implementation of ICT, staff competencies, legal and regulatory framework as well as ethical conduct of procurement process. The findings of the study established that ICT and ethical conduct of procurement processes were implemented at a

large extent with a mean ($M = 3.86$; $SD = 0.837$) and ($M = 3.81$; $SD = 0.837$) respectively. More so, the study findings established that legal and regulatory framework was implemented at a small extent with a mean ($M = 2.41$; $SD = 1.147$).

The regression analysis shows that there existed 62% of the variations on procurement performance as the dependent variable which was explained by the variation of four independent variables that involved, ICT, Ethical Conduct of Procurement Process, Staff Competencies as well as Legal and Regulatory Framework.

5.3 Conclusion

The study concludes that there existed a positive relationship between factors influencing the performance of public procurement and procurement performance for independent public offices and commissions in Kenya. The study concludes that ICT is implemented at a great extent while legal and regulatory framework was implemented at a small extent hence the need for its improvement in their respective study context. In this regard, the independent public offices and commissions should consider implementing legal and regulatory mechanisms in their procurement processes including all the stakeholders so as to improve the levels of procurement performance that enhances flexibility, transparency and accountability.

The study indicated that the regression model employed was very significant thus being fit to test the study variables as expected. Also, the study findings established that ICT and Ethical Conduct of procurement processes were implemented at a great extent while staff competencies were implemented at a moderate extent thus creating room for more emphasis to be put on employees through training of new procurement practices so as to

enhance their performance in the procurement departments at the independent public offices and commissions in Kenya.

5.4 Recommendations from the Study

The researcher recommended that procurement officers, managers and assistants in the respective independent public offices and commissions in Kenya should consider undergoing more training on the legal and regulatory framework regarding procurement practices in Kenya. More importantly, routine retraining on current PPADA 2015. The new act on procurement offers guidelines on how procurement issues must be handled. Therefore, the procurement officers must adhere to such legal requirements in order to enhance their level of relevance and accountability in their professions.

The study recommends that staff appraisal on procurement officials should be encouraged on annual basis in the independent public offices and commissions in Kenya. This will encourage employees to be equipped in their areas of weaknesses so as to boost their level of competencies on procurement issues.

5.5 Limitations of the Study

The respondents in the study were very reluctant to participate in the study citing busy schedules at their work stations. This proved challenging to the researcher and as such, causing delays in filling the questionnaires. The researcher did repeat visits to the independent public offices and commissions in Kenya to remind them to help fill the questionnaires thus causing further delays in the analysis process.

Some of the independent commissions had no specific procurement department but rather a contribution of operations, account and procurement department as one section. This

also caused some confusion to specifically identify the procurement staff in such departments; that is the Commission for Revenue Allocation.

Furthermore, some of the respondents feared to be identified to participate in the study and as such developed fear of unknown. Some of them cited that the information was investigative in nature and could implicate them in future thus delaying in filling the questionnaires under the circumstance the researcher consulted widely and convinced them that the study was only for meant academic use only hence taking more time to collect data thus a delay in analyzing the data.

5.6 Suggestions for Further Study

The researcher indicated that future studies should be done on the public institutions such as state parastatal, as well as Non-Governmental Organizations. This is because such institutions also serve the interest of the public thus procurement performance is of great concern to all stakeholders. Given that Kenya has a devolved system of government, a republic of the current study topic should be done by future researchers with respect to county governments as the study context. This will help to enrich the literature on procurement performance as well as other factors influencing procurement performance. This will further create a comparison of study findings that help improve on procurement performance issues in the county. The study further suggests that future researchers should also expand on the study context of the current study to incorporate private sector firms in the service industry such as telecommunication.

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APPENDICES

APPENDIX I: LIST OF INDEPENDENT PUBLIC OFFICES AND COMMISSIONS IN KENYA

- a) The Kenya National Human Rights and Equality Commission;
- (b) The National Land Commission;
- (c) The Independent Electoral and Boundaries Commission;
- (d) The Parliamentary Service Commission;
- (e) The Judicial Service Commission;
- (f) The Commission on Revenue Allocation;
- (g) The Public Service Commission;
- (h) The Salaries and Remuneration Commission;
- (i) The Teachers Service Commission; and
- (j) The National Police Service Commission.
- (k) The Auditor-General; and
- (l) The Controller of Budget.

Source: Article 248 of the Constitution of Kenya, (2010)

APPENDIX II: SUMMARY OF LITERATURE REVIEW AND RESEARCH GAPS

Scholars	Study	Objective (s)	Methodology	Major Findings	Knowledge Gaps
Ibrahim and Hamid (2016)	Carried out their research on how supply chain management practices relates with supply chain performance of manufacturing entities in Sudan.	To determine how supply chain management practices relates with supply chain performance of manufacturing entities in Sudan.	A survey research design was adopted in the study	The study findings revealed that speed of responses; information sharing, customer management and integration of technology were adopted at a higher extent by the manufacturing firms in Sudan. Also, the findings indicated that the study variables had a positive relationship among them.	The study context was Sudan as opposed to the factors influencing public procurement in Kenya hence a knowledge gap.
Gelderman <i>et al.</i> (2017)	Did a study about the relationship between public procurement and EU directives on tendering process at the Dutch Ministry of Defence.	To investigate how public procurement relates to EU directives on tendering process at the Dutch Ministry of Defence.	A survey research design was employed by the researcher	The findings revealed that familiarity of purchasers with the rules and regulations on tendering processes had a great influence on compliance with the state directives on the same.	The study used a different methodology of cross-sectional survey as opposed to a census that was used by the current study on independent

					public offices and commission in Kenya.
Kakwezi and Nyeko (2016)	Investigated how financial and non-financial performance measures are related to procurement performance at service industry in Uganda.	To investigate how financial and non-financial performance measures are related to procurement performance at service industry in Uganda.	The researcher used a case study design.	Findings revealed that quality of goods and services offered was highly cherished than other forms of nonfinancial measures with regard to financial measures.	The study was done in Uganda as opposed to Kenya thus a contextual gap.
Wanyoike (2016)	Did a research on the influence of quality management practices on performance of procurement functions on manufacturing entities in Kenya.	To investigate the influence of quality management practices on performance of procurement functions on manufacturing entities in Kenya	The study used a census design	Findings revealed that operating environment, customer focus, organizational capability, continuous improvement and top management involvement influenced procurement performance on manufacturing firms in Kenya at very significant extent.	The study context only focused on manufacturing entities as opposed to independent public offices in the country thus a contextual gap.
Odero and Ayub(2017)	Carried out a study on the effect of procurement practices	To find out the effect of procurement practices on procurement	The researcher used a census of the study context	The study revealed that there was a high level of correlation between	The study context only considered manufacturing sector

	on procurement performance of sugar manufacturing firms in Western Kenya.	performance of sugar manufacturing firms in Western Kenya.		procurement planning, staff education and procurement performance.	as opposed to public sector based on independent public offices and commissions in the country.
Shiundu and Rotich (2015)	Conducted a research on how factors influencing efficiency relates with procurement systems at the City County of Nairobi..	To investigate how factors influencing efficiency relates with procurement systems at the City County of Nairobi	Descriptive survey was adopted and by the researcher.	The findings indicated that ICT, records management, staff competency as well as management style employed had a significant impact on procurement system efficiencies.	The study did not focus on the essence of public procurement and procurement performance in independent public offices in the country thus a knowledge gap.

APPENDIX III: RESEARCH QUESTIONNAIRE

Introduction

This questionnaire has been designed for academic use only. It aims to establish the Factors Influencing the Performance of Public Procurement for Independent Public Offices in Kenya. Kindly note that the data you provide will be handled with utmost confidentiality and privacy. Thank you for your consideration.

PART 1: General Information

Kindly tick (√) where appropriate

1. Name of the independent public office (Optional).....
2. Gender
Male () Female ()
3. What is your position in the procurement department?
Procurement manager ()
Procurement Officer ()
Procurement Assistant ()
4. How long have you worked in procurement department?
Less than 5 years () 5 – 10 years () 11 – 20 years ()
21 – 30 years () 31 years and above ()
5. What is your highest level of education?
Diploma/Certificate ()
Bachelor's Degree ()
Master's Degree ()
Doctoral Degree ()
Professional Qualification ()
Specify

Part II: Extent of implementation of Information Communication Technology, Staff competences, Legal & Regulatory framework and ethical conduct of procurement process in the independent public offices and commissions in Kenya.

Kindly indicate to what extent the following factors have been implemented in your organization.

Using a Likert Scale of 1 – 5 where: 1 = No Extent, 2 = Small Extent, 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent

Factors	1	2	3	4	5
Information Communication Technology					
Staff competences					
Legal & Regulatory framework					
Ethical conduct of procurement process					

Part III: The influence of Information Communication Technology, Staff competences, Legal & Regulatory framework and ethical conduct on procurement performance of independent public offices and commissions in Kenya.

To what extent has implementation of Information Communication Technology, Staff competences, Legal & Regulatory framework and ethical conduct on procurement process influenced the following measures of procurement performance in your organization? Using a Likert Scale of 1 – 5 where: 1 = No Extent, 2 = Small Extent, 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent

Procurement performance measure	1	2	3	4	5
Reduced Cost					
Improved Timeliness					
Increased Flexibility					

Thank you for participating in the study