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Evaluation of Factors Affecting Implementation of Procurement Plans in Public Universities in Kenya: A Case of Kisii University, Kenya

Bwombengi Heizel Nyanchoka

Procurement Officer, Kisii University, Kenya

Dr. Walter Okibo Bichanga

Senior Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract:

Procurement is a critical and indispensable activity to all organizational units, ranging from households to firms, organizations and the government. The main objective of the study was to evaluate the factors affecting implementation of procurement plans in public universities in Kenya. The specific objectives of the study were to assess the effects of staff competence on implementation of procurement plans in Kisii University, to establish the effects of procurement regulations on implementation of procurement plans in Kisii University and to determine the effects of financial resources on implementation of procurement plans in Kisii University, Main Campus. The study employed descriptive research design. The target population was all members of the procurement unit and all user departments of Kisii University, Main Campus. This study employed a stratified random sampling to choose a sample of 61 respondents. The study found out that, underbidding, unfair and dishonest conduct were absent during the research, that procurement officials do not make improper use of their position, that professional and job-related responsibilities are placed before personal gain and individual interest, that employees did not engage in dishonest or unethical actions, and that items that were not in the plan are sometimes procured and that there is splitting of contracts for similar goods. The study revealed that staff competence, procurement regulations and financial resources have significant effect on implementation of procurement plans in Kisii University. The study concluded that the university management should pay suppliers in time, since delayed payments leads to delivery of goods and services.

Keywords: *Staff competence, procurement regulations, financial resources, procurement, public procurement and disposal act*

1. Introduction

Procurement is a critical and indispensable activity to all organizational units, ranging from households to firms, organizations, and the government, that aims at obtain goods and services from the right source in the right quantity and quality at the right place, at the right time and at the right price. The Public Procurement and Disposal Act of 2005 (GoK, 2005) defines procurement as the acquisition done either through purchasing, hire purchase, licensing, tenancy renting, leasing, franchising or by any other contractual means of any type of goods or services.

Procurement can be divided into two types, namely; public and private procurement. Public procurement is inherently more complex and dynamic because of multiplicity of objectives it has to achieve relative to private procurement (Makori, 2011). For example, whereas the main motive of public procurement is to serve the public through a political purpose and other altruistic purposes like the general well-being of the society the *raison d'être* of private procurement appears to be the profit motive. Consequently, public procurement is characterised by greater transparency, integrity, accountability, and exemplary behavior (ibid). It has also to serve multiple goals, political objectives, and take into consideration interests of many stakeholders (Callender & Mathews, 2002; Schapper et al., 2006).

Mahmood (2010) estimated that public procurement accounts for approximately 18% of the world Gross Domestic Product (GDP). For this reason, therefore, Thai (2001) asserted that a sound public procurement system needs to have good procurement laws and regulations which are one of the most important pillars of a sound procurement system. The study goes on to state that, procurement laws and regulations lead to procurement efficiency or inefficiency and hence they should be clear, consistent, comprehensive, and flexible. The study lamented that some of the major hindrances to efficient procurements operations include inefficient procurement rules and regulation. The study also observed that procurement planning does not take long term cost of ownership into consideration and that there is no sustainable procurement practice by the company even though it has Green policy in places.

Basheka and Bisangabasaija (2004) observed that public procurement in Kenya still faced by partially completed works and poor quality goods and services regardless of the effort by the government to improve performance of the procurement function. Kiage (2013) saw the need for procurement entities to consolidate departmental procurement plans in order to provide the entity's corporate procurement. Onyango (2012) noted the existence of a significant statistical relationship between procurement planning and performance among the law courts in Kenya. Oyamo and Mburu (2014) realised that there is a positive relationship between contracting and the distribution of pharmaceutical drugs among public hospitals in Kenya. Apiyo and Mburu (2014) identified inadequate competencies of procurement staff, lack of management support, ICT tools and budgeting procedures as some of the factors affecting procurement planning among County Governments in Kenya.

Public Universities in Kenya are established through the award of charters, following the enactment of Universities Act No. 42 of 2012 (Commission of University Education, 2013). The fundamental difference between public and private universities lies in how they are funded, with the former receiving funding from state legislatures whereas the latter rely on tuition and private contributions (CUE, 2013). Consequently, student fees in public universities tend to be lower and the government oversees these institutions through appointing boards and trustees. Since public universities are mostly funded from public taxpayer money, procurement in these organizations patently qualifies as public procurement.

Public Procurement and Disposal Act (PPDA) of 2005 26(3a) provides that a user department shall prepare a multi-annual, rolling work plan for procurement based on the approved budget, which is to be submitted to the Procurement and disposal unit to facilitate orderly execution of annual procurement activities. However, it has been established that, despite the enactment of the Public Procurement and Disposal suite of rules and regulations, there remains cases of corruption and mismanagement of public resources during procurement. The World Bank (2010) estimated that, globally, the pitfalls in public procurement and corruption collectively result in a loss of approximately 34.9 trillion shillings annually. Further studies confirmed that in Kenya, procuring entities were purchasing at an average of 60% above the prevailing market price, an indication that there was no competitive procurement among the public procurement entities in Kenya (PPOA, 2007). The studies that have been done have only looked at some aspects of the factors responsible for procurement effectiveness in areas other than public universities. It is for this reason that this study was undertaken to evaluate the factors affecting implementation of procurement plans in public universities in Kenya. The main objective of this study was to evaluate the factors affecting the implementation of procurement plans in public universities in Kenya. The specific objectives of the study were to assess the effects of staff competence on implementation of procurement plans in Kisii University, to establish the effects of procurement regulations on implementation of procurement plans in Kisii University and to determine the effects of financial resources on implementation of procurement plans in Kisii University.

2. Literature Review

2.1. Staff Competence

This refers to a collection of related abilities, knowledge, and skills that can make an individual or an institution to act efficiently in a job or situation (Aketch & Karanja, 2013). According to Wee (2002), ethics are the moral principles or values that guide officials in all aspects of their work. Ethical behavior encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency.

Harland et al. (2006) asserted that it is necessary for both the public and private sectors managers to pay attention on the employees, the knowledge, skills and capabilities they need so as to implement procurement for innovation in an effort to enable the organization to achieve its goals. In a study to assess the factors affecting public procurement functions at Nairobi's Supplies Branch of public institutions in Kenya, Ngwili and Were (2014) found that staff competencies affect greatly the efficiency of procurement function. Similarly, in a study investigating the factors affecting procurement performance in the milk processing firms in Kiambu County of Kenya, Karanu and Njeru (2014), established that employee competencies influenced procurement performance in the investigated firms. Kiage (2013) in an investigation aimed at ascertaining the determinants of procurement performance in public entities in Kenya, established that staff competency accounted for 20.1% of the variation in procurement performance.

The Kenya Public Procurement and Oversight Authority (PPOA) (2007) considers unethical practices in public procurement to be non-enforcement of law, lack of transparency and accountability, breakdown or erosion of values and norms, weak management systems, procedures and practices, lack of professional integrity, greed and abuse of discretionary power. Others include dishonesty, bribery, corruption, negligence, underbidding, collusion and conflicts of interests. Amayi and Ngungi (2013) found a very strong correlation (of 0.88) between the ethics of the workers and procurement performance in a survey of employees working at the Ministry of Environment, Water, and Natural Resources headquarters in Nairobi.

2.2. Procurement Regulations

The basic rules and regulations that should guide public procurement in the Kenya are contained in the Public Procurement and Disposal (County Governments) Regulations, 2013. The PPD Act of 2005 provides open tendering as the default method of procuring in public institutions and sets out alternative procurement methods under special circumstances, provides the requirements for each mode of procurement, and defines malpractices in procurement. The other procurement methods include restricted tendering, direct procurement, request for proposals, request for quotations, and low value procurement (GOK, 2005).

Mithamo et al. (2013) investigated the effect of procurement regulations adherence on administration of the procurement process among employees of Kenya Rural Roads Authority and established that low levels of adherence to the regulations hindered the creation of a favourable environment for administration of the procurement process. Sang and Mugambi (2014) investigated the

factors affecting compliance with public procurement laws and regulations amongst four selected public entities in Mombasa County and found that the two most important factors affecting compliance were staff awareness of rules and regulations and personnel skills and competencies. Gesuka and Namusonge (2013) reported similar findings in a study that investigated factors affecting compliance of public procurement regulations in Butere District.

Mwangi and Kariuki (2013) in a study of factors affecting compliance to public procurement laws and regulations in an unnamed hotel in the country did come up with specific sections of the law where non-compliance occurred. For instance, they reported that the hotel used alternative procurement methods where open tendering was the recommended method, consultants were not involved in the tendering, and tenders were not offered on an annual basis, suggesting that the contracts were split in the course of the year.

2.3. Financial Resources

For any procurement to occur there should be finances available. The availability and adequacy of funds will enable the procurement personnel to select a competent, reliable and quality delivery system. This will ensure that goods arrive on time in the correct form, at the right time, at the right place – hence value for money to the customer (Bailey et al., 2005; James, 2001). Studies by Mugo (2011) and Namusonge et al. (2013) have indicated that availability of financial resources is pertinent in ensuring the implementation of procurement plans. The study indicated that financial resources are crucial, both directly and indirectly, in procurement. For example, resources are required to pay for goods and services and to carry out activities related to procurement such as training of staff on procurement and research and development on purchasing and procurement.

In a study of 12 public financial institutions in Kenya, Denis and Kilonzo (2014) looked at how resource allocation planning influenced public procurement in the country. The main findings from the study were that resources allocated to procurement were not enough and that resource allocation influenced procurement. In a similar study, Agala and Shipman (2006) found that procurement performance in most Kenyan public institutions was mostly compromised due to scarcity of resources. In studies on performance-based procurement in developing countries, Halachmi (2005) found out that when resources are few performance of procurement is poor as performance levels are compromised.

From the above literature, it is evident that most studies that have investigated non-compliance to procurement laws and regulations by public institutions have been too general in their finding: merely stating whether compliance is high or low, without providing the specific sections of the laws or regulations where non-adherence occurred (for instance, Gesuka & Namusonge, 2013; Sang & Mugambi, 2014; Mithamo et al., 2013). If solid recommendations that can help improve compliance to procurement regulations are to ensue from the studies, it will be crucial for the studies to determine the specific areas of the regulations where non-compliance occurs. Most of the studies investigated have focused on procurement effectiveness rather than on implementation of procurement plans. In addition, others have investigated only some aspects of procurement effectiveness, giving a picture of disparate factors that are not intuitively useful in formulating policy. There was therefore need for a study to be done that would comprehensively and simultaneously investigate all of these major factors, evaluate their relative importance and possibly, their interactions on implementation of procurement plans.

3. Research Methodology

The study used descriptive research design. The target population of this study was members of the procurement unit and all user departments in Kisii University, Main Campus. The study selected 10% of the population to constitute the sample size of the study. This is in line with Mugenda and Mugenda (2003) who acknowledged that 10% to 30% of the target population to be the sample population of the study as it gives the in-depth of the study. The main tools of data collection for this study were structured questionnaire which was administered after pre-testing it for validity and reliability. Data analysis was done through descriptive and inferential statistics.

4. Findings

Out of the 61 respondents to whom the questionnaire was administered, 58 respondents filled and returned the questionnaires and returned them to the respondents. This represented 95.1% response rate. This was considered sufficient from which to draw conclusions upon.

4.1. Demographic Characteristics

The study found out that 45% of the respondents were females while 55% of the respondents were males. It was also noted that 31% of the respondents were in the age bracket 21-30 years; majority (57%) of the respondents were in the age bracket 31-40 years while only 12% of the respondents were of the age bracket 41-50 years. The study also found out that 40% of the respondents had College level of education, 55% of the respondents had university education while only 5% had Post-graduate level of education. Majority (60%) of the respondents had 6 years to 10 years' experience; 26% of the respondents had over 10 years' experience while only 17% of the respondents had between 1 year and 5 years' experience.

4.2. Staff Competence on Implementation of Procurement Plans

The study wanted to know the effect of staff competence on implementation of procurement plans. Some selected attributes defining staff competence were provided on a five point Likert scale and the respondents were asked to rate them on a five point Likert scale. The findings were as presented in table 1. The study established that the respondents agreed with the claims that underbidding, unfair and dishonest conduct (fraud) are absent in universities' procurement (weight 4.76), that officials involved in procurement do not

make improper use of their position (weight 4.24), that professional and job-related responsibilities are placed before personal gain and individual interest (weight 4.17), and that employees don't engage in dishonest or unethical actions (weight 4.14). The respondents also agreed with claims that the procurement staff is well educated and trained in procurement (weight 4.03) and that the procurement staff possesses the right skills and knowledge in procurement (weight 4.02). This agrees with the PPOA (2007) which identifies transparency and accountability, honesty as some of the ethical practices that are necessary in procurement process.

However, the respondents seemed undecided on whether their procurement staff has a lot of experience in procurement (weight 3.93), that bribery, corruption and negligence cases do not occur during procurement (weight 3.88), that decisions made by procuring officials are fair and equitable, and made in accordance with the law, agency rules and guidelines, and conditions of contract (weight 3.57), that their organization uses information communication technology (ICT) to improve procurement (weight 3.21), that there is no collusion and conflicts of interest (weight 3.00), that they know everything about the Public Procurement and Disposal Act (2005) and they follow everything it says (weight 3.00), and that the staff in procurement is very motivated to work harder and deliver good procurement practice (weight 3.00). The weighted average of 3.77 indicated that the respondents were tending to agree on the claim that there was staff competence among the procurement officials in the university. Mathenge (2014) discovered that professionalism and other staff competence are crucial in affecting procurement performance.

Staff Competence	Strongly agree 5	Agree 4	Undecided 3	Disagree 2	Strongly disagree 1	Σf_i	$\Sigma f_i x_i$	$\frac{\Sigma f_i x_i}{\Sigma f_i}$
Underbidding, unfair and dishonest conduct (fraud) are absent in our procurement	45	12	1	0	0	58	276	4.76
Officials involved in procurement do not make improper use of their position	31	17	5	3	2	58	246	4.24
Professional and job-related responsibilities are placed before personal gain and individual interest.	20	31	5	1	1	58	242	4.17
Employees don't engage in dishonest or unethical actions.	21	27	7	3	0	58	240	4.14
The procurement staff is well educated and trained in procurement	22	19	14	3	0	58	234	4.03
The procurement staff possesses the right skills and knowledge in procurement	19	22	14	3	0	58	229	4.02
Our procurement staff has a lot of experience in procurement	12	35	7	3	1	58	228	3.93
Bribery, corruption and negligence cases do not occur during procurement	8	43	0	6	1	58	225	3.88
Decisions made by procuring officials are fair and equitable, and made in accordance with the law, agency rules and guidelines, and conditions of contract	24	12	3	11	8	58	207	3.57
Our organization uses information communication technology (ICT) to improve procurement	5	22	17	8	6	58	186	3.21
There is no collusion and conflicts of interest	9	8	25	9	7	58	177	3.05
I know everything about the Public Procurement and Disposal Act (2005) and we follow everything it says	1	17	21	19	0	58	174	3.00
The staff in procurement is very motivated to work harder and deliver good procurement practice	3	11	32	7	5	58	174	3.00
Average								3.77

Table 1: Staff Competence and Implementation of Procurement Plans

4.3. Procurement Regulations on Implementation of Procurement Plans

The research wanted to know the effects of procurement regulations and procedures in universities. The results were as presented in table 2. The respondents agreed that the procurement unit asks various departments to identify their needs before preparing the procurement plan (weight 4.56). The response were undecided on whether the Public Procurement and Disposal rules and Regulations are strictly followed (weight 3.95), whether there are market surveys to determine prevailing prices of goods, services and works before procuring (weight 3.76), items that are not in the procurement plan are sometimes procured and on whether there are market surveys to determine prevailing prices of goods, services and works before procuring (weight 3.47), that there is splitting of contracts for similar goods, works or services in order to circumvent procurement threshold limits (weight 3.26) and whether tenders are usually awarded to the same suppliers frequently (weight 3.14).

Procurement Regulations	Strongly agree 5	Agree 4	Undecided 3	Disagree 2	Strongly disagree 1	Σf_i	$\Sigma f_i x_i$	$\frac{\Sigma f_i x_i}{\Sigma f_i}$
Procurement unit asks various departments to identify their needs before preparing the procurement plan	39	12	5	2	0	58	260	4.56
Public Procurement and Disposal rules and Regulations are strictly followed.	11	38	5	3	1	58	229	3.95
There are market surveys to determine prevailing prices of goods, services and works before procuring	17	19	14	7	1	58	218	3.76
Items that are not in the procurement plan are sometimes procured	20	22	4	6	6	58	218	3.76
Procurement plans are prepared the year before procurement	9	22	18	5	4	58	201	3.47
There is splitting of contracts for similar goods or works in order to circumvent procurement threshold limits,	13	18	7	11	9	58	189	3.26
Tenders are usually awarded to the same suppliers frequently.	9	19	8	15	7	58	182	3.14
Specifications (terms of reference) or procurement is initiated to favour particular suppliers/contractors	4	9	21	14	10	58	157	2.71
Evaluation committee members are appointed to favour certain interests	3	6	9	27	13	58	133	2.29
There is insufficient notice given about the tenders	0	0	2	54	2	58	116	2.00
Conflict of interest is left unmanaged and decision makers fail to declare their interest	0	3	7	33	15	58	114	1.97
There is a failure to disclose evaluation criteria	0	0	2	44	12	58	106	1.83
There is unexplained delay in preparing procurement plans	0	2	13	14	29	58	104	1.79
There is advance release of information to particular supplier(s)	0	0	4	33	21	58	99	1.71
There is usually an over estimation of the required quantities of goods or services	0	0	5	26	27	58	94	1.62
There is introduction of additional or deletion of criteria during the evaluation process	0	0	1	29	28	58	89	1.53
Bid evaluation committee members do not have the "technical expertise necessary" to properly evaluate bids.	0	0	0	12	46	58	70	1.21
Average								2.62

Table 2: Procurement Regulations and Implementation of Procurement Plans

The study discovered that the respondents disagreed with the claims that specifications (terms of reference) or procurement is initiated to favour particular suppliers/contractors (weight 2.71), that evaluation committee members are appointed to favour certain interests (weight 2.29) and that there is insufficient notice given about the tenders (weight 2.00). The average weighted mean of 2.62 implied that the respondents disagreed (tending to undecided) on whether procurement regulations were being followed by the procurement entity in the university. This confirms the findings of a study by Mithamo et al. (2013) who realized that there was low level of adherence to the procurement regulations among the employees of Kenya Rural Roads Authority and this hindered the creation of a favorable environment for administration of the procurement process.

4.4. Financial Resources on Implementation of Procurement Plans

The study sought to determine the effect of financial resources on implementation of procurement plans. The findings are depicted on table 3.

Availability of Financial Resources	Strongly agree 5	Agree 4	Undecided 3	Disagree 2	Strongly disagree 1	Σf_i	$\Sigma f_i x_i$	$\frac{\Sigma f_i x_i}{\Sigma f_i}$
Enough financial resources are available for procurement process.	1	3	28	13	13	58	140	2.41
Enough funds are available for conducting research and development in procurement	3	7	11	22	15	58	135	2.33
Financial resources are sometimes not available whenever needed.	1	11	6	26	14	58	133	2.29
Adequate funds are available for procurement training of staff.	0	2	6	41	9	58	117	2.02
Funds are available for conducting market surveys to determine the prevailing prices for goods and services	0	0	6	31	21	58	101	1.74
Average								2.16

Table 3: Financial Resources and Implementation of Procurement Plans

As table 4.3 above shows, the respondents were disagreed the claims that whether enough financial resources are available for procurement process (weight 2.41), that enough funds are available for conducting research and development in procurement (weight 2.33), that financial resources for procurement are available whenever needed (weight 2.29); and that adequate funds are available for procurement training of staff (weight 2.02). The respondents showed strong disagreement to the claim that funds are available for conducting market surveys to determine the prevailing prices for goods and services (weight 1.74). The weighted average of 2.16 led to the conclusion that the public universities have not implemented procurement plans. These findings were in harmony with that of Dennis and Kilonzo (2014) which realized that resources allocated to procurement were not enough and that the resource allocation influenced procurement.

4.5. Implementation of Procurement plans

The study wanted to know the about way the universities carry out the implementation of procurement plans. On a scale of 1 to 5 on these statements, the respondents were asked to rate various selected attributes. The findings are presented in table 4. The respondents agreed that that the right quantity of goods is always procured; and that goods and services the organization obtains are value for money (weight 4.05). The respondents were undecided on whether the stipulated goods and services in the procurement plans are acquired at the timeframes provided in the plans (weight 3.36), the organisation obtains quality goods and services as a result of procurement (weight 3.19) and on whether the organisation obtains very favourable terms for the supply of goods and services (weight 3.09). However, the respondents disagreed with claims that goods and services are delivered on time (weight 2.72) and that procurement plans are implemented in full at the university (2.53). The respondents seemed undecided on the universities success in the universities' commitment in the implementation of procurement plans as evident in the weighted mean of 3.30. These findings agree with Mwangi and Kariuki (2013) which observed that some institutions had started opting for alternative procurement methods, there were no consultations in tendering and that tenders were not offered regularly.

Implementation of Procurement plans	Strongly agree 5	Agree 4	Undecided 3	Disagree 2	Strongly disagree 1	Σf_i	$\Sigma f_i x_i$	$\frac{\Sigma f_i x_i}{\Sigma f_i}$
The right quantity of goods is always procured.	17	28	13	0	0	58	228	4.07
Goods and services the organisation obtains are value for money.	11	40	6	1	0	58	227	4.05
The stipulated goods and services in the procurement plans are acquired at the timeframes provided in the plans.	8	24	13	7	6	58	195	3.36
The organisation obtains quality goods and services as a result of procurement.	5	12	33	5	3	58	185	3.19
The organisation obtains very favourable terms for the supply of goods and services.	4	13	27	12	2	58	179	3.09
Goods and services are delivered on time	6	9	13	23	7	58	158	2.72
Procurement plans are implemented in full at the university.	4	5	20	18	11	58	147	2.53
Average								3.30

Table 4: Universities' Implementation of Procurement plans

4.6. Coefficients Table

The researcher conducted a multiple regression analysis so as to test relationship among independent variables on the implementation of procurement plan. The coefficients so found (shown on table 4.5) were used to write the full multiple linear regression equation below:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	28.52	0.400		.410	.009
Staff competence	0.210	0.828	.389	.548	.022
Procurement regulations	.603	0.027	.141	.298	.015
Financial resources	.957	0.257	.493	.765	.001

a. Dependent Variable: Implementation of Procurement Plans

$$IP = 28.52 + 0.210SC + 0.603PRI + 0.957FR$$

Table 5: Table of Coefficients^a

From table 5, the positive values of beta imply that, implementation of procurement plans, procurement regulations and financial resources have positive influence on implementation of Procurement Plans since their p-values were all less than the critical value of 0.05. a study by Kiage (2013) also found out similar result that staff competence, procurement regulations and financial resources all had significant influence in determining procurement performance in the energy sector.

4.7. Model Summary

The multiple regression analysis also produced a summary of the multiple regression model. Table 4.6 shows the model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.672	.096	0.08274

a. Predictors: (Constant), staff competence, procurement regulations, financial resources

Table 6: Model Summary with Moderating Variable

The value of Rsquare (.672) implies that 67.2 percent of the variance in the dependent variable (which is implementation of procurement plans) explained uniquely or jointly by the independent variables (staff competence, procurement regulations, financial resources). The remaining 32.8% of the factors implementation of procurement plans in public universities are explained by factors outside the model.

4.8. ANOVA Results

An Analysis of Variance (ANOVA) test was run using three independent variables and the dependent variable in the SPSS version 21. The findings are presented on table 7.

		Sum of Squares	df	Mean Square	F	Sig.
Regression	Between Groups	66.60	4	16.65	4.21	.000
Residual	Within Groups	213.56	54	3.95		
	Total	280.16	58			

Table 7: ANOVA Table

a. Dependent Variable: Implementation of Procurement Plans

b. Predictors: (Constant), staff competence, procurement regulations, financial resources

Table 8 shows that the p-value for the overall model is 0.000. Since this is less than the critical value (0.05), it leads to the conclusion that, the overall model is significant at 5% level of significance. This means that all the three independent variables under study (staff competence, procurement regulations, financial resources) have a have a significant effect on the Implementation of Procurement Plans.

5. Summary of Findings

The study sought to evaluate the factors affecting implementation of procurement plans in public universities in Kenya. The first objective of the study was to assess the effects of staff competence on implementation of procurement plans. The study found out that, underbidding, unfair and dishonest conduct (fraud) are absent in universities' procurement, that officials involved in procurement do not make improper use of their position, that professional and job-related responsibilities are placed before personal gain and individual interest, that employees don't engage in dishonest or unethical actions, the procurement staff is well educated and trained in procurement and that the procurement staff possesses the right skills and knowledge in procurement. The study realized that there is a significant positive influence of staff competence on implementation on procurement plans in Kisii University.

The second objective of the study was to establish the effects of procurement regulations on implementation of procurement plans. The study found out that, it was not clear whether the Public Procurement and Disposal rules and Regulations, 2013 are strictly followed, whether there are market surveys to determine prevailing prices of goods, services and works before procuring and on whether tenders are usually awarded to the same suppliers frequently. However, the study did not find sufficient prove to suggest that specifications (terms of reference) or procurement is initiated to favour particular suppliers/contractors, that items are never procured unless they appear in the procurement plan as scheduled and that there is splitting of contracts for similar goods, works or services in order to circumvent procurement threshold limits, that evaluation committee members are appointed to favour certain interests and that there is insufficient notice given about the tenders. The study observed that there existed a positive significant effect of procurement regulations on implementation of procurement plans in Kisii University.

The third objective of the study was to determine the effects of financial resources on implementation of procurement plans. The respondents disagreed on whether adequate funds are available for procurement training of staff and whether enough financial resources are available for procurement process. It was also noted that there are inadequate funds for conducting research and development in procurement and that financial resources for procurement are not available whenever needed. Besides there was a strong disagreement with the claim that funds are available for conducting market surveys to determine the prevailing prices for goods and services. The study noted that there is an effect of financial resources on implementation of procurement plans in Kisii University.

6. Conclusions

From the above findings, it is evident that generally, most employees in the department have the necessary competency to hold their positions; that professional and job-related responsibilities are placed before personal gain and individual interest and that bribery, corruption and negligence cases do not occur during procurement. It can also be observed that there is no conflict of interest and corruption during procurement. The study also realizes that their unexplained delay in preparing procurement plan and that there is no advance release of information to particular suppliers. Of concern is also the fact that, as much as the stipulated goods and services in the procurement plans are not acquired at the timeframes provided in the plans and that the right quantity of goods is always procured; and that goods and services the organization obtains are value for money, the goods and services are not delivered on time, neither is the procurement plans are implemented in full at the university. Further still, it can be observed from the study that all the three variables under study (staff competence, procurement regulations and financial resources) have significant effect on implementation of procurement plans in Kisii University.

7. Recommendations

From the above findings, can be observed that the implementation of procurement plans in public universities still has a drawback. For this reason, the university management should try to ensure that the employees in the department are given training which can enable them be competent in their work. The employees should be sensitized on the importance of making decisions in accordance with the PPOA law, agency rules and guidelines. The management should scale up their efforts in ensuring that decisions made by procuring officials are fair and equitable, and made in accordance with the law, agency rules and guidelines, and conditions of contract, that their organization uses information communication technology (ICT) to improve procurement. They should also ensure that there is no collusion and conflicts of interest, since respondents expressed doubts in the same. The university should try to pay suppliers in time, since delayed payments demoralizes qualified suppliers hence untimely delivery of goods and services.

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