Effects of Tender Management Practices on Procurement Performance at Kenya Ferry Services

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Abstract

State corporations are governed by the Public procurement rules just as in County Governments in Kenya. The tender process is very crucial in any state corporations where it has to comply with the new public procurement and asset disposal Act 2015. The purpose of this study was to determine the effect of tender management practices on the procurement performance at Kenya Ferry Services. The study employed descriptive and inferential research design methods. The target population for the study was 215 senior managers, managers from respective departments and suppliers. The sample size was 144 arrived at by using Slovin’s formula from the target population. The study used both primary and secondary data in collection of data from the respondents which helped them ascertain the results. Data collection was done using questionnaire method. The researcher used pilot testing of 10% to ascertain the validity and reliability for the results for the study. Data collection was done by use of questionnaires. Data analysis and data interpretation was based on descriptive statistics as well as inferential statistics mainly regression analysis and correlation analysis. SPSS version 22 was used in data analysis. The results findings implicates that there was positive significant correlation between the independent variables and the dependent variable (procurement performance). It was therefore concluded that procurement specification had a positive significant influence on procurement performance at Kenya Ferry Services. The study concludes that proper procurement specification determines the success of procurement performance. Therefore the study concludes that for any procurement entity to achieve its objectives it has to ensure that all the basic procurement rules are followed in regards to mandatory requirements, technical aspect and financial aspect when it comes to evaluation of tenders bidding. The study recommends that procurement practitioners involved in procurement should be committed to high standards for professional conduct. Competence is expected of supply management professionals. Developing business skills and increasing knowledge of supply management demonstrates a commitment to the profession and positively impacts you, your employer, peers, and suppliers. Professional development requires continuing education. The study recommended that all the public entities in Kenya should establish appropriate appraisal audit policies because this will help them ensure that they will deal with qualified and competent staff and suppliers.

Key words: Tender Management, Procurement Performance, Kenya Ports Authority

1. Introduction

The procurement process is largely affected by the concepts of performances such as time, cost and service delivery. The duration taken by a procurement process relies on the preferred method of procurement (Aguilera & Jackson, 2003). In case of open procurement, the process is expected to be longer since it will involve a lengthy process of public procurement. Additionally, Open procurement is believed to be more costly than restricted procurement in the sense that the cost of advertising and planning is limited in the latter (Kiaga, 2015). Service delivery, on the other hand, is affected by the concept of time and cost. The quality of the delivered services relies on the duration set and the amount invested or the cost expected to be met by the suppliers (Gary, 2008). The suppliers selected to deliver the specified services affect the demands of the procurement process in terms of their dedication and quality of the services or goods they deliver which inversely determines the cost and time of the procurement process (KISM, Small and Medium Enterprises Participation in Public Procurement, 2014).

According to the (PPOA, 2015) the procurement process is clearly outlined. The first process is budget and procurement planning. This is followed by receipt of tender specification and then preparation of tender document. Then, the tender is advertised and closes on the closing date. An ad hoc committee is appointed by the Managing Director who is the Accounting Officer in an organization to open the tenders. Another ad hoc committee is appointed to evaluate the tender, which should complete the evaluation within 30days from the opening date (PPOA, 2015) Evaluation is done independently by the evaluation committee and then the procurement representative does an evaluation report based on the findings. Once the report is completed, it is forwarded to the Head of Procurement who prepares a professional opinion to the Managing Director for approval or rejection (PPOA, 2015).
This Act does not directly seek to regulate the private sector, though it does regulate its interaction with public entities. The PPADA was established in order to: maximize economy and efficiency, promote competition and ensure that competitors are treated fairly, promote the integrity and fairness of procurement procedures, increase transparency and accountability in those procedures, increase public confidence in those procedures, facilitate the promotion of local industry and economic development (PPOA, 2015) To achieve these objectives, the Act establishes procurement and disposal procedures, and sets up the necessary structures to ensure that the procedures are followed and there is provision of oversight and compliance. The Act also establishes the Public Procurement Administrative Review Board, which handles complaints, reviews and appeals stemming from procurement practices. The Public Procurement and Disposal Regulations, (2006, ROK) read together with the PPADA; outline the various processes and procedures to be followed when goods, services or works are procured. A threshold matrix is outlined, as are the duties and functions of the various participants. The Supplies Practitioners Management Act 2007 was assented to law on 22nd October 2007 and commenced on 30th October 2007. This Act regulates both public and private sector procurement practitioners and strives to professionalize procurement practice in Kenya (Ondiek, 2016).

2. Research Problem

Organizations worldwide have to cope with very keen competition and a dynamic environment as market conditions are changing rapidly and customers are demanding better and better products and services (Harry et al., 2006). In response to the increasingly stringent demands and to maintain or improve the competitive advantage, firms that excel must implement strategies to achieve cost reduction, continual quality improvement, increased customer service, delivery improvement and reduced concept-to-market product cycle time. In fact, many companies nowadays have come to realize the importance of constantly strengthening and improving themselves to win or survive in the global competitive market. Regulated public procurement plays a very vital role to the economy. In Kenya, procurement reforms through enactment of procurement laws and establishment of watchdog body such as Public Procurement Regulatory Authority (PPRA) has improved transparency, accountability and achievement of value for money in public procurements (Bower, 2017).

Despite this, state corporations experience major challenges in the execution of procurement regulations because bidders complain of poor funding, procurement staff competence, procurement leadership and law enforcement. In Kenya, the central government spends about Kshs. 234 billion per year on procurement. However on annual bases, the government losses close to Kshs. 121 billion about 17 per cent of the national budget due poor funding, staff competence, government leadership and law enforcement (KISM, 2016) According to Public Procurement Regulatory Authority (PPRA 2016), most of the bidders do complain on the bidding process, fake competition, variation of tender terms mid-way through projects, favouritism of some bidders, leakage of confidential and technical information to some favoured competitors, designing tender documents to skew partiality towards certain firms, insider collusion and conflict of interest. Despite an increase in knowledge in the tendering process according to PPDA2005 very little has been done to analyze the effect played by tendering on the efficiency and effectiveness of public institutions.

In Kenya, tendering management practices of State Corporations have been characterized by high level inefficiency, Corruption and incompetence in Procurement and this problem makes them vulnerable to the critical procurement problems. For instance Kenya Ferry Services experiences supplier management problems and this leads to selection of poor suppliers who fail to perform as per the terms and conditions of the awarded contracts (Kiprop, 2016).

The Public Procurement and Disposal Act 2005 are also in place used by public entities during tendering processes. The aim was to make the procurement process more transparent, ensure accountability and reduce wastage of public resources among others. Currently, there are weak oversight institutions, lack of transparency, poor linkages between procurements and expenditures, delays and inefficiencies, poor records management, bureaucracy, rampant corruption, Political interests. Bottom-up approach to the development of institutional mechanisms for holding to account the domestic implementation of international regulatory decision-making is also missing hence the need to investigate on the factors that influencing the open Tendering processes in the Public Sector in Kenya and provide suggestions to improve the tendering process.

However, Public Procurement Oversight Authority (2007) admits that, procurement entities are faced with challenges when it comes to applying the framework in practice and complying with the new provisions and standards. Such challenges, emanates from legal environment, political environment, organizational environment, and socio-economic and other environmental factors. A number of studies have been carried out on tender management. (Brammer A & Walker E, 2016) carried out a study on the Sustainable tender management practice in the public sector. The findings indicate that a wide range of sustainable tendering practices are embedded to some degree in public sector procurement practice around the world and that the extent and nature of sustainable procurement practices varies significantly across countries. Martin (2015) also did a study on tendering practices and supply chain performance of SMEs in K Campbell. The study concluded that poor tendering processes taking was a significant predictor of supply chain performance while tendering knowledge and skills and strategic procurement were not. Kipchilat (2006) evaluated the impact of the public procurement regulations on procurement in Kenyan Public Universities. The findings indicate that public universities need to comply with public procurement regulations in their tendering management activities.

3. Study Objectives

The study was guided by the following specific objectives:

i. To determine the effect of procurement specification on procurement performance at Kenya Ferry Services.

ii. To find out the effect of tender evaluation on procurement performance at Kenya Ferry Services.

iii. To establish the effect of procurement staff competence on procurement performance at Kenya Ferry Services.

iv. To evaluate the effect of procurement ethics on procurement performance at Kenya Ferry Services.

4. Review of Literature

4.1 Theoretical Framework

4.1.1 Dynamic Capability Theory

The dynamic capabilities refer to the firm’s ability to build, incorporate, and reconfigure internal and external competencies to address rapidly changing environments (Davis F., & Cobb, A., 2015). Dynamic capability enables business enterprises to enhance their points of differentiation by identifying organizational or individual capabilities thus allowing the business enterprise to build and maintain value (Sifuna a & Duncan E., 2016). Capabilities are the firm’s capacity to deploy resources that have been properly integrated to achieve a desired goal. There are two components which form the basis of dynamic capability which are the ability of the firm to uniquely deliver value and the flexibility and adaptive nature of the firm to change depending on the circumstances (Onyiek, 2016). In this context, the dynamic capabilities are the antecedent strategic and organizational routines that enable a shake-up of the resource base where resources are acquired or shed, integrated, and combined to generate new value creating strategies. The dynamic capability approach seeks to understand how firms develop, refresh and renew important capabilities.

4.1.2 Theory of Conflict

Conflict is a pervasive element in our society. There is a possibility that it could occur at any time in our society. It can occur between persons, group, organizations and nations. The growth in the gap between the rich and poor has become inevitable with the emergence of industrial societies and free market economic systems. The development of more destructive technologies and the willingness to use them indiscriminately increased the cost for forceful solution of conflict. The last century survived in two Great World War and many of regional wars. The same conflict applies in the procurement fraternity where we have buyers and suppliers. In the procurement application both parties buyer and supplier would end up in the scenario of win-win situation where the supplier would wish to be paid promptly after delivery of goods while the buyer expects the supplier to deliver quality goods and with consideration of price issue. (Parker & Hartley, 2003) pointed out that relative deprivation, dissatisfaction of basic needs, failure of organizational functions, asymmetric power relations and dominant social structures are the important components in the origin of conflict. Relative deprivation exists when people feel that their expectations of conditions for life have not been satisfied. If people’s hopes and desires far exceed what they can realize, they may have more dissatisfaction with their current situations. The theory of conflict is linked to procurement evaluation where different bidders are invited to bid then the lowest bidder or other mechanism is being used to arrive at the lowest bidder during evaluation process.

4.2 Review of Study Variables

4.2.1 Procurement Specification

A specification may be contained within a wider requirements description, such as a bid document. The requirements description usually describes what is needed by the organization rather than how it is to be provided. The intent of a good specification is to enable suppliers and service providers to compare their products and services against stated requirements that are presented on an equal basis. It will also allow the buying organization to competitively evaluate solicitation responses and determine functional equivalency, if appropriate.

A good specification must be able to perform the following functions: list reproducible test methods that can be used for testing in compliance with specifications, able to give an equivalent award at the best lowest cost, minimum requirements identification, and permit for a competitive bid (Pearce & Robinson, 2011). Although Procurement has the final obligation for the suitability and competitiveness of specs, Procurement is not able to prepare or initiate every specification. The scale of group of workers important to try this could be prohibitive. Procurement serves as principle function in development of specifications for items bought under particular quantity scheduled purchases and indefinite quantity term contracts.

4.2.2 Tender Evaluation

According to Makabira and Waiganjo (2014), public institutions spend huge chunks of their budgets (up to 70 percent) in purchasing goods and services. In developing countries, the procurement function is essential in service delivery and accounts for a large component of total expenditure. For instance, Makabira and Waiganjo (2014) observe that public procurement accounts for 60 percent of public expenditure in Kenya. With the colossal amounts at stake, there is need for procurement performance so as to
ensure that taxpayers get the value for their money. In attempts to reach this objective, procurement undertakes diverse measures ranging from supplier selection, supplier evaluation, setting of selection and evaluation criteria, staff training, among other measures with the intention of improving procurement performance.

Tender evaluation stage of the procurement process is the most susceptible to corrupt practices. It is worth noting that a lot of things happen during this stage. Evaluation committee are sometimes pressurized to disqualify the most competitive tender and rather recommend favorites of politicians or those in authority, other times corrupt bidders pay their way through the evaluation team to use all foul means to disqualify other bidders to their advantage (Ameyaw et al, 2013).

4.2.3 Procurement Staff Competence

Boyatzis (2008) defined competency as a capability, ability or an underlying feature of an individual that’s casually associated to effective or superior performance. Competencies refer to having sufficient knowledge and skills that enable a person to act in diverse situations (Aketch & Karanja, 2013). Competency also refers to applied knowledge and skills, performance delivery and behaviour required to get things done very well (Armstrong & Baron, 1995). According to Russell (2004) in public procurement, professionalism relates to the education levels, workforce qualifications and also the professional approach regarding how business activities are conducted. Banda (2009) posited that many procuring organizations lack competent staff critical to good procurement process management. To improve and contribute to the productivity of organizations, there’s need for human resource extensive external training (Appiah, 2010). Moreover the study further shows that there are clear merits in ensuring that professional staff deal with suppliers and that approaches are handled well. Low level of competence among procurement staff was a major setback to improving the system (Public Procurement Oversight Authority, 2007).

4.2.4 Procurement Ethics

According to Lysons and Farrington (2012), ethics refer to principles of conduct governing an individual or group; concern for what is right or wrong, good or bad. Ethical behaviour in procurement performance is of particular relevance in the twenty-first century, because of stakeholder pressure (Pedersen, 2009). This has led to the call for ethics in public entities procurement as organizations are realizing that ethics can lead to improved operational and financial performance (Carter, 2005). Supply chain managers, more than any other group within a firm, encounter daily situations that put ethics to the test and while supply chain managers can be viewed as “organizing the optimal flow of high-quality, value-for-money materials or components from a suitable set of innovative suppliers” (Wagner, 2003), they are also exposed to a range of selling techniques, some of which are less ethical than others. For instance, compromising in ethics to create short cuts in processes or to generate less review during the audit process is costing companies their reputations, as well as profits. Thus, understanding ethics and its impact on procurement performance is a key responsibility of supply managers (Eltantawy, Fox and Guinipero, 2009).

5. Research Methodology

The study employed descriptive research design which was the best for the research study. The aim of descriptive studies was to understand what is in a specific situation with an identified population. The study employed descriptive design because it was appropriate since it enabled the researcher to collect enough information necessary for generalization. Descriptive research is aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method. Descriptive research studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whenever possible to draw valid general conclusion from the facts discovered.

According to Borg and Gall (2009), population is defined as the members of a real or hypothetical set of people, events or objects the researcher wishes to generalize the results of the research. Target population refers to all the members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize the results of the study (Ngechu, 2014). The study targeted staff from various departments at Kenya Ferry Services both from senior management and middle management.

6. Data Analysis and Results

6.1 Correlation Analysis

Correlation analysis was conducted in order to determine the direction and the strength of the relationship between the dependent variable and independent variable(s). In this study Pearson correlation coefficient was used to determine the magnitude and the direction of the relationships between the dependent variable and independent variables. The values of the correlation coefficient (R) are supposed to be between -1 and +1.
The main objective of correlation analysis is to establish the relationship between the independent variables and the dependent variable, the study sought to conduct correlation analysis which involved coefficient of determination and coefficient of correlation.

The study applied coefficient of correlation analysis because it is less expensive in terms of time and information to determine relationships. The study applied a statistical package SPSS V24 to code, enter and compute the measurements of relationships. From the study, there was a positive significant correlation between the procurement specification, evaluation, staff competence and ethics as being a tool for achievement of organizational objectives majorly procurement performance. The results findings implicates that there was positive significant correlation between the independent variables and the dependent variable (procurement performance).

Table 1 Coefficient of Correlation

<table>
<thead>
<tr>
<th></th>
<th>Procurement Specification</th>
<th>Tender Evaluation</th>
<th>Procurement Staff Competence</th>
<th>Procurement Ethics</th>
<th>Procurement Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Specification</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>N</td>
<td>115</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tender Evaluation</td>
<td>Pearson Correlation</td>
<td>.539**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>115</td>
<td>115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement Staff Competence</td>
<td>Pearson Correlation</td>
<td>.576**</td>
<td>.422**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
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<tr>
<td></td>
<td>N</td>
<td>115</td>
<td>115</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>Procurement Ethics</td>
<td>Pearson Correlation</td>
<td>.556**</td>
<td>.572**</td>
<td>.591**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>115</td>
<td>115</td>
<td>115</td>
<td>115</td>
</tr>
<tr>
<td>Procurement Performance</td>
<td>Pearson Correlation</td>
<td>.533**</td>
<td>.547**</td>
<td>.551**</td>
<td>.556**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
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</tr>
<tr>
<td></td>
<td>N</td>
<td>115</td>
<td>115</td>
<td>115</td>
<td>115</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

6.2 Coefficient of Determination ($R^2$)

The study conducted a coefficient of determination analysis in order to establish the effects of tender management practices on procurement performance at Kenya Ferry Services.

Table 2 Coefficient of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.262*</td>
<td>.069</td>
<td>.036</td>
<td>2.85079</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Procurement Specification, Tender Evaluation, Procurement Staff Competence, Procurement Ethics

The study conducted a coefficient of determination analysis in order to establish the effect of tender management practices on procurement performance at Kenya Ferry Services. In this model, coefficients of determination explain the extent to which changes in dependent variable can be explained by the changes in the independent variables or percentage of variation in dependent variable (procurement performance for this study) that is explained by all four independent variables (procurement specification, evaluation, staff competence and procurement ethics). The four variables studied explained 69% of variance in the effect of tender management practices on procurement performance as represented by the $R^2$. This means that, the other factors
not studied contribute 31% of variance in dependent variable which calls for further studies to evaluate effect of tender management practices on procurement performance at Kenya Ferry Services.

6.3 Analysis of Variance

The F critical at 5% level of significance was at 2.85 since F calculated was greater than F critical (value = 2.11) this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables (procurement specification, evaluation, staff competence and ethics) explain the variation in the dependent variable which is procurement performance.

Table 3 Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>68.863</td>
<td>4</td>
<td>17.216</td>
<td>2.118</td>
<td>.000^b</td>
</tr>
<tr>
<td>Residual</td>
<td>934.604</td>
<td>115</td>
<td>8.127</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1003.467</td>
<td>119</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Procurement Performance
b. Predictors: (Constant), Procurement Specification, Tender Evaluation, Procurement Staff Competence, Procurement Ethics

6.4 Regression Analysis

The results of the regression in table 4 show how procurement specification, evaluation, staff competence and ethics of tender management practices influence the procurement performance

Table 4 Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>.066</td>
<td>.081</td>
</tr>
<tr>
<td>Procurement Specification</td>
<td>.330</td>
<td>.063</td>
</tr>
<tr>
<td>Tender Evaluation</td>
<td>.285</td>
<td>.104</td>
</tr>
<tr>
<td>Procurement Staff Competence</td>
<td>.116</td>
<td>.090</td>
</tr>
<tr>
<td>Procurement Ethics</td>
<td>.183</td>
<td>.091</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Procurement Performance

The analysis show that the unit increase in procurement specification will lead to a 33.0% positive increase in procurement performance, where as a unit increase in procurement evaluation activities will lead to increase of 28.5% procurement performance and a unit increase in procurement staff competence activities will lead to a 11.6% increase in procurement performance and finally a unit increase in procurement ethics will increase procurement performance by 18.3% units. At a 5% level of significance and 95% level of confidence, procurement activities had a 0.000 level of significance.

The general regression model arrived at was

\[ Y = 0.66 + 0.330X_1 + 0.285X_2 + 0.116X_3 + 0.183X_4 \]

Where,
X₁ = Procurement Specification (PS), X₂ = Tender Evaluation (TE), X₃ = Procurement Staff Competence (PSC), X₄ = Procurement Ethics (PE) and Y = Procurement Performance

7. Conclusions and Recommendations

7.1 Conclusions

The study concludes that proper procurement specification determines the success of procurement performance. However, the study concludes that poor specification is a major setback in cost estimation for services and works. Further, the study concludes that failure to adhere to procurement specification enhances making of irregular and biased decisions.

The study concludes that for any procurement entity to achieve its objectives it has to ensure that all the basic procurement rules are followed in regards to mandatory requirements, technical aspect and financial aspect when it comes to evaluation of tenders bidding. Credibility of the supplier is a very important aspect that firms need to consider when evaluating suppliers in terms of quality commitment and the study shows that suppliers are credible.

This findings lead to a conclusion that staff competence is one of the key factors that affects the success and failure of an organization. When there is a well competent workforce within the organization, it means that they posses’ basic skills, knowledge and competency that they will use in undertaking organizational procurement function and thus enhancing the effectiveness of this function. Based on the result findings the study concludes that having qualified, experienced procurement staff would increase the procurement performance for the entire organization.

7.2 Recommendations

The study recommends that procurement practitioners involved in procurement should be committed to high standards for professional conduct. Competence is expected of supply management professionals. Developing business skills and increasing knowledge of supply management demonstrates a commitment to the profession and positively impacts you, your employer, peers, and suppliers. Professional development requires continuing education.

The study recommended that suppliers should develop competent technical abilities so as to provide high quality products or services. Some of the technical dimensions that suppliers should develop competence in include; compliance with quantity, compliance with due date, compliance with packaging standard, production planning systems of suppliers, and maintenance activities of suppliers, plant layout and material.

Form the study findings the study recommends that public organizations policy makers and other key players in public procurement have the responsibility of ensuring that procurement staff and suppliers are well informed on the emerging issues in public procurement especially on procurement ethics and the procurement procedures during evaluation of tenders.

The study recommended that all the public entities in Kenya should establish appropriate appraisal audit policies because this will help them ensure that they will deal with qualified and competent staff and suppliers. It was also recommended that all the public organizations should adopt the ethical policies and guidelines that have been established by the Public Procurement and Regulatory Authority (PPRA) as well as the Kenya Institute of Supplies Management (KISM) since they are all aimed at ensuring that all the public institutions conduct their procurement processes in line with the Public Procurement and Asset Disposal Act (PPADA), 2015.

References


