

**FACTORS AFFECTING PROCUREMENT IN INDEPENDENT ELECTORAL AND
BOUNDARIES COMMISSION OF KENYA**

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DECLARATION

This research proposal is my original work and has not been presented for a degree in any other University.

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This proposal has been submitted for examination with my approval as University Supervisor.

Sign: **Date:**

Dr. Emmanuel Owuor

DEDICATION

I dedicate the proposal work to my family for their entire support in my academic endeavor. The co-operation, inspiration and spiritual support from my workmates and fellow students have been invaluable. Special gratitude goes to my supervisor for the understanding, patience and guidance.

May the Almighty God richly reward you.

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To all of you, may our dear Lord richly bless you!

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LIST OF ABBREVIATIONS

IEBC Independent Electoral and Boundaries Commission

ABSTRACT

Review purpose was investigating factors affecting public procurement in Kenyan public institution. Explainable variables include; organization structure, training, technology and budgetary resource. The study was significant to Kenya Institute of Education who oversee the daily operations of the organizations. A descriptive survey design was adopted for the purpose of this study. Stratified random sampling was utilized to select sample of populace. Target populace was 218 employees and a sample of 65 respondents was chosen. Majority of the respondent stated that budgetary resources, technology, organization structure and training affect procurement in an organization. The researcher concluded that yes the variables affects procurement in the public sector. All employees in the purchasing department should be well trained and even they should be given refresher courses to ensure they are up to date with the policies of purchasing department. Much research needs to be done on the above topic on how the organization policy should be stream line to ensure the procurement process is effective.

Key words: *Procurement, Independent Electoral and Boundaries Commission, ICT*

OPERATIONAL DEFINATION OF TERMS

Budgetary Allocations: They are integral components to an annual financial plan, or budget, of all organizations. They indicate the level of resources an organization is committing to a department or program. Without allocation limits, expenditures can exceed revenues and result in financial shortfalls.

Government Policy: It is a rule or principle that hopefully better guides decisions, resulting in positive outcomes that enhance the community or unit.

Organizational Structure: It is a system that consists of explicit and implicit institutional rules and policies designed to outline how various work roles and responsibilities are delegated, controlled and coordinated.

Technology: It is the application of knowledge and skills to make goods or to provide services. It includes the tools and machines that people use to convert natural resources into items they need.. It also includes the methods they use to convert their resources.

CHAPTER ONE

INTRODUCTION OF THE STORY

1.1 Introduction

Public procurement in public sector is an important activity that the government and the organization cannot do without or even try to dismiss it for it is the major and main reason why our country contributes to survive ahead and business to continue doing business. Therefore public procurement is a main pillar in the business world and which cannot be allowed to diminish in its credibility. Yearly, the government funds the process of procurement because it is the major player in the area. It does not play the role of obtaining supplies of different kinds both locally on internationally. The government sustains the business sector through making sure that both goods and services reach the consumers and the suppliers as well: Generally, the government serves the purpose of mediation or the middlemen in ensuring that the obtaining of required basic wants/needs is present. Yearly, the government specifically allocates funds for the procurement of several goods of services. This is done when the Financial year begins in June and this when the allocation of funds are done through various activities so as to ensure that the process of procurement takes place with ease and perfectly without interactions (Kall 2004). It is therefore an important aspect of procurement to present and this is the availability funds. The procedure through which the achievements of goods procurement relationship in the public sector is through the employment of good and qualified personnel who can be in a position to promote good and favorable public procurement in the public sector. Qualified personnel would also enable the several Publics like the consumers, wholesalers and retailers to know the importance of public procurement and how useful it is that they should fully participate in this activity whole heartedly (Palin, 2002). In 2008-2009 the government saw the need of putting in place a 24hr economy. This came as a savior to the process for this meant that there would be a continuous activity of procurement. Procurement is a process that is accorded with use of huge amounts of money and being so the government should be in a position to fund the whole process but this to be possible, the tax collection which is the government's main mode of acquiring funds should pay their taxes which in turn help in the funding of procurement process. Good policy making about the procurement process in public sector should be laid down on what

steps should be followed and what should not so that the process can move forward without hindrance but both smoothly and freely. The policies on procurement should be clearly atmosphere for the procurement process. Unequally, distribution of resources highly contributes to the failure of public procurement process for some public sectors are allocated on amount that cannot fully support complete procurement process. Poor infrastructure enables incomplete procurement process for this takes time for the process to be complete. The infrastructure is a key procurement process and poor infrastructure therefore hinders good of favorable condition for the process. Good and favorable technology should be employed or put into place so as to enable quick procurement process and to be able to transact in a short time. The researcher will endeavor to establish whether organization structure, training, technology and organization culture affects public procurement institution.

1.2 Statement of the Problem

Public procurement in the public institution may not be a new element to government and organizations, but still it faces a lot of challenges since many individuals i.e. citizens don't know the importance of public procurement and how important it is for them to do what they are supposed to do like pay taxes to enable the public procurement. The public procurement is marked with a lot of problems which include lack of transparency, political intrigues, lack of informed staff and many more. Although the problems facing the public procurement in public institution might seem hard, or difficult the hopes are high for more and more people are getting informed and a lot is being done to correct the problems and make it a success , but the fact is there is still more to be done. The main purposes of this study was to establish the factors (organization structure, training, technology and budgetary resources) affecting public procurement in the public institution in Kenya with reference to the Independent Electoral and Boundaries Commission

1.3 General objective

It is to determine factors affecting procurement within Independent Electoral and Boundaries Commission of Kenya.

1.3.1 Specific objectives

- i.** To determine effect of budgetary allocations on procurement procedures of IEBC
- ii.** To evaluate the effect of government policy on procurement procedures of IEBC

- iii.** To assess the effect of organizational structure on procurement procedures of IEBC
- iv.** To determine the effect of technology on procurement procedures of IEBC

1.4 Research questions

- i.** How does budgetary resource allocation affect procurement procedures of IEBC?
- ii.** How does government policy affect procurement procedures of IEBC?
- iii.** What is the effect of IEBC's organizational structure on its procurement procedures?
- iv.** How does technology affect procurement procedures of IEBC?

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Section examined detailed literature relevance to studyvariables. It also analyzed the relevant existing models and theories as well as various empirical data that have been advanced in relation to explaining the impact of organizational structure, staff training and empowerment, budgetary allocation and technology on procurement processes in public institutions.

2.1 Theoretical framework

This study was guided by the Technology Acceptance Model, Resource Based View, Technology, Organization, and Environment theory, institutional theory and management styles theory.

2.1.1 Technology Acceptance Model

It is among these models that are used to ensure end-user's intention in utilizing new technology and systems (Fu et al., 2010). TAM was initially developed by Davis et al. (1989) to explain and predict IT usage behaviour across a wide range of user populations. Perceived ease of use and perceived usefulness determine attitude in TAM (Igarria et al., 1996). Davis (1989) characterized perceived usefulness as how much "a man trusts that utilizing framework will upgrade his or her execution" and convenience as how much "a man trusts that utilizing framework will be free of mental exertion". As per TAM, both influence a man's state of mind toward utilizing the framework; these demeanors toward utilizing the framework decides behavioral aims, which thus prompt genuine framework utilize.

2.1.2 Institutional Theory

Institutional Theory by Meyer and Rowan (1977), states that the institutional environment strongly influences the development of formal structures in an organization more than market pressures. To improve efficiency in organizations, innovative structures are legitimized. This means that organizations must maintain certain structures and procedures so as to maintain legitimacy in the institutional environment.

Institutional theory has effects on procurement performance. The institutional theory highlight that procedures must be observed in order to ensure that all the stakeholders involved in the procurement exercise obtain fair treatment. The procedures include; planning for the required procurement over a given period, identifying the source of the items, highlighting specifications of procurement, determining procurement procedures, Sourcing (soliciting) offers, evaluation, post qualification, commencement of contract, contract performance (delivery) and management, record keeping and accountability, payment and post contract performance. If the institution follows the procedures then the procurement performance will be increased.

2.1.3 Theory of Management Styles

Manager and employee relation is different. Some are strict with their staff whilst others allow workers freedom. Autocratic, and democratic are two styles of leadership. Autocratic managers make important decisions and supervise employees closely. This approach derives from the views of Taylor as to how to motivate workers and relates to McGregor's theory X view of workers. This approach has impediments is compelling in specific circumstances (McGregor, 1960). Democratic happens when choices are influenced in light of dominant part to perspective of all specialists. In any case, this is not plausible for the lion's share of choices taken by a business. In reality, one of reactions of this style is that it can take more time to achieve a choice. This style has close connections with Herzberg's inspirations and Maslow's higher request aptitudes and furthermore applies to McGregor's hypothesis Y perspective of specialists (Cox, 1996)

2.1.4 Resource Based View Theory

This research will also assume the Resource Based View Theory described by Porter (1980). This theory states that use of unique organizational resource and abilities can lead to greater relative performance. This theory views firms as conglomerates of productive resources and competitive edge which can further be sharpened if firms employ superior resources that cannot be copied or substituted. Porter (1980) reiterates the urgent need for firms to design requisite approaches to assemble the best business enterprise within its environment by pointing to three intrinsic strategies that a firm can use to obtain and maintain a competitive edge over its competitors, and they include differentiation, market segmentation and cost leadership and effectiveness. He reasons that the environment poses salient threats and opportunities and needs

to be analyzed via the power of suppliers, the power of buyers, potential of new entrants, and rivalry among competing sellers and firms in other industries offering substitute products. Thompson et al (2007) further develops and enhances Porter's model, arguing that buyers possess a greater degree of sustainability if the expenses of changing to contending brands or substitutes are moderately low, quantities of purchasers is little or if a client is especially imperative to a merchant, purchaser request is powerless and venders are scrambling to secure extra offers of their items, all around educated about dealers items, costs, costs and have caution on whether and when they buy the item.

2.1.5 Technology, Organization, and Environment Theory

The Technology, Organization, and Environment theory was developed in 1990 by Tornatzky and Fleischer. It identifies three aspects of an organization that influences the process by which it adopts and implements technological innovation. This three aspects are;- technological context, organizational context, and environmental context. Technological context describes both the internal and external technologies relevant to the firm. This includes current practices and equipment internal to the firm, as well as the available technologies external to the firm. Organizational context refers to descriptive measures about the organization such as scope, size, and managerial structure. Environmental context is the arena in which a firm conducts its business, its industry, competitors, and dealings with the government (Tiago & Maria 2010).

According to Rowan (2013),The use of information communication technology (ICT) based procurement systems in building construction is affected by technological innovation in the technological context, organizational context and environmental context. All these contexts determine the level of automation, type of procurement systems to be used in the firm, nature of the ICT infrastructure and how e-procurement is employed in the firm. This theory will be useful in this study for identifying how ICT affects procurement performance in building construction firms.

2.2 Factors Affecting Procurement Performance

The performance of procurement (responsiveness and efficiency) is determined by decisions in the areas of inventory, transportation, facilities and information. Hence these four areas are identified as drivers of procurement performance. Some of the factors that affect procurement performance are;- Environmental uncertainty, Technology, Supply Chain Relationships,

Flexibility and Quality. Environmental uncertainty refers to the environmental issues in the product chain or the unexpected changes of customers, suppliers, competitors and technology (Dwivedi and Butcher, 2009). Telecommunications and computer technology allow all the actors in the procurement chain to communicate among each other. The use of information technology allows suppliers, manufacturers, distributors, retailers, and customers to reduce lead time, paperwork, and other unnecessary activities. It is also believed that managers will experience considerable advantages with its use such as the flow of information in a coordinated manner, access to information and data interchange, improved customer and supplier relationships, and inventory management (Handfield and Nichols, 2013). Supply chain relationships play an important role in achieving the firm's goals. The coordination and integration of activities with suppliers and understanding of customer's needs results in greater benefits for companies (Fraza 2012). Flexibility can be understood as the ability to react and adapt quickly to changes in the market due to an increase or decrease of customers' requirements. The complex markets, fierce competition and fast changes in demand require that companies be ready to react promptly to customers' needs (Bowersox and Cooper 2007). 10 Quality is meeting or exceeding the expectations of your customer Achieving better efficiency, quality and productivity, and acquiring the highest value of a product at lower cost will improve the business performance of a company (Bishop, 2009).

Managing the external environment has increasingly become a major challenge to the modern manager. This is mainly due to the fact that the environment is highly dynamic. Whether the changes are significant or not, managers still need to consider them because as an open system, an organization is highly dependent on the outside world for such things as its supplies. Ability to cope or effectively manage the external environment may be the difference between a successful and a failed organization (Otieno, 2004)

2.3 Organization Structure

An organizational structure is a mostly various leveled idea of subordination of substances that work together and add to serve one normal point. Associations are a variation of bunched elements. An association can be organized in a wide range of ways and styles, contingent upon their destinations and climate. Structure of organization will decide modes in which it works and performs. Organizational structure permits communicated allotment of duties regarding diverse

capacities and procedures to various elements, for example, the branch, office, workgroup and person. People in a hierarchical structure are regularly enlisted under time-restricted work contracts (Heize, 2001). Authoritative structures might be versatile to process prerequisites, intending to upgrade proportion of exertion and contribution to yield. An effective organizational structure facilitates working relation between various organization entities and working efficiency improves. Organization shall retain a set order and control to enable monitoring the processes (Heize, 2001).

Organization might bolster summon for adapting to a blend of requests and a difference in conditions while performing work. Organization might take into consideration use of individual abilities to empower high adaptability and apply inventiveness. At point when a business grows, levels of leadership will protract and ranges of control will enlarge. At point when an association comes to age, adaptability will diminish and innovativeness will weariness. Thusly organization structures should be modified every once in a while to empower recuperation. On the off chance that such modification is forestalled inside, last resort is to turn down association to get ready for a re-dispatch in an altogether new set up (Heize, 2001).

Organizational structure relies upon item to be created. Wheelwright and Clark (2001) characterize a continuum of hierarchical structures in two ways, functional and project associations. Bigger associations lead a yearly meeting for all association representatives, to talk about organization execution and honors distribution. Effective staffing relies upon giving sufficient sets of responsibilities, including work determinations, and understanding adaptable sets of responsibilities. Proper employee training should be ensured. Fruitful directors appreciate certain regular attributes including giving clear course, input, and acknowledgment. Disciplines in technology ensure organization in functional organizations. Resources allocation is mandated by top directors. An individual cannot be responsible for total product. Items that need an abnormal state of particular information require a practically sorted out structure (Chapman, 2007)

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2.4 Training

It is composed action for conferring data as well as guidelines to enhance the beneficiary's execution to achieve a required level of information.. Organizations are operating in a dynamic and rapidly changing environment. The powerful forces of globalization are fundamentally changing the nature and the general way of doing things (Elsenhandl 2002). According to Johnson and (Schodoes 2002), the impact of globalization, information technology and rapid changes in the business environment can no longer be ignored. In the recent past and with the advance growth of I.T the way of doing things is hard to change. Liberation and the increasing of customers demand are posing a major challenge to business. Future survival for any organization is no longer guaranteed as change rather than stability is the order of the day (Elsenhandl 2002). To survive in such an environment, organizations need to focus on strategies that deal with the emerging environment challenges Ansoff and Mac Donald (2000). The purpose of training is to improve employees performance in their current jobs and equip them for more demanding roles as it is considered as one of the most valuable, significant and important tools for human resource development in an organization. Training is a systemically planned in the development of knowledge skill and attitudes needed by an individual to perform a job in a satisfy level. Satisfying level becomes the quality level that an organization thrives always to achieve to meet customers' needs and expectations. Most organizations worldwide both in the service sector and production operations invest heavily in training to be able to have the best products in the market over saturated with competition. This goes beyond saying that without continuous review to the training system of an organization; it faces challenges of closing down or retrenchment (Oakland 2003).

Training should be geared towards meeting an organization's needs. It involves learning of various skills and knowledge, for an organization to have successful products it must take an active role in establishment training programs, Clifford (2008). Training programs increases the organizations efficiency, effectiveness and flexibility to meet new challenge. Training provide staff with the specialized skills and knowledge essential for meeting the challenges for having competitive advantages and enables management to make right decisions which have good

interest in to the company. Motivation knowledge helps organizations to be able to understand the utilization of employee's involvement to achieve process involvement (Summer 2005).

2.5 Technology and Information Communication Technology

Underlying any economic environment is its technological base; the technical skills and equipment that affect the economic resources are converted into output. Technological development affects the telecommunication industry in various ways According to Bartol and David (1991), technologies have brought about new industries. The rapid pace of technology brings about opportunities as well as challenges to the telecommunication industry in terms of performance. Lack of new technology affects the firm's profitability and performance. According to Jobber (2004) Technological advances do not go smoothly and when they do acknowledge of consumers is still an advantage to securing a success Technological change can also pose threat to those company gradually find they cannot compete effectively with their more advance rivals. Technology involves information, equipment, and tools work utilized by firm products or services delivery. Technology change is reflecting by new services e.g. e-mail order or e- shopping (McCarthy, 2004)

According to Agmon (1997) defines technology as "know how" or some learning, knowledge and skills important to build up big business that will fabricate and advertise an item monetarily. Technologies are evolutionary. According to Sagimo (2000), technology change includes any application of new ways to transform resources into the product or service. These include new machines/equipment e.g. computers and new techniques and methods of work procedures e.g. the management of information system (MIS). The adoption of new technology involves the current decision to adopt the organization design to that technology. Inventive innovative adoption can propose potential outcomes for new items and changes in existing items. A mechanical leap forward can have a sudden and emotional impact on a firms' environs and performance, Pearson (2001). According to Aristotle (1997) defines technology as "know how" or some learning, knowledge and skills important to build up big business that will fabricate and advertise an item monetarily. Technologies are evolutionary.

According to Sergio (2000), technology change includes any application of new ways to transform resources into the product or service. These include new machines/equipments e.g. computers and new techniques and methods of work procedures e.g. the management of

information system (MIS). The adoption of new technology involves the current decision to adopt the organization design to that technology. According to Kotler (1999) technology is becoming critical as a competitive tool. Retailers utilize computers to run about inhouse and outside activities. They are adopting smart cards, E- transfer and imported goods hanlement.

According to Bell (2007), information technology is a general term that describes any technology that helps to produce, manipulate, communicate or disseminate information. ICT merges computing with high-speed communication links carrying data, sound and videodisc can also be defined as an automatic acquisition, Storage, manipulation, movement, control, display, switching interchange, transmission or reception of data or information. The two important major components of ICT are computers and telecommunications. A computer is a programmable, multiple machine that accepts data, raw facts and figures and processes or manipulates these into information that is easily understandable which enhances speed processing of information leading to increased organization productivity (Compton 2007). Golder (2007) asserts that organizations that fail to integrate procurement functions with information communication technology systems like electronic data interchange employs manual procurement procedures that are inefficient and ineffective and leads this to wastage of procurement funds since the procurement processes are characterized by a low degree of transparency. According to Ken (2007), IT has reached almost every aspect of procurement and may enhance and deepen the effort of procurement reform. Specifically, information technology (IT) promotes economy and efficiency, 58 significant savings of public funds by increasing competition, transparency by making procurement information of all sorts such as bidding opportunities, bidding documents, notices, texts of applicable rules readily available and in diminishing the opportunities for discretion (and hence corruption), and public confidence in the integrity of government. Chang (2008) affirms that IT plays a great role towards supporting adoption of centralized procurement systems in public sector organizations. Centralized procurement system leads to a central procurement data base that creates a favorable environment for effective automation of procurement processes. Chopra (2008) affirms that there are two primary types of procurement systems: electronic procurement and standard procurement. Both types of systems are widely available and are often included in an enterprise resource planning (ERP) or accounting software product. Charles (2008) concurs that, as purchasing departments have become larger and more complex, most organizations have adopted IT based systems that have created a platform for

installation of automated procurement systems. These procurement systems provide efficient and extensive cost savings and other business benefits by automating many of the purchasing processes. According to Baily (2007), organization with effective IT infrastructure can easily automate its procurement functions by implementing an Enterprise Resource Planning (ERP) system. ERP is a system that integrates all organizational functions into a single system in order to serve the needs of each different department within the enterprise. ERP is more of a methodology than a piece of software, although it does incorporate several software applications, brought together under a single, integrated interface. According to Lambert (2004), Electronic Data Interchange (EDI) is a communication technology used to facilitate effective execution of procurement functions by most organizations. Michael (2010), explains that Electronic Data Interchange refers to computer-to computer exchange of business documents in a standard format. Chopra (2004) affirms that EDI describes both the capability and practice of communicating information between two organizations electronically instead of traditional form of mail, courier, and fax. The benefits of EDI are; quick access to information, better customer service, reduced paperwork, increased productivity, improved tracing and expediting, cost efficiency, competitive advantage and improved billing. Through the use of EDI, supply chain partners can overcome the distortions and exaggeration in supply and demand information by improving technologies to facilitate real time sharing of actual demand and supply information (Linda 2003). Handfield (2009) study found out that integration of procurement functions with ICT has enabled many public training institutions to improve the level of effectiveness in the execution of procurement practices. A study by Sanjeeve (2009) found that implementation of ICT based procurement methods in many public institutions in Africa is hindered by lack of e-procurement methods, lack of automated procurement systems, lack of supportive ICT infrastructure and 60 absence of ICT skills amongst procurement staff. A study by Tanzi (2009) found that in Canada, innovation in technology has played a major role in enhancing many organizations to adopt effective procurement practices. Sobczak (2008) found that in Japan and China, the use of renewable energy such as solar and wind energy has made it possible for many firms to embrace effective procurement practices. A study by George (2008) found that in Kenya's many public institutions fail to succeed in embracing effective procurement practices due to lack of effective waste recycling technology and effective technology for utilizing renewable energy sources such as wind and solar energy. A 2005 survey of 25 EU member states

was conducted in which government purchasing agencies were assessed to determine the effectiveness of their green purchasing programme (Brulhart 2009). The study evaluated 1,099 tender documents and surveyed 865 purchasers and found that while 67% identified themselves as green purchasers, only 37% had green purchasing programme in place (Brulhart 2009). This conclusion was based on a scan of the actual tender documents. In many cases, there were either no green specifications at all or else grey practices were in place in which attempts for green specifications were found, but would not lead to a greener product, as in environmental aspects are considered. The tendency for organizations to under-perform their expectations is one to watch going forward as increasingly organizations will be called to account for their impacts on society and environment. Such underperformance will be spotted through evaluation and monitoring programme, a later stage of sustainable purchasing practice (Tanzi 61 2009). Murray, (2009) found out that in Canada, the Canadian federal government procurement policies emphasize similar economically oriented aspects of purchasing as those found in Europe including mandates concerning promotion of competition and value for money. However, in addition to these, Canadian public procurement policies include foci on non-discrimination and ensuring procurement opportunities from Aboriginal businesses. The Canadian federal government founded the Office of Greening Government Operations (OGGO) in 2005, which developed its Policy on Green Procurement in 2006. Through this policy, all government bodies are required to formulate green procurement targets and all personnel responsible for procurement need to be trained in green procurement. The OGGO provides purchasers with a decision-making toolkit and a checklist on their web site to encourage them to consider sustainability (Bovaird 2007). In Kenya, the concept of effective procurement has only attracted attention in private sector organizations while in public sector no measures have been made to promote implementation of effective procurement practices (Patrick 2008). A study by Matunga, Nyanamba and Okibo (2013) on the effect of e-procurement on efficient of procurement in public hospitals established that Kisii Level 5 hospital uses e-tendering, e-quotations and e-sourcing as the main e-procurement applications and that the greatest challenges faced when using e-market provider were inadequate funding, organization's inability to handle change management and lack of training of employees on how to use the system. The study concluded 62 that public hospitals have adopted some of the e-procurement applications regardless of the challenges that accompany the adoption. Charles (2008) found out that over 46% of firms in

Canada had succeeded in implementing effective procurement practices through application of strategic sourcing strategies such as global sourcing, multiple sourcing and supplier development. However, another study by Michael (2009) notes that in South Africa, many organizations employ single sourcing strategies and lack effective sourcing strategies for supporting effective implementation of sustainable procurement practices. Moses (2009) noted that application of poor sourcing strategies is a key impediment to implementation of effective procurement practices in many government institutions in Kenya including IEBC.

2.6 Budgetary Resource allocation

Budgets involve a main place among the unique apparatuses of administration utilized to direct and control issues of huge and diverse organizations (Burke and Modarresi, 2000). They are utilized not just by governments, where planning had its birthplaces, however in other open bodies, in industry and trade and in private families (Coates, 2002). In most government projects and ventures, cost increments are the control as opposed to the special case and instances of cost increments have been referred to blow up venture spending plans by as high as 100 percent. The wonders of overabundance use likewise basically influence spending usage (Premchand, 2004). It might happen because of cost increment or as an outcome of poor administration.

According to (Premchand, 2004) budgetary and monetary assignments are rendered operational through managerial procedure involving four noteworthy interrelated periods of work. First a portion framework under which use is controlled by arrival of assets is put in place. Secondly goods and services acquisition is supervised to ensure value for spent money. Thirdly a bookkeeping framework that records associations' exchanges and gives a system to an investigation of their suggestions is implemented. The final phase involves a revealing framework that allows an intermittent evaluation of genuine execution of arrangements. Effectiveness of budget implementation process will be assessed by addressing the various variances. Actual and budgeted performance comparison should be done (Wijewardena and Zoysa, 1999).

Budget implementation is public expenditure policy and therefore the manner in which public expenditure is managed will definitely impinge on the implementation of the budget (Premchand, 2005). Financial budget fulfillment aspects is the main concern during process of implementing budget. Financial tasks are; minimizing savings and avoiding lapses during the

end of the year. Economic tasks are; ensuring programmes and projects physical targets are achieved and budget macro-economic aspects such as deficit and borrowing levels are also achieved. Viable (PFM) frameworks are required to expand proficient utilization of assets, make the most elevated amount of straightforwardness and responsibility in government funds and to guarantee long haul monetary achievement. Late writing has featured the significance of sound PFM frameworks to benefit conveyance, neediness lessening and the accomplishment of the (MDGs) (Pretorius & Pretorius, 2008).

On the same breath the issue of government ministries and parastatals reporting under-expenditure in their budget allocation and reallocation within votes is rampant while submission of supplementary budgets is the norm. Various reasons such as delay in release of funds, stringent donor conditions and lengthy procurement procedures have been used to explain the variances (Glennard and Maina, 2007), in their study concluded gap between allocated funds and actual expenditures in the context of donor funds is largely because of slow funds disbursement and poor procurement system, that brings about spending delays. There is need to investigate structural challenges that may be affecting budget implementation especially for government organization.

2.6.1 Procurement Policies

Procurement policies are rules and regulations for governing procurement procedures in an organization. A properly designed and implemented procurement policy plays a pivotal role in providing a guiding framework for the implementation of effective procurement practices (Bartik 2009). The employed procurement policies in government training institutions do not provide a framework for supporting implementation of effective procurement practices.

2.6.2 Inventory Management

Inventory management is the application of data collection, demand and forecasting, lean and operational principles to manage the total amount of inventory within the supply chain at any point in time and manage inventory holding costs (Sharafali 2007). The scope of inventory management concerns the fine lines between replenishment lead time, carrying costs of inventory, asset management, inventory forecasting, inventory valuation, inventory visibility, future inventory price forecasting, physical inventory, available physical space for inventory, quality management, replenishment, returns and defective goods, and demand forecasting.

Balancing these competing requirements leads to optimal inventory levels, which is an on-going process as the business needs shift and react to the wider environment (Riggs & Sharon 2008). Application of effective inventory management methods such as economic order quantity and just in time greatly supports implementation of effective procurement practices.

2.6.3 Procurement Policies

A procurement policy is simply the rules and regulations that are set in place to govern the process of acquiring goods and services needed by an organization to function efficiently (Findlay 2009). The exact process will seek to minimize expenses associated with the purchase of those goods and services by using such strategies as volume purchasing; the establishment of a set roster of vendors, and establishing reorder protocols that help to keep inventories low without jeopardizing the function of the operation. Both small and large companies as well as non-profit organizations routinely make use of some sort of procurement policy (Bartik 2009). There is no correct way to establish a procurement policy, factors such as the size of the business, the availability of vendors to supply necessary goods and services, and the cash flow and credit of the company will often influence the purchasing procurement approach. (Golder 2007). The size of the company is likely to make a difference in the formation of procurement policy, in that a small company may not be able to command the volume purchase discounts that a large corporation can manage with relative ease (Gadde 2007). Procurement policy benefits the organization by keeping costs in line and clearly defining how purchases will be made (Hall 2009). As the needs of the entity change, there is a good chance that the procurement policy will be adjusted to meet those new circumstances. This is necessary to make sure the policy continues to function in the best interests of the company or non-profit organization and keep the acquisition process simple and orderly (Günther 2007).

According to PPOA (2007), the public procurement system in Kenya has been undergoing consistent reforms with the global trend since mid-1990s, most notably within the periods covering 1997-2001 and 2005. Previous to these reforms, the legal framework governing public procurement was very amorphous, providing a conducive environment for the perpetration of various malpractices in public procurement including the endemic corruption that characterized the system. George (2010) contends that the level of compliance with procurement 38 regulations greatly influences the efficiency of the procurement procedures in public sector

organizations According to Patrick (2009), with the official launch of Public Procurement Reforms, the country set on the reform road in the area of public procurement by; putting in place a unified legal and regulatory framework to guide the reforms. This was realized through the gazettelement of the Exchequer and Audit Act Public Procurement, Regulations (2001), which harmonized all the Treasury circulars and manuals governing procurement in the public sector. Putting in place an institution to oversee development and implementation of the public procurement policy in Kenya and improve transparency. This was realized through the creation of the Public Procurement Directorate (PPD) to oversee the public procurement process in Kenya and the Public Procurement Complaints, Review and Appeals Board (PPCRAB) to handle tendering disputes Act (PPOA 2007).

According to Johnson (2010), the landmark in the reforms was in 2005 when the Public Procurement and Disposal Act (2005) was enacted by Parliament. The Act established an oversight body, the Public Procurement Oversight Authority (PPOA), Public Procurement Oversight Advisory Board and the Public Procurement Administrative Review Board. It amended all other laws relating to procurement in public entities ensuring that all of it is done under the umbrella of the Act thus widening the scope of application of the law and providing a proper basis for enforcement. With the gazettelement of the subsidiary legislation entitled 39 Public Procurement and Disposal Regulations 2006, the law became operational on 1st January, 2007 (PPOA 2007). According to Andrew (2008), the Public Procurement and Disposal Act, 2005 became operational on 1st January, 2007 with the gazettelement of the Public Procurement and Disposal Regulations, 2006. This called for all public entities to strictly execute procurement functions according the Act. However, despite all these regulatory machines, the public sector procurement process is not in tandem with these legislations.

According to the study by Price Water House Coopers PWHC (2009), over 50% of public enterprises in Kenya do not comply with procurement regulations and this has created corruption loopholes and other malpractices on procurement processes. According to PPOA (2009), the current public procurement framework in Kenya has recently been strengthened in a number of respects: With the enactment of the PPDA and Regulations, Kenya today has in place a sound and comprehensive legal framework for public procurement with a clear hierarchical distinction. The PPDA clearly establishes the procurement methods to be applied, advertising rules and time

limits, the content of tender documents and technical specifications, tender evaluation and award criteria, procedures for submission, receipt and opening of tenders, and the complaints system structure and sequence. The PPDA and Regulations cover goods, works and services for all procurement using national funds. Both documents are published and widely distributed within government. The legal framework is complemented with a series of Standard Tender Documents (STDs) covering procurement of goods, works and services, 40 and the responsibility for updating the STDs is clearly assigned to the PPOA (PPOA 2009). Christianne (2008) found that the procurement policies employed by many public training institutions in UK determine the level of effectiveness in execution of the procurement practices. The study also notes that the level of procurement regulations compliance, level of top management support and the employed procurement procedures determine the nature of the employed procurement policies in many training institutions.

Jackson (2007) noted that over 70% of public and private companies in Britain and Germany have embraced effective procurement policies while in China only less than 30% of organizations have managed to successfully implement effective procurement policies. Talluri (2008) found that many government organizations in United India and Malaysia lack effective procurement policies for supporting implementation of sustainable procurement policies. A study by George (2008) notes that in Africa many government corporations lack effective procurement policies and this influences implementation of ineffective procurement practices. Further, findings by Simpson & Power (2007) revealed that low level of procurement regulations compliance in many public training institutions in developing nations hampers effective execution of procurement functions and this impedes implementation of institutional development projects. Tanzi (2009) notes that application of poor procurement policies and lack of top management support does not promote effective implementation of procurement practice in many government 41 institutions in East Africa. Arthur (2009) notes that many procurement managers in Kenyan state corporations lack competitive knowledge and skills on how to formulate and embrace effective procurement policies in many public institutions in Kenya. A study by Jerald (2010) notes that procurement reforms in Kenya have led to enactment of Public Procurement and Disposal Act 2005, the Public Procurement and Disposal Regulations 2006 and The Secondary Schools and Colleges Procurement Manual (2007). The manual provides procurement guidelines on KESSP related expenditure. The manuals make reference to other

Ministry of Education publications that set out in a more comprehensive manner the processes to be observed in the procurement of particular items such as instructional materials and school infrastructure. The study reveals that only less than 20% of public colleges undertake their procurement practices in tandem with the Secondary Schools and Colleges Procurement Manual guidelines. Onyinkwa's (2013) study on factors influencing compliance of procurement regulations in public secondary schools in Nyamache sub-county found that ethics, awareness and training influence the compliances of procurement regulations in public secondary schools. The study recommends that it is important to offer ethics education to school tendering committee members in order to ensure they serve in ultimate objectivity, accountability, and non-discrimination. Ombuki, Arasa, Ngugi, and Muhwezi, (2014) conducted a study on determinants of procurement regulatory compliance by Kenya's public universities. The study findings indicate that political factors influence most the regulatory compliance in 42 the public university procurement in Kenya.

The most influential politician was the member of the women representative whose influence accounted for 95.5%. The study recommended that politicians should be well-educated on the need to comply with the government's procurement rules and regulations. A study by Muli (2009) reveals that the public procurement reforms in Kenya have culminated in promulgation of the Public Procurement and Disposal Act 2005 and the Public Procurement and Disposal Regulations 2006 that provide a legal framework for regulating public procurement, with oversight functions carried out by the Public Procurement Oversight Authority (PPOA). The study further notes that many public training institutions procurement practices do not fully comply with the procurement regulations and this leads to misappropriation of institutional funds.

2.7 Conceptual framework

A conceptual framework is a very useful tool in research. It shows relation between dependent and independent variable. Figure below shows reviews conceptual framework which illustrates the relationship between the variables of the study (Kotter, 1995). The independent variables are factors which influence procurement efficiency (budgetary resource allocations, government

policy, organizational structure and levels of advancement in IT). The dependent variable is procurement procedure within the IEBC.

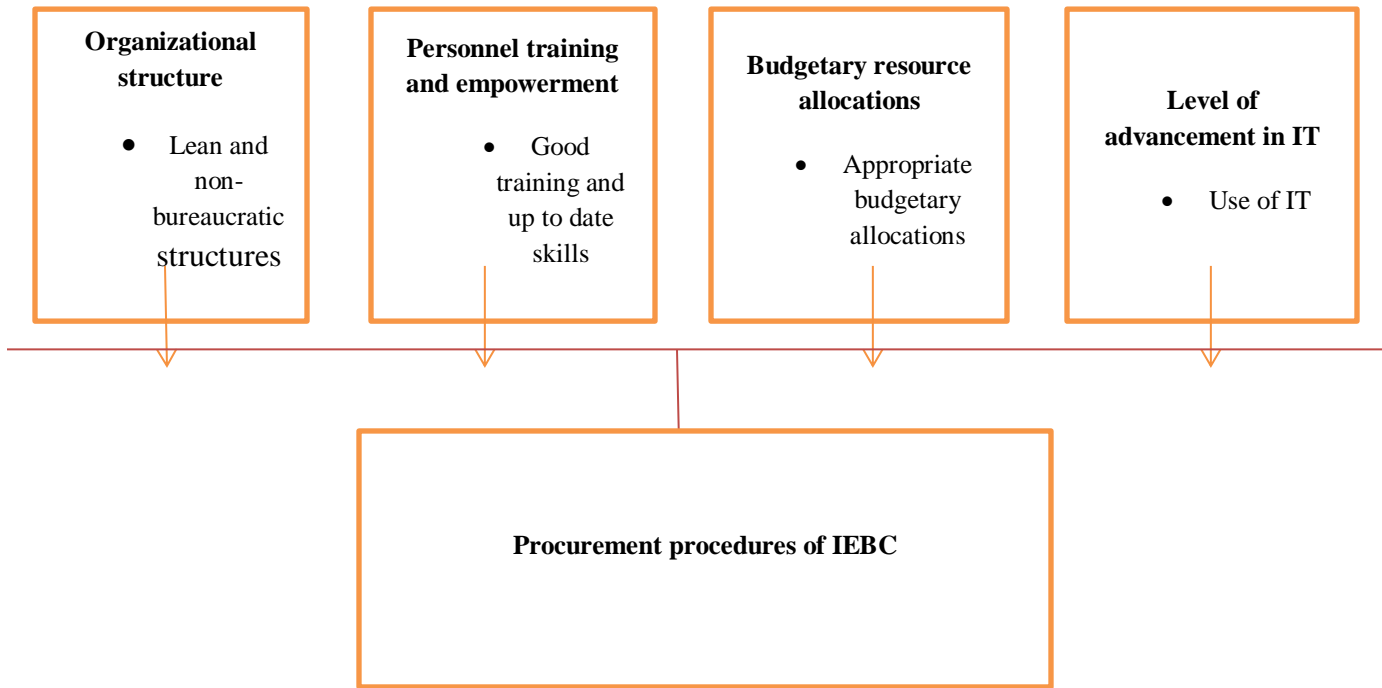


Figure 2.1: Conceptual framework

2.8 Critical Review

According to Schick (1999), budget is among special tools of management that direct and control large organizations affairs (Burke and Modarresi, 2000). They are also used in other public bodies, industries and in private families (Coates, 2002). A budget is a basic tool in management. In this regard, it serves as a tool for planning and controlling the use of scarce financial resources in the accomplishment of organizational goals. New technologies have led to emergence of important industries. The rapid pace of technology change brings about opportunities as well as challenges to the telecommunication industry in terms of performance. Lack of new technology affects the firms' profitability and performance. If the assessment in this phase is not consistent with how executive themselves view the company or how they would like to be positioned themselves in the market place, then it is up to them to create a vision of their preferred future that they can easily communicate to customers, employees and suppliers. This

can only be done if the top management is properly trained to understand quality and this will make them be able to put a personnel department which is competent and be able to train their employees accordingly. An authoritative structure is for the most part a progressive idea of subordination of elements that work together and add to serve one normal point. Associations are a variation of bunched elements. An association can be organized in a wide range of ways and styles, contingent upon their targets and feeling. Authoritative structure permits the communicated designation of obligations regarding diverse capacities and procedures to various substances, for example, the branch, office, workgroup and person. People in an authoritative structure are ordinarily procured under time-constrained work contracts or work orders, or under changeless business contracts or program orders (Heize 2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Section outlines approach to be adopted towards gathering data that was used to generate solutions to the study objective. It contains the outline on the profile and the scope of the study as well as the method that were used to collect the data and also how the data collected was analyzed so as to come up with findings, interpretations, conclusions and recommendations of the study.

3.2 Research Design

Orodho (2003) characterizes it as the plan, diagram or plan that is utilized to produce answers to investigate issues. As indicated by Kombo and Tromp (2006), it can be thought as research structure. The case study design of research was used for this research. It allows for an in-depth study of the subject of factors influencing strategic plan implementation at IEBC. Case studies place more emphasis on a full contextual analysis of fewer events or conditions. This provides for valuable insight for problem solving, evaluation and strategy. It also provides for the benefit of being able to observe and record non-verbal as well as verbal behaviour (Cooper & Schindler, 2003).

Descriptive research design was also showed relation between dependent and independent variables. The design was utilized as its precise and accurate as events description are carefully planned (Babbie, 2002).

3.2 Target Population

The term population refers to the total number of elements in the study. Target population is the universe on which the study intends to draw presentation sample from. For purpose of this study, the target population is the employees based in the organization. The study targets a representative figure of 218 staff.

3.3 Sampling Procedure and Sample Size

Stratified random sampling technique obtained responders sample size; this involved dividing the target population into sub groups in order to get equal representation of staff. The sampling technique was appropriate since the population is divided into subgroups depending on staff

characteristics. The nature of issues investigated meant that it was important to give all the company workers an equal chance of representation and this would not have happened through random sampling only. The sample size will be 30% of the target population.

Table 3.1: Sample size

Population bracket	Target population	Sample size	Percentage
Top level	24	8	26
Middle level	65	19	16
Operation level	129	38	58
Total	218	65	100

3.4 Data Collection

Review utilized primary and secondary data. Primary was obtained through use of individual interviews and research questionnaire. Individual interviews were facilitated by an interview guide with open ended questions. Unstructured interviews permit more direct comparability of responses and also the interviewer’s neutrality is maintained (Cooper & Schindler, 2003). The interview schedule was administered through face to face discussions. Secondary data was obtained from mainly the organization’s strategic plan. The target groups for the interviewees were three commissioners, the commission secretary, deputy commission secretary and two directors heading directorates. Apart from the face to face interviews the researcher is expected to use a questionnaire which the population was randomly chosen to participate in completing the questionnaire. The target respondents for the questionnaire were forty comprising of Regional Election Coordinators and Managers. The questionnaires was administered by emailing to the regional election coordinators and telephone calls follow ups, while drop and pick later method for managers at head office was adopted.

3.5 Validity of the Questionnaire

Validity is how factual analysis findings are and how actual data represents scenario under review. To ascertain the content and criterion instrument validity, the researcher sought the assistance of the supervisors who read them and made changes as well as comments that were

incorporated into the proposal questionnaires. This improved the degree of data acquisition. The instruments of data collection were tested to verify both internal and external validity.

3.6 Reliability of the Questionnaire

Nacmias and Nacmias (2009) stated that an instrument is reliable when it can measure a variable accurately and consistently and obtain the same results under the same conditions over time. The idea behind reliability is that any significant result must be more than a one-off finding and be inherently repeatable (Sakaran, 2013). Other researchers must be able to perform exactly the same study under the same conditions and generate the same results. This reinforces the findings and ensures that the wider scientific community will accept the research findings.

3.7 Piloting of Research Instrument

As per Kothari (2004), a pilot test is the copy and practice of main review and it conveys to the light the shortcomings (assuming any) of the polls and furthermore of the examining systems. After the approval of the thesis proposal, the Director of Graduate Studies and Research authorized the research to do the pilot study. Twenty (20) IEBC employees were randomly selected at the Anniversary Towers in Nairobi Central Business District. There were 26 employees who returned the filled questionnaires. The pilot data was analyzed and results utilized in questionnaire modification.

3.8 Ethical Considerations

Permission from all parties was sought before data was gathered. In this study, all information provided was treated with utmost confidentiality as all the participants were fully informed about the procedures and were required to give consent to participate. No one was put in a risky situation as a result of their participation, and they remained anonymous throughout the study. The researcher ensured quality work, integrity, independent and impartial in writing the proposal and the final project.

3.9 Data Analysis

As per Cooper and Schindler (2003), where research finds out who, what, where, when or how much and considering data collection approaches used in the study, there was a mixture of descriptive and qualitative results and therefore the data obtained is both quantitative and qualitative. Qualitative data was largely analyzed using content analysis. This allowed for

meaning to be extracted from information collected and relate it to the different issues on factors influencing implementation of strategic plan therefore ensuring the required analytical understanding of the data. Descriptive statistics was also used to analyze data collected by use of questionnaire that mostly was on Likert scale of 1 – 4.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Response rate

Responders received 65 questionnaires from the IEBC. 50 were filled and collected making 77% response rate. This was an acceptable rate. Response rate is below.

Table 4.2: Response rate

Category	Target response	Percentage
Responded	50	83
Non-response	15	33
Total	65	116

4.2 Effect of organizational structure on procurement process

Table 3 shows the responses on the extent of organizational structure on procurement processes. Majority having 66% stated that the extent to which it affects is very great, 24% said to a great extent, while 10% were for the opinion of low. Hence the researcher concluded that yes government Policy affects procurement process in a very great way. Majority stated that different ways can structure organization depending on their objectives, this affect the organization way of handling procurement procedures. Majority of the respondents stated that organizations are operating in a dynamic and rapidly changing environment.

According to the respondents, bureaucracies associated with the procedures complicated the whole function of procurement. This study established that one needed several stops as the documents were verified to ensure that the procurement process was water tight. In the absence of any official within its ranks, junior officers were forced to wait before proceeding to procure the items. This sometimes paralyzed the operations of the commission in case vital items or services were to be procured. Public procurement is further vulnerable to bureaucracy because of interaction of government officials and acquirement supervisors out in the open acquisition; this paper just investigates law based responsibility, vital obtainment administration and the

execution administration parts. Organizational structure has been known to influence procurement. Several other researches have confirmed this fact (Heize, 2001; Wheelwright & Clark, 2001). Studies have shown that the structure of any organization affected how fast an item was procured and the payments made (Heize, 2001).

The other reason cited by the IEBC staff as hindering the performance of the procurement sector was the challenge of lack of clear job description. As noted by Elsenhandl (2002), successful staffing is dependent on provisions of sufficient job descriptions including flexible work specifications. Where possible, some organizations deem it fit to restructure their work plan and mandates, involving flextime, job rotations, job enrichment and enlargement.

Similar observations have been made by Ngugi and Mugo (2012) who while conducting a study on the procurement process in Kenya Government Ministries, noted that internal processes influenced procurement procedures. They argued that this was necessary in ensuring that the process was transparent and that it met the accountability threshold. This argument is further reinforced by Kabaj (2003) that paying adequate attention to public procurement processes ensured pragmatic use of financial resources and boosted investor confidence.

Table 4.3: Extent to which organizational structure affects procurement processes

Response	Frequency	Percentage
Very great	33	66
Great	12	25
Low	5	8
Very low	0	0
Total	50	100

4.3 Extent to which training affects procurement procedures

According to the results in table 4, majority (82%) stated that training affects the procurement process in the public sector. The outcome was 82% very greatly, 10% greatly and 8% lowly. Therefore the researcher concluded that training affects training in the procurement process in the public sector in a very great way. The analysis depicts that training affect procurement in the public sector. This was concluded by having majority of the respondent affirming to the statement and 14% rejecting the statement. Thus the researcher concluded that training affects procurement process in the public sector. Majority also stated that training affects the procurement process in the public sector. The outcome was 82% very greatly. Therefore the researcher concluded that yes training affects training in the procurement process in the public sector in a very great way. Training is important in ensuring that employees and governments are up to date with the ever changing and dynamic forces of globalization and industrialization. Training is a human resource development venture that empowers a workforce to meet market needs and prepare them for more challenging roles in the future.

Table 4.4: Extent to which training affects procurement procedures

Response	Frequency	Percentage
Very great	41	82
Great	5	10
Low	4	8
Very low	0	0
Total	50	100

4.4 Extent to which budgetary resource allocations affect procurement processes

Majority (74%) of the respondent stated that budgetary resources affect procurement in an organization and minority stated it does not (Table 5). The researcher concluded that yes organization culture affects procurement in the public sector. Having majority of the respondent

stating that organization culture affects public procurement in the organization in a very great way and majority saying in a great way, the researcher concluded that budgetary resources affects public procurement in an organization in a very great way.

Budgetary allocations and resource availability will affect the option an organization has in seeking expansion. Other aspects, including training and technological adoption are hinged on the ability of an organization to adequately budget for them.

Table 4.5: Extent to which budgetary resource allocations affect procurement processes

Response	Frequency	Percentage
Very great	37	74
Great	13	26
Low	0	0
Very low	0	0
Total	50	100

4.4.1 Conclusion

Financial capacity is perhaps the most determining factor as it directly affects the capacity of all organizations to streamline operations and expand, train its labour force and acquire state of the art technology. The IEBC is financed by the government of Kenya and is limited to the budgetary allocations provided by the state.

4.4.2 Recommendations

This research recommends that government should increase its budgetary allocations to the IEBC to enable it sufficiently cater for the needs of streamlining, technological advancement and training of staff. Alternatively, the IEBC can engage in income generating projects, should the law allow, to boost its financial base and to be able to carry out its operations efficiently without need for external support.

4.5. Extent to which technology affects procurement

According to the results in table 6, the researcher established that technology affects procurement in the public sector in a very great way and great way. By having 78% of the respondent stating that yes it affects procurement very greatly, 22% saying in a great way the researcher affirmed that technology affect procurement process in the public sector. Majority asserted that technology is changing. Hence technology will affect the operation in the procurement procedures and thus affect the public procurement procedure.

Table 4.6: Extent to which technology affects procurement

Response	Frequency	Percentage
Very great	39	78
Great	11	22
Low	0	0
Very low	0	0
Total	50	100

Government authorities and chose pioneers have progressively come to understand that open organizations must use ICT with a specific end goal to improve the acquisition forms in the general population segment. Confronted with tight spending plans and a resigning workforce, the present government organizations are working in a domain characterized by the need to 'accomplish more with less'. Open specialists are relied upon to give fantastic support of their constituents in a successful and straightforward way, at the same time working under steady asset limitations by receiving ICT (Hagén, and Zeed, 2005). So as to address the present working difficulties, local and neighborhood governments are swinging to ICT to upgrade the administrations for occupants, organizations and guests, and enhance inward efficiencies.

4.5.1 Conclusion

Results indicated that integration of ICT in the operations of ICT had the potential to improve its procurement process. This is because technology ensures fast completion of large volumes of tasks, and buffers against losses arising from incompetency and corruption.

4.5.1 Recommendations

This study recommends that the IEBC strive to acquire state of the art technology to enhance its operations. To acquire the most appropriate technology, the IEBC can do a benchmarking exercise to determine which technologies have boosted the performance of electoral bodies in advanced democracies in the world and parts of Africa including Ghana and South Africa.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Part shows findings summary, conclusions and recommendations of review based on objectives of the study.

5.2 Summary of findings

Research showed many respondents were working for IEBC shown had high level of education, compounded with the positions they held in the institutions and thus were tailored to meet the local needs.

This report presents the findings of the procurement review of IEBC carried out between 18th June and 28th June, 2012. The main objective of the exercise was to review the status of the PE's procurement, contracting and implementation processes and systems, in order to determine IEBC's level of compliance with the PPDA and the PPDR, circulars and directives issued by PPOA, and generally accepted principles of good practice. Consideration was also given to the relationship between procurement and overall service objectives of IEBC.

The period covered by this review was focusing on the performance of procurement functions. The review procedures performed included the examination of selected samples of Open National Tenders, Direct Procurement and RFQ. The review also considered the disposal proceedings undertaken by IEBC during the identified review period.

The scope of the review encompassed 27 key performance indicators of IEBC procurement and disposal from planning to completion. The review projected the PE to have reached a satisfactory level of compliance (60% and above) with the requirements of the PPDA, PPDR and all directives issued by PPOA in their procurement, disposal and contracting.

5.3. Conclusions

Majority stated that various ways help structure organization depending on their objectives, this affect organization way of handling procurement procedures. Majority of the respondents stated that organizations are operating in a dynamic and rapidly changing environment. Thus majority asserted that organization structure affect public procurement in a great way. The analysis depicts that training affect procurement in the public sector. This was concluded by having

majority of the respondent affirming to the statement and 14% rejecting the statement. Thus the researcher concluded that training affects procurement process in the public sector. Majority also stated that training affects the procurement process in the public sector. The outcome was 82% very greatly. Therefore the researcher concluded that yes training affects training in the procurement process in the public sector in a very great way. Majority asserted that technology is changing and view technology as various types of knowledge and expertise necessary for planning, establishment and operation of a manufacturing plant and associated enterprises. Hence technology will affect the operation in the procurement procedures and thus affect the public procurement procedure. Majority of the respondent stated that budgetary resources affects procurement in an organization and minority stated it does not. The researcher concluded that yes organization culture affects procurement in the public sector. Having majority of the respondent stating that organization culture affects public procurement in the organization in a very great way and majority saying in a great way, the researcher concluded that budgetary resources affects public procurement in an organization in a very great way.

5.4 Recommendations

All employees in the purchasing department should be well trained and even they should be given refresher courses to ensure they are up to date with polices of purchasing department. Technological advances do not go smoothly and when they do acknowledge of consumers is still an advantage to securing a success Technological change can also pose threat to those company gradually find they cannot compete effectively with their more advance rivals. The organization should ensure they adopt and embrace the new practices brought about by the new technology. All purchasing procures should be computerization to ensure fastness in the process.

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APPENDIX

QUESTIONNAIRE

My name is Christine Makau from the Management University of Africa. I am conducting a study on the factors affecting procurement at the Independent Electoral and Boundaries Commission of Kenya (IEBC). This research is meant for academic purpose. Kindly you are requested to provide answers to these questions as honestly and precisely as possible. Responses to these questions will be treated as confidential.

Section A: Demographic Data

1. Gender: Male Female

2. Age:
 Less than 25 Years 25 – 35 Years
 36 -45Years Over 45 Years

3. How long have you worked for the IEBC?
Less than 2 years 2 – 5 years

6– 9 years 10 and above

4. What is your level of education?
Diploma/College University Degree
MBA/MA Post-graduate Diploma

Section B: Communication Networks

The statements below relate to factors affecting procurement at the IEBC in which you are requested to indicate your level of agreement. Supplied also are five options corresponding to these statements:

Key: Very Great (SA) =4, Great (A) =3 Low (U) =2, and Very Low (D) =1,

1. Organizational structure and bureaucracies at the IEBC have an impact on the rate at which goods and services are procured (Kindly tick as appropriate)

1[] 2[] 3[] 4[]

How does the IEBC organization structure impact you as an employee of the organization?

.....
.....

2. Training and level of expertise at the IEBC influences the level of competency in carrying out procurement procedures

1[] 2[] 3[] 4[]

Has your expertise improved because of the training experience you have had with the organization?.....

.....

3. Budget allocated to the IEBC by the national government has an effect on the scope of achievement at IEBC in terms of procurement

1[] 2[] 3[] 4[]

Has the budget being utilized very well in terms of procuring goods and services in the Organization?.....

.....
.....

4. Information and Communication Technology (ICT) choices and know-how influences the effectiveness of procurement processes at IEBC

1[] 2[] 3[] 4[]

What ICT systems are being utilized or have been utilized in ensuring effective procuring of goods and services.....

.....
...

THANKS FOR YOUR TIME