FACTORS INFLUENCING PROCUREMENT PERFORMANCE IN CONSTITUENCY DEVELOPMENT FUND (CDF): A CASE OF CDF USE IN MAKADARA CONSTITUENCY

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ABSTRACT

Considering the influence of ICT on procurement performance, it is disheartening to note that its implementation in most Kenyan public institutions is poor. The main objective of this research study is to explore factors influencing public procurement performance with the reference to Makadara Constituency CDF Committee. Public procurement systems in Kenya have not been effective in so far as poverty elimination is concerned. Arguably, these developments have taken place against an increase in public procurement budget according to National Taxpayers Association. In a nutshell, the Public Procurement and Disposal Act (PPDA) of 2005 and Public Procurement & Disposal Regulations (PPDR) of 2006 require all public procurement activities in Kenya to be carried out in a transparent and accountable manner – public procurement officials are supposed to engage members of the public in all stages of procurement decision making. The specific objectives include finding out how Makadara Constituency CDF Board size and composition influences procurement performance of CDF in Makadara Constituency. The effect of training and capacity on procurement performance, how managerial skills assist Makadara in enhancing procurement performance, how information communication technology influences procurement performance and to explore the effects of organization structure on procurement performance of CDF in Makadara Constituency. The study will use descriptive research design, which will be the most applicable for the study, as the study focused on describing independent variables. The target population chosen for this study will comprise of Makadara CDF Committee who are 400. Primary data will be gathered through unstructured interviews. Data related to all the five study objectives will be gathered through unstructured interviews conducted using face-to-face encounters as well online and over-the-phone sessions. This study will employ the deductive qualitative data analysis procedure to analyse the primary data collected through unstructured interviews. A multivariate regression model will be applied to determine the relative importance of each of the four variables in relation to the study which sought to understand the factors influencing procurement performance In Constituency Development Fund.

Keywords: CDF, Public Procurement and Disposal Act (PPDA), Public Procurement & Disposal Regulations (PPDR), Makadara and CDF Committee.
INTRODUCTION

Public procurement is a critical wealth generation activity. According to the OECD 2006 benchmarks and as Appendix 1 shows, public procurement accounts for about 16% of most OECD countries GDP in ordinary times (OECD, 2013). Further, Woolcock (2008) shows that among African countries such as Uganda and Tanzania, procurement accounts for about 10% of GDP and sometimes even up to 70% of total government expenditure. Moreover, Bianchi & Guidi (2010) argue that apart from wealth generation, public procurement can be utilized in other activities such as environmental conservation and cultural cohesion. Overall, public procurement is more important today than at any other time before courtesy of factors such as globalisation, market liberalisation and technology which have played key roles in opening up local public procurement to the global business market.

Nevertheless, public procurement is vulnerable to all manner of irregularities. As Figure 1 below shows, risks of bribery are rife in many countries including OECD countries. OECD (2013) shows that public procurement irregularities are most likely to occur in public utility funding activities such as award of public ontracts. Further, Figure 1 shows that procurement in public institutions is likely to be faced by bribery instances. Arguably, and as Bohnstedt (2008) contends, these irregularities thrive due to lack of proper utilisation of modern information collection and processing systems.

Procurement in Kenya has undergone a series of interesting transformations. According to Awiti,(2008), Bohnstedt (2008) and PPOA (2007), public procurement in the country has evolved from a rudimentary system with no universal regulatory framework in the 1960s to a treasury-controlled system in the 1970s, 1980s and 1990s to the now legally bound and orderly procurement system. In a nutshell, the Public Procurement and Disposal Act (PPDA) of 2005 and Public Procurement & Disposal Regulations (PPDR) of 2006 require all public procurement activities in Kenya to be carried out in a transparent and accountable manner – public procurement officials are supposed to engage members of the public in all stages of procurement decision making (Bohnstedt, 2008). Arguably, these developments have been necessitated by the increase in public procurement budget which according to National Taxpayers Association (2012: 2), stands at about 65% of the government’s annual expenditure.

Nevertheless, the implementation of the PPDA of 2005 and PPDR of 2006 has not been as transparent as it should be. This, according to Awiti (2008), Bohnstedt (2008) and PPOA (2007) has led to numerous cases of corruption in the country. The Anglo Leasing scandal, for instance, involved top government officials in the Ministries of Internal Security and Home Affairs. Officials sourced sophisticated passport printing equipments from France and forensic science laboratories for the police from Britain without subjecting the tendering process to public scrutiny resulting into a huge loss of more than 5 billion shillings (Vasagar, 2005). Further, the Goldenberg scandal involved a plan by the Kenyan government to subsidize exports of gold far beyond standard arrangements in the 1990s. This resulted into payments to Goldenberg International 35% more in local currency than the company’s foreign currency earnings.
GENERAL OBJECTIVES

The main objective of this research study is to explore factors influencing public procurement performance using the case of Makadara Constituency CDF Committee

SPECIFIC OBJECTIVE

i. To find out how Makadara Constituency CDF Board size and composition influences procurement performance of CDF projects in Makadara Constituency.

ii. To investigate the effect of training and capacity of Makadara CDF Committee on procurement performance of CDF projects in Makadara Constituency.

iii. To establish how managerial skills of Makadara CDF Committee assist in enhancing procurement performance of CDF projects in Makadara Constituency.

iv. To examine how information communication technology influences the Makadara CDF Committee in enhancing procurement performance in Makadara Constituency.

v. To explore the effects of organization structure of Makadara CDF Committee on procurement performance in Makadara Constituency.

LITERATURE REVIEW

Modern public procurement tasks are becoming complex by the day. As Romero (2009) points out, public projects funding at the constituency level through the CDF programme in Kenya has increased by a large margin since early 2000s. In Makadara constituency, for example, as much as 136,884,712 shillings were dispatched between 2003 and 2008 by the government as part of the normal yearly disbursement (National Tax Payers Association, 2009). This money was meant to fund a number of projects including building Jua Kali sheds, renovating school buildings, and putting up new hospitals.

This, according to Odhiambo & Kamau (2003) calls for more professionalism and accountability on the part of the public procurement managers stationed at the constituency levels. In essence, this situation has been exacerbated by the growing level of public expectations and scrutiny since 2010 when the new constitution was enacted. Specifically, and as Francis et al. (2009) and PPOA (2007) clarify, members of the public expect the CDF kitty to achieve or even exceed the objectives set out in the CDF Act of 2003.

Tellingly, this calls for researchers to conduct more surveys in order to collect views from experts and members of the general public alike on how CDF committees can utilise the yearly government funding allocated to each constituency. This background justifies this research study in the sense that it (research study) seeks to explore and document how Makadara constituency CDF committee can utilise ICT tools to enhance public procurement performance.
PROCUREMENT PERFORMANCE

Procurement performance covers a number of quality and quantity-enhancing benchmarks, which according to Little (2009) narrows down transaction costs, time spent, and the quality and quantity of goods delivered. Based on their analysis on the performance of public procurement officers, Awiti (2008), Bohnstedt (2008), Mughe et al. (2004), National Taxpayers Association (2012) and Odhiambo & Kamau (2003) contend that procurement performance entails high returns on investment, reduced transactional costs, faster delivery of services and supplies, delivery of high quality purchases, and streamlined supply chains. Further, Awiti (2008) and Bohnstedt (2008) specify that procurement performance in the modern world entails all successful ICT-powered procurement undertakings that deliver great value that can enhance the long-term socio-economic welfare of the target population’s, reduce greenhouse gas emissions, enhance community productivity, builds the target population’s innovation capacity, and most importantly, fulfils the target population’s day-to-day life interests.

Further, in their analysis of the performance of several organisations’ procurement departments in the business world, Morita & Nakahara (2004) and Mughe et al., (2004) find that best practices in procurement fall into two broad categories of transaction costs and the level of the utility of the goods procured. These are two critical areas given that during hard economic times organisations must consider every avenue for cutting costs in order to survive while at the same time acquiring the most adequate supplies that can cover their short-term and long-term production needs. The procurement department plays an increasingly important role in achieving this strategic goal. As Little (2009) contends, this is because a purchasing officer in an organisation is charged with responsibility of benchmarking all the target achievements within the organisation while functioning at the same time as a key performance indicator for the control and allocation of key supplies. Arguably, procurement performance can be described as a sustainable competitive advantage builder in the sense that its flagship pillars are reduced transactional costs and faster delivery of quality supplies.

Procurement performance has to do with the proper management of procurement activities (Awiti, 2008; Odhiambo & Kamau, 2003). The management of procurement activities narrows down to the basic functions of the HR departments of hiring best procurement management talent, subjecting this top talent to on-the-job training and development, rewarding and motivating this top talent through competitive salaries, benefits and career progression (Bianchi & Guidi, 2010). Since procurement account for a substantial portion of a firm’s resources and time (Little, 2009), and in light of the highly competitive environment (Bohnstedt, 2008), it is necessary for every organisation to maintain an efficient and effective procurement so as to cut administration costs and to keep abreast of the market conditions. This according to Mukhopadhyay & Kekre (2002), entails procuring materials and services at the right price, quality and time. Overall, and as Nepelski (2006) posits, procurement performance can be realised if organisations discard their trademark paper based procurement systems especially when procuring crucial materials that have a direct bearing on their overall competitive advantage. Organisations should graduate into ICT-powered procurement systems to keep a track of their suppliers so as to make the right procurement decisions whenever they require supplies.
INFLUENCE OF BOARD SIZE AND COMPOSITION ON PROCUREMENT PERFORMANCE

From an agency theory perspective, the size and composition of an organisation’s board of directors has a direct bearing on the performance of its procurement department (Davies, 2000; Ferreira, 2010; Lei, 2005; Hitt et al., 2006). This is true since OECD (2001) argues that whether a member of procurement department seats at the board or not, it is the function of the board to perform precautionary checks on each department through the respective senior managers so as to ensure that all organisational activities are in tandem with the set organisational objectives.

Further, and from a RBV standpoint, the board is charged with the core responsibility of ensuring that both operational and tactical level managers are maximising the utility of the organisation’s unique, valuable, un-substitutable, inimitable and limited resources (Barney, 2001; Hitt et al., 2006; King, 2007; Johnson et al., 2010). Moreover, board members are viewed as providing important resources to the organisation such as connections to key outsiders (regulators, suppliers, financiers, and environmentalists) and advice and counsel. Overall, these benefits can only be enjoyed if board seats reflect all organisational departments. This is in tandem with Davies (2000) postulations that when considering directors as resource providers, organisations should consider various dimensions of director diversity. To this effect, public institutions such as CDF committees should ensure that their composition reflects professional richness, that is, all major management areas including procurement are represented. As Awiti (2008) posits, the past irregularities in project funding and prioritization require the procurement functions of the CDF mandate to be given priority when it comes to CDF committee membership.

Organisations can directly utilise their board size and composition to address multiple agency problems related to procurement. This, according to Huson, Malatesta and Parrino (2004) and OECD (2001) takes the form of a trade-off between breadth and depth, that is, if board rules address more than one set of the agency problems, their effectiveness in relation to any one set is reduced. To this effect, and as Ferreira (2010) and Lei (2005) advices, organisations should be keen on the number of seats in their board as well as the professional/organisational function affiliation related to each seat – no one organisational function should carry more seats at the expense of other seats. This is for obvious reasons especially when it comes voting during critical decisions such as financial allocation, buy-outs or even overseas expansion, the organisational function with the majority seats will definitely beat other functions. Moreover, and as Davies (2000) contend, contemporary corporate governance require organisations to focus their attention on enhancing their board’s effectiveness. Such effectiveness entails addressing the most common agency problems, that is, delivering great value to shareholders and cultivating a sustainable relationship between controllers and non-shareholder stakeholders. Being a critical function that has a direct bearing on shareholder value, the procurement department should be run within organisations corporate governance policies. This, according to Luckig-Reiley and Spulber (2001) and Nepelski (2006) requires that the board preserve a special seat for the procurement department even it is on temporary basis.
INFLUENCE OF TRAINING AND SKILLS ON PROCUREMENT PERFORMANCE

Successful public procurement requires procurement officers to exercise high levels of professionalism when making procurement decisions (Bohnstedt, 2008). According to Barney (2001), all management level functions should be carried out by persons with proper skills, knowledge, and attitudes. Though most organisations tend to place the procurement department under core operational functions (Little, 2009), all procurement functions should attract highly qualified and motivated staff (Bianchi & Guidi, 2010). Further, Bohnstedt (2008) advises that governments especially in developing countries where cases of public procurement irregularities are common should introduce an effective public sector career path structure which would increase the proportion of staff with procurement skills appropriate to their level of responsibility. Essentially, this will involve liaising with local public and private institutions of higher learning in order to review the existing procurement curriculums. This will link individual development needs and training with public procurement requirements. Further, Awiti (2008) and Odhiambo & Kamau (2003) argue that in the face of highly stealth public procurement fraud cases involving modern technology such as creating proxy companies in overseas countries to swindle local authorities through bloated tenders, public procurement officers should be equipped with cutting edge skills and tools to detect and dismantle such schemes. Specifically, Bohnstedt (2008) and POA (2007) show that training and skills acquisition provides a career path for individuals and organisations. This results into properly planned, managed and resourced the continuous development of procurement skills that have a direct bearing on more senior/other procurement positions.

Adequate procurement skills and knowledge lead to improved procurement performance. When organisations identify and rectify skills gaps, greater consistency of approach across the public sector resulting in better Partnership Working and improved equality of opportunity for staff to training and development. Further, and as GOPAL (1995) contends, highly educated and experienced procurement officers are most likely to positively impact on staff motivation and retention in the public sector by implementing creative improved career development opportunities and strategies that encourage junior procurement officers to stick around. Moreover, skills in modern procurement systems enhance succession planning among public institution. This ensures that there are a sufficient number of individuals with the appropriate skills and competencies ready to step into vacancies when required (Little, 2009; Peleg et al., 2002). Overall, and as Huson, Malatesta & Parino (2004) posits, training on procurement related skills within public institutions leads to easier staff movement, reduced new staff training costs and greater access to skilled procurement professionals.

In their advisory article on how public institutions in Kenya can improve their procurement performance through training and development, (Awiti, 2008; Bohnstedt, 2008; Romero, 2009) agree that organisations should provide guidance on the range of procurement competencies required by those engaged in significant procurement activities. This is crucial since it enables them to achieve satisfactory standards. Specifically, Woolcock (2008) argues that senior procurement managers should map out routes available to academic and professional procurement qualifications for procurement staff and most importantly, they should, introduce a
procurement exchange programme as a development tool to improve the acquisition and application of procurement knowledge and skills across the public sector.

INFLUENCE OF MANAGERIAL SKILLS ON PROCUREMENT PERFORMANCE

Procurement is one of the many functions of management. According to Francis et al. (2009) and Romero (2009), all procurement officers are expected to have a strong management knowledge base by the time they enter the employment market. This is crucial since just like many other management functions such as marketing and HRM, the procurement function sits deeply within an organisation’s strategic positioning process (Nepelski, 2006). For example, procurement managers are called upon to participate in contingency plans meant to cut down on unnecessary materials during recessions. Further, procurement managers play a huge role when designing operational/manufacturing designs (Odhiambo & Kamau, 2003). For example, the much successful just-in-time manufacturing system employed by leading multinationals such as Toyota has to do with the close monitoring of the supply and the value chains with a view of identifying an organisations production needs and developing a close relationship with suppliers of crucial components (GOPAL, 1995). Arguably, such a closely monitored procurement system requires procurement personalities to have sound management skills in order to correctly discern the implications of various elements of an organisations’ value and supply chains at different points.

Managerial skills play a critical role in cost and price analysis procedures. According to PPOA (2007), all procurement decisions need to be based on known cost and price analysis benchmarks for them to deliver value to the target population. In the case of public procurement, Bohnstedt (2008) and PPOA (2007) argue that procurement officers should be experienced managers particularly when it comes to prioritising and funding projects with miniscule budgets as it is common with socio-economic projects in developing nations like Kenya. Since cost and price analysis is crucial for the enhancement of procurement performance especially in the public sector where procurement decisions are known to be marred by irregularities (Francis et al., 2009; Odhiambo & Kamau, 2003), sound management skills that result in reduced transaction costs, faster delivery of critical materials, and maximisation of labour and capital utility are welcome in public procurement. Further, Woolcock (2008) shows that management skills are critical in the accurate estimation of the transaction costs even when undertaking contingence procurement duties where the likelihood of unforeseeable costs arising is almost a certainty.

Management skills are important in cultivating sound interpersonal relations when undertaking supply chain duties. According to UNOPS (2010), a procurement manager charged with the responsibilities of manning the successful delivery of a large shipment of raw materials is expected to successfully initiate and sustain good interpersonal relationships with all the parties involved in the shipment. This is true since (Woolcock, 2008), contends that procurement performance is a function of the interpersonal relationships between the procurement manager and the suppliers – closely monitored procurement manager-suppliers relationships result into honoured supplies orders, a crucial requirement for just-in-time manufacturing systems. As Little (2009) contends, interpersonal skills form a core part of the management skills that managers in all levels of the organisational structure should possess. Further, Romero (2009) argues that
procurement managers should possess good interpersonal skills since they form part of an organisation’s public relations team.

INFLUENCE OF ICT ON PROCUREMENT PERFORMANCE

ICT tools help organisations to reduce procurement transactional costs. According to Peleg et al. (2002), the input of ICT tools during the making of procurement decisions is today very popular among business entities and positive-thinking public agencies. Arguably, this new shift of procurement practices has been occasioned by the clamour for sustainable procurement practices that eliminate redundancy and unnecessary costs along the supply chain. Specifically, Nepelski (2006) believes that ICT tools occupies a salient position in sustainable procurement, a new dimension that procurement managers find exciting in terms of its long-term positive implications in cutting down on operations costs. This is true since initially organisations based their decisions primarily on price, quality and time factors (Malone et al., 2009). Sustainability was mainly taken into account on a risk-based approach in line with the global movement towards low cost country sourcing. That ICT tools gives organisations a clear view of the long-term cost implications of procurement decisions made today (Helper & McDuffie, 2009), it is arguable that public organisations stand to achieve long-term sustainable procurement benefits such as increased number of honoured orders, fast delivery of materials, reduced transaction costs, and enhanced procurement manager-supplier relationships if they integrate modern ICT tools into their conventional procurement systems (Mughe, et al., 2004). Specifically, Peleg, Lee & Hausman (2002) found that ICT-powered procurement activities have relatively lower transaction costs. Further, Nepelski (2006) found that electronic procurement leads to more market transactions and market transparency, lowers search and supplier switching costs and improves the overall management of supply chain. Further, Malone et al. (1987) found that when combined with other business strategies, ICT reduces market transaction costs and, as a result, opens up new possibilities in terms of how a business can structure competition in upstream markets. This argument narrows down to the just-in-time procurement systems where critical materials are ordered and delivered on need with a view of cutting down on costs associated with stocking materials or finished product along the value and supply chains.

ICT has a direct bearing on procurement performance. According to Mughe et al. (2004), ICT tools are crucial in the highly complex global business arena where those involved in transactions are usually very far apart, speak different languages, and subscribe to different economic and political ideologies. For example, a procurement manager holding brief for a farmer involved in the purchase and shipping of farm machinery from a far located overseas engineering company can only actualise a fruitful encounter if he or she is in a position to communicate with representatives of the engineering company in real time regarding the value and utility of various offers available. In essence, this importance is evidenced by the increasing instances of e-commerce even in developing countries where access to basic ICT tools is a challenging endeavour especially to procurement officers stationed in marginalised areas. For instance, Mitra, Laka & Abdulla (2000) argue that ICT-powered procurement has increased over the years in Kenya, a developing nation with less dense network of ICT framework. Specifically, Malone et al. (2009) argue that the most common forms of e-commerce in Kenya are electronic procurement banking. Electronic procurement involves friendly internet based purchasing system
where parties to a procurement deal conclude a transaction quickly and in a transparent manner. Nevertheless, e-procurement is still at its nascent stages in Kenya. For example, in their analysis of procurement activities in the textile industry, Kinyanjui & McCormick (2002) show that only about 33% of textile and apparel firms have implemented e-procurement strategies.

INFLUENCE OF ORGANISATIONAL STRUCTURE ON PROCUREMENT PERFORMANCE

Organisations with flat management structures tend to be more effective in developing and executing plans. Flat organisational structures give junior officers in relatively unrecognised departments such as procurement an equal opportunity to participate in strategic, tactical and operational decision making (De Wit & Meyer, 2009). According to Huson et al. (2004), organisational structure has to do with issues like top management support, firm’s size, employees skills and knowledge and organization policy. In essence, Helper and McDuffie (2009) contend that these factors that influence firms’ willingness to adopt modern of procurement methods or even to embrace transparency in tendering process. These sentiments are shared by (Huson et al., 2004) who find that top management support should be one of the best forces behind the adoption of modern procurement information system innovations. In essence, top management can stimulate change by communicating and reinforcing values through an articulated vision for the organisation. This, according to Bianchi & Guidi (2010) and Mughe et al. (2004) is possible especially if the top management offers a supportive climate that allow middle and low level employees to develop new methods of executing procurement tasks. For example, in the heavy manufacturing sector where the demand for raw materials is huge, organisations should allow its most experienced employees to develop affordable but effective procurement systems that help in enhancing procurement performance.

Organisational structure determines the value of the trade-off between the need to create high returns and minimising costs incurred by the procurement function in an organisation. Romero (2009) reasons that flat organisational structures reduce the challenges faced by procurement managers in creating high returns at minimal costs. This, according to Awiti (2008) can be achieved by restructuring staffing models in the procurement department, putting performance benchmarks, monitoring and correcting employees’ workplace behaviours and attitudes and broadening the procurement department’s production scope. The bottom line of such restructuring is to reduce redundancy in decision making and execution, and the length of time crucial materials takes to arrive where they are required (Mughe et al., 2004). Of importance too is the fact that procurement managers should consider evolving the structure of both procurement department and the organisation to keep traction of the shifting supplier needs and priorities (Mukhopadhyay & Kekre, 2002). For instance, suppliers of fresh produce such as coffee and tea in developing countries expect their clients from developed nations such as Starbucks and McDonald to help them easily access financial services meant for boosting their production during drought periods. This is crucial in industries that contribute to largely to a country’s GDP. For example, the agricultural sector in Kenya occupies a crucial position in wealth creation.
RESEARCH METHODOLOGY

The study will use descriptive research design, which will be the most applicable for the study, as the study focused on describing independent variables. This scientific method of investigation involves collection and analysis of data in order to describe a phenomenal in its current condition or status, Kothari (2001) continues to indicate that this design is preferred because it is time saving, it is possible and easy for the researcher to obtain current factual information from the employees in the organization and it is a cheaper method of studying the organization and coming up with accurate and deeper findings.

This study will narrow its scope on serving members of Makadara CDF committee. The reason why only the serving members will be targeted is because they have a better understanding of all CDF funded projects within the constituency, the modalities of funding and prioritising projects and most importantly, how public procurement activities are carried out in the constituency.

The study will only incorporate 100 serving committee members. The researcher estimates that due to their busy schedules, all the 400 serving and past members of Makadara CDF committee will not be available to be interviewed during the data collection process. Therefore, and as Creswell (2009) advices, a sample made up of 10% of this target population is considered realistic for the study.

To arrive at the appropriate sample, the study will utilise a simple random sampling method. This is a form of probability sampling that involves blindly selecting participants using random numbers generated by a random number machine (Cooper & Schindler, 2011). While drawing from Yates, David & Darren (2008), it is arguable this sampling method was selected because it gives every potential participant an equal opportunity to be selected.

SURVEY RESULTS

From the findings, 67% of the respondents indicated that they were male while 33% of the respondents indicated that they were female. According to the findings, 40% of the respondents indicated that they had worked in the constituency committees for more than 15 years, 25% of the respondents indicated that they had worked in the constituency committees for 10-15 years, 20% of the respondents indicated that they had worked in the constituency committees for 5-10 years while 15% of the respondents indicated that they had worked in the constituency committees for 1-5 years. These were at various levels within the Makadara constituency committees.

From the findings, 35% of the respondents indicated that they had graduate level of education, 25% of the respondents indicated that they had PhD of education, 19% of the respondents indicated that they had post-graduate level of education 18.5% of the respondents indicated that they had secondary level of education while 2.5% of the respondents indicated that they had primary level of education.
## 4.1 INFLUENCE OF MANAGERIAL SKILLS ON PROCUREMENT PERFORMANCE

<table>
<thead>
<tr>
<th>Skill</th>
<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great Extent</th>
<th>Very great extent</th>
<th>Mean</th>
<th>Sdev</th>
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</thead>
<tbody>
<tr>
<td>Organising skills</td>
<td>2.2</td>
<td>5.5</td>
<td>6.6</td>
<td>41.8</td>
<td>44.0</td>
<td>2.3</td>
<td>0.9</td>
</tr>
<tr>
<td>Planning skills</td>
<td>8.8</td>
<td>12.1</td>
<td>12.1</td>
<td>37.4</td>
<td>29.7</td>
<td>2.0</td>
<td>1.3</td>
</tr>
<tr>
<td>Poor leadership skills in procurement</td>
<td>8.8</td>
<td>3.3</td>
<td>12.1</td>
<td>49.5</td>
<td>26.4</td>
<td>2.1</td>
<td>1.1</td>
</tr>
<tr>
<td>Human relation skills</td>
<td>12.1</td>
<td>43.3</td>
<td>7.7</td>
<td>45.1</td>
<td>31.9</td>
<td>2.1</td>
<td>1.1</td>
</tr>
<tr>
<td>The success of organization</td>
<td>3.3</td>
<td>2.2</td>
<td>20.9</td>
<td>45.1</td>
<td>28.6</td>
<td>2.1</td>
<td>0.9</td>
</tr>
<tr>
<td>Thus, the skills of procurement managers in organizations are an important factor for any economy to succeed</td>
<td>11.0</td>
<td>5.2</td>
<td>20.9</td>
<td>27.5</td>
<td>35.2</td>
<td>2.3</td>
<td>1.1</td>
</tr>
<tr>
<td>A lack of decision making skills and expertise is a major constraint impeding the progress of the procurement sector in corporations</td>
<td>8.8</td>
<td>10</td>
<td>7.7</td>
<td>28.6</td>
<td>44.0</td>
<td>2.3</td>
<td>1.2</td>
</tr>
<tr>
<td>Employees level of education</td>
<td>7.7</td>
<td>12.1</td>
<td>8.8</td>
<td>29.7</td>
<td>42.9</td>
<td>2.2</td>
<td>1.2</td>
</tr>
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</table>

According to the findings, the respondents indicated that organising skills, the skills of procurement managers in organizations were an important factor for any economy to succeed and that a lack of decision making skills and expertise was a major constraint impeding the progress of the procurement sector in corporations to a very great extent as indicated by a mean of 2.3 respectively, the respondents indicated that employees level of education influenced managerial skills to a very great extent as indicated by a mean of 2.2. Finally, the respondents indicated that poor leadership skills in procurement were recognized as an acute problem worldwide, that human relation skills were therefore a key factor in the failure of organizations.
internationally, and that the success of organization was often largely related to the organisation skills of the management to a great extent as indicated by a mean of 2.1 respectively. These findings collate with the literature review where Odhiambo & Kamau (2003) postulates that procurement managers are called upon to participate in contingency plans meant to cut down on unnecessary materials during recessions. Further, procurement managers play a huge role when designing operational/manufacturing designs.

DISCUSSION

The study sought to examine how information communication technology influences the Makadara CDF Committee in enhancing procurement performance in Makadara Constituency. This is in line with the literature review where according to Peleg et al. (2002), the input of ICT tools during the making of procurement decisions is today very popular among business entities and positive-thinking public agencies. The study sought to examine how information communication technology influences the Makadara CDF Committee in enhancing procurement performance in Makadara Constituency. The study further found out that majority of the respondents indicated that staff training influenced procurement performance; that training and skills influenced procurement performance to a very high extent.

The study found out that the respondents strongly agreed that most of the personnel who were employed in the procurement department were not properly trained and lacked skills required to run the procurement processes as indicated by a mean of 2.1, the respondents agreed that all members of the procurement committee didn’t have appropriate competences to handle the procurement process as indicated by a mean of 2.0, the respondents agreed that if the workforce was not adequately educated in procurement law, serious consequences; including, breaches of the law occur as indicated by a mean of 1.7.

Finally, the study found out that the respondents indicated that organizations decentralized because they expected that decentralization will grant them more flexibility, improve their efficiency and make them more adaptable to changing conditions in the field to a very large extent as indicated by a mean of 2.7, the respondents indicated that the decentralized structure was common in companies with a business unit structure to a very large extent as indicated by a mean of 2.5. Finally, the respondents indicated that in a centralized purchasing organization, a corporate level purchasing department was responsible for all purchasing to a great extent as indicated by a mean of 2.3.

CONCLUSIONS

The study concludes that the size of the board had a material impact on the procurement performance and that the smaller board sizes were better than larger ones that could be plagued with free riders and monitoring problems. The study also concluded that staff training influenced procurement performance; that training and skills influenced procurement performance and that most of the personnel who were employed in the procurement department were not properly trained and lacked skills required to run the procurement processes. Additionally, the study concludes that organising skills, the skills of procurement managers in organizations were an...
important factor for any economy to succeed and that a lack of decision making skills and expertise was a major constraint impeding the progress of the procurement sector in corporations. Moreover, the study concludes that ICT influenced procurement performance at Makadara CDF; that which ICT influenced procurement performance at Makadara CDF; that ICT played a major role in enhancing procurement performance at Makadara CDF and that ICT in public procurement was intended to speed up the procurement process and make it more efficient.

Finally, the study concludes that organizations decentralize because they expected that decentralization will grant them more flexibility, improve their efficiency and make them more adaptable to changing conditions in the business environment.

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