ASSESSMENT OF FACTORS AFFECTING RECORDS MANAGEMENT ON PROCUREMENT PERFORMANCE. A CASE STUDY OF KISII COUNTY GOVERNMENT.

DINNAH KINANGA OMAE

A Research Project Submitted to the Board of Undergraduate Studies in Partial Fulfillment of the Requirement for the Award of Diploma in Procurement and Logistics Management in the School of Business and Economics.

KISII UNIVERSITY

NOVEMBER, 2017
DECLARATION AND RECOMMENDATION

DECLARATION

This research study is my original work and has not been presented to any other institution for examination.

DINNAH KINANGA OMAE

CB05/10086/16

Signature Date

RECOMMENDATION

This research project has been submitted with my approval as university supervisor.

Signature Date

Mr. Eliud Onyiego

Assistant Lecturer, School of Business and Economics Kisii University.
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DEDICATION
This research is dedicated to my brother Alfred Onsarigo and my friend Mercy Kageni who have gave me support during the time of undertaking the research. May God bless you all.
ACKNOWLEDGEMENT

I humbly and great acknowledge the contribution of all those who made this research study a success. First, special thanks go to Mr. Eliud Onyiego for his effort in guidance and supervision from the start to the very end of the project. Above all, thanks to the Lord God Almighty, who has kept and led me this far.
ABSTRACT

The general Objective of the study was to establish factors affecting record management on tendering process with reference to Kisii County Government. This study was guided by the following objectives; to establish the extent to which information communication technology influences record management on tendering process, to find out the extent to which procurement staff competency influences records management on tendering process in Kisii County Government, to establish the extent to which procurement planning influences records management on tendering process in Kisii County Government. The study adopted a descriptive research design at Kisii County. The study targeted all procurement offices and their assistants from nine Sub-Counties and other employees from finance department who participated in the tendering process making the target population be 50 employees. The study adopted purposive sampling technique to get procurement officers, assistant procurement officers and employees from accounts departments who participated in the tendering process. The study used closed ended questions to collect primary data and as well refer to journals and government publications. Based on the study findings, the study established that records management in public institutions is affected by information communication technology followed by training and then procurement planning. The study found out that information communication technology is the first important factor that affects records management in public institutions. The optimal model of the study shows that ICT has a significant influence on records management. This shows that ICT has a positive influence on records management. Staff competency posed as challenge to efficient records management since the environment is ever changing led to a need for the staff to equip themselves with the relevant skills. The study revealed that procurement planning is the third important factor that affect effective records management. The optimal model of the study shows that procurement planning have a significant influence on records management. Increasing levels of procurement planning by a unit would increase the levels of records management. The recommends that procurement planning supports records management in public training institution, the management of public institutions should improve on the procurement procedures, design and apply better poor procurement policies, support and encourage other staff to execute efficiency and effectiveness in records management hence leading to better methods of managing organization records and resources. The management of public institutions to invest extensively in employees training by emphasizing and promoting the culture of learning organizations that is different from the current trends where many institutions use seminars and workshops as the only method of training. The management of public institutions should also employ professional trained procurement staff and continuously train the staff on emerging issues on records management. Public institutions should effectively integrate procurement functions with ICT based systems through application of e-procurement methods, use of automated procurement systems; implementation of supportive ICT infrastructure for encouraging adoption of ICT based procurement systems and training of procurement staff on ICT skills which empess’s efficient records management.
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LIST OF ABBREVIATIONS

**GOK** – Government of Kenya

**ICT** - Information communication assets

**IRMT**-International Records Management Trust

**PPCRA** – Public procurement complaints, Review and Appeal Board

**PPD**- Public procurement Directorate

**PPOA**- Public procurement oversight authority

**U k** - United Kingdom
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study
Public Procurement often constitutes the largest domestic market in developing countries. Depending on how it is managed, the public procurement system can thus contribute to the economic development of these countries (PPOA, 2012). Indeed, public procurement is the principal means through which governments meet developmental needs such as the provision of physical infrastructure and the supply of essential medicines (PPOA, 2010). Again, many governments use Public Procurement to support the development of domestic industries, overcome regional economic imbalances, and support minority or disadvantaged communities. Because the deployment of the Public Procurement System to pursue these developmental goals entails governmental exercise of enormous discretion, Public Procurement is often an extremely controversial subject matter (World Bank Group, 2007).

The Public Procurement Tendering System in Kenya has evolved from a crude system with no regulations to an orderly legally regulated Procurement System. The Government’s Procurement System was originally contained in the Supplies Manual of 1978, which was supplemented by circulars that were issued from time to time by the Treasury (GOK, 2010). The Director of Government Supply Services was responsible for ensuring the proper observance of the provisions of the Manual (GOK, 2004). The Manual created various tender boards for adjudication of tenders and their awards. The Authority shall issue guidelines on the format of procurement documents to be adopted for approvals and the documentation of the procurement procedure (PPOA, 2012).

A review of the country’s public procurement tendering systems was undertaken in 2005 and established that: There was no uniform procurement tendering system for the public sector as a whole, It did not have sanctions or penalties against persons who breached the regulations in the Supplies Manual, other than internal disciplinary action. Consequently application of the rules was not strict and many of the norms were not followed, the Supplies Manual did not cover procurement of works, the dispute settlement mechanisms relating to the award procedures as set out in the Manual were weak and unreliable for ensuring fairness and transparency, Records of procurement transactions in many cases were found to be inaccurate or incomplete or absent, which led to suspicions of dishonest
dealings at the tender boards (GOK, 2010).

The systems had other institutional weaknesses that not only undermined its capacity for carrying out their mandates effectively but also led to a Public perception that the Public sector was not getting maximum value for money spent on procurement (GOK, 2010). In view of the above shortcomings it was found necessary to have a law to govern the Procurement tendering system in the Public sector and to establish the necessary institutions to ensure that all procurement entities observe the provisions of the law for the purpose of attaining the objectives of an open tender system in the sector (World Bank Group, 2008).

Consequently the establishment of the Exchequer and Audit (Public Procurement) Regulations 2001 which created the Public Procurement Directorate (PPD) and the Public Procurement Complaints, Review and Appeals Board (PPCRAB).

The public Procurement and Disposal Act, 2005 was enacted and it become operational on 1st January, 2007 with the gazettlement of the Public Procurement and Disposal Regulations, 2006 and the current Public Procurement and asset Disposal Act, 2015. The Public Procurement and Disposal Act, 2005 created the Public Procurement Oversight Authority (PPOA), the Public Procurement Advisory Board (PPAB) and the continuance of the Public Procurement Complaints, Review and Appeals Board as the Public Procurement Administrative Review Board (PPARB) (PPOA, 2006).

It is also important to note that, in the past the quality of service delivery in Public entities was wanting. According to the World Bank Group’s (2007) country assessment report, the quality of service in the Kenya Public Sector was very low prior to 2003 due to inadequate accountability and responsibility, as well as poor governance. Poor management of the public assets led to an almost total collapse of infrastructure, decline in productivity and an increase in poverty (close to 56% of the population were living with incomes of less than US$2 per day) (Kenya National Bureau of Statistics, 2010).

Some public servants would also not attend to their duties diligently and it was common to find members of the public waiting to be served while there was no one in the office. The poor service delivery was also due to unclear direction and non-existent strategic plans. Where plans were present, there was no effective implementation and monitoring system. The lack of accountability was caused by an organizational culture characterized by
negative values among staff (Republic of Kenya, 2012; 2013; 2014).

1.2 Statement of the Problem

Record Management is a must if there is to be good governance in public entities. In cases where records are poorly managed companies have lost a lot of Revenue though county business claims. if not well managed could lead to Business claims or Poor governance.

Unfortunately, the state of Record management has often been unsatisfactory, especially in developing countries. The Consequences have been very serious: mistrust, suspicion and above all lack of transparency and accountability (Kombo and Tromp, 2011). Evidence clearly shows that many developing countries have severe record management Problems. As a result, effectiveness in public administration is directly undermined in a Number of ways: the administration of justice is greatly compromised and government Revenue cannot be fully collected because the records on which their calculations must be based are not comprehensive enough, or were never created. Furthermore, in an environment in which records are poorly kept, proper audit is practically impossible. These are very costly failures, especially for poor developing countries, countries that are perpetually begging. Tendering processes are not exception to this problem. In many public records in Kenya, as in many other developing countries have been so poorly managed that they have directly undermined any efforts to achieve good governance. Government cannot achieve good governance without efficient record keeping systems and services. Relationship between Efficient Records Keeping and Administration of Justice as everybody knows, efficient court services provide one of the strongest foundations for good governance. In turn, an efficient court system must of necessity be based on effective record keeping systems and services. Proper record management is necessary for effective tendering. Poor record management creates confusion and problems in future referencing.

1.3 Objectives of the study

1.3.1 General Objective of the Study

The Objective of the study was to assess the factors affecting record management on procurement performance with reference to Kisii County Government.
1.3.2 Specific Objectives of the study
This study was guided by the following objectives:

(i) To establish the extent to which information communication technology influences record management in Kisii County Government.

(ii) To find out the extent to which procurement staff competency influences records management in Kisii County Government.

(iii) To establish the extent to which procurement planning influences records in Kisii County Government

1.4 Research Questions
The study sought to answer the following questions:-

i. To what extent does information communication technology influences records management in Kisii County Government?

ii. To what extent does procurement staff competency influences records management in Kisii County Government?

iii. To what extent does procurement planning influences records management on tendering process in Kisii County Government?

1.5 Significance of the Study
The findings of the research will greatly benefit the management in PPOA, PPARB, KISM and the GOK as it will provide part of the evidence to assist in the revision of Procurement policies in favour of Procurement Profession regarding the tendering processes in Public Sector. The research will also add value to the body of knowledge and understanding the tendering process in Public entities. This will be beneficial to researchers who may want to research more in this area.

1.6 Scope of the Study
The study was confined to the Public sectors in the sub-counties within Kisii County. The study was also be undertaken between the months of June 2017 and July 2017.

1.7 Assumptions of the study
The study assumed that, the respondents will be honest and give accurate response to the
items in the data and the sample size to be chosen to help draw a valid conclusion and minimize biasness.

**1.8 Operational Definition of Terms**

**Records Management:** - Refers to a set of activities required for systematically controlling the creation, distribution, use, maintenance and disposition of recorded information maintained as evidence of certain activities.

**Tendering:** - Tendering is a Procurement Procedure whereby potential Suppliers are invited to make a Firm and unequivocal offer on the price and terms in which they will supply specified goods, Services or works which on acceptance shall be the basis of a subsequent contract.

**Public Entity:** - Refers to any department of a particular state government.
CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 The Contingency Theory
Contingency theory is a class of behavioral theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Several contingency approaches were developed concurrently in the late 1960s. Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward (1958), who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures.

Mohsini and Davidson (1986) make use of contingency theory to examine the effects of structure and environment on performance, measured using the concept of conflict. Ireland (1983:25) indicates that he has used contingency theory to identify managerial actions affecting project performance. Kelly and Fleming (1986) and Brandon (1987) have attempted to take this further and build models of the procurement system. This theory is relevant to the study since the study looked into the aspects of duration of time used in tendering, ethical practices in tendering, usage of ICT in tendering and record management in tendering and how it influences effectiveness of tendering in a formal structure.

2.2 Empirical Review
According to International Records Management Trust (IRMT) and Information Solution Group (2000), accountability is critical to a responsible entity. The foundation for accountability is well-managed records (Jones, 2007). Records allow employees to account to taxpayer’s (Organization for Economic Cooperation and Development, 2009).

According to Ambrose, (2008); Keeping accurate records of the whole procurement process is essential. In Norway, a recent reform introduced the obligation of documenting all steps of the procurement process for contracts above the national threshold. The records might be restricted to bidders or on the contrary open to other stakeholders for instance, in Italy,
citizens and consumer associations that have a concrete interest. In a few countries (e.g. Brazil, Chile, Poland, Sweden, and the United States), records on procurement are publicly available. In Sweden anybody who has an interest can have access to records, which enables the media, law-enforcement agencies and the public at large to uncover cases of mismanagement and potential corruption in public procurement. More importantly, freedom of information acts as a deterrent since the risk of detection of illicit or questionable practices increases. In Brazil, it is mandatory for federal public administration bodies to disseminate through Internet all the information relative to budgetary and financial execution, including public procurements. This provides an opportunity for citizens to monitor the use of public funds. According to Organization for Economic Cooperation and Development (2007), maintaining a proper internal control enhances accountability and one important way of ensuring internal control is by establishing a clear chain of command (OECD, 2002).

According to Thurston (2005) mentioned that, dysfunctional records management undermines legal and judicial reform and hence inhibiting accountability and control. The source of data must be safeguarded against tampering such that no one can alter data without leaving some evidence of that change. A study conducted in Kenya found out that poor records management had adverse effect on service delivery. It forces individuals to act on ad hoc basis, makes it intricate to carry out meaningful audits and to prove fraud. This undoubtedly makes it difficult to ensure accountability since there are no proper records to show whether procurement officials complied with the procurement procedures or not.

Similarly, Akech (2005) asserted that due to poor records management, a Minister in Kenya unlawfully obtained confidential information on the tender and used it to interfere with the procurement process.

According to Tukamuhabwa (2012), the procurement integrity survey on Uganda revealed that public procurement system in Uganda is marred by poor record keeping culture, which has resulted in lack of comprehensive statistics on the value of goods, services and works procured. This suggests that, systems without the ability to provide an inviolable audit trail would make their use unacceptable in most compliance and regulatory environments. Proper records management controls involving managing who can access and modify key documents and records have been identified as an integral part of achieving accountability
and. It should however be mentioned that, keeping of accurate records and maintaining adequate internal controls are functions of professionalism.

According to Raymond (2008) and Atkinson (2003) assert that, professionalism in public procurement relates not only to the levels of education and qualifications of the workforce but also to the professional approach in the conduct of business activities. If the workforce is not adequately educated in procurement matters, serious consequences including, breaches of codes of conduct is bound to occur. Raymond (2008) linked lack of a high degree of professionalism in public procurement to corruption, which ultimately impedes accountability. The procurement officers must be trained and be made aware about all regulations in relation to procurement and related procedures.

2.3 Significance of Procurement Records
An organization’s ability to function effectively and give account of its actions will be undermined if sound records management principles are not applied (Musembil, 2000). Procurement records play a significant role as evidence of purchases of goods and services (Schooner et al., 2008). Unorganized or otherwise poorly managed records mean that an organization does not have ready access to authoritative information, to support sound decision making or delivery of programs and services (Musembil, 2000). This factor contributes to difficulties in retrieval and use of procurement records efficiently and therefore inability to carry out the audit process to enhance accountability (Jones, 2007).

Sound records keeping is a critical component for good governance, effective and efficient administration, transparency, accountability and delivery of quality services to the citizens (Musembil, 2000; Schooner, 2008). Ambrose (2008) and Jones (2007) stressed that good record keeping practices contribute to the following: Creation and maintenance of accurate and reliable information; Easy accessibility to information; Transparency and accountability; Procurement Units and Procuring Entities performing their functions efficiently; and Availability of authentic, reliable and tangible records to fight corruption. However,

Alresco (2009) affirmed the assertion of Ambrose, (2008) and Jones, (2007) that records form the foundation of good and accountable administration. Ambrose (2008) and Akech (2005) were of the view that weak records management practices means officials cannot be
held accountable for their actions. Failure to keep records leads to difficulty in retrieve and use records efficiently (Ambrose, 2008; Akech, 2005).

2.4 Tender Process in Public Sector
Tendering is a Procurement Procedure whereby potential Suppliers are invited to make a Firm and unequivocal offer on the price and terms in which they will supply specified goods, Services or works which on acceptance shall be the basis of a subsequent contract (Lysons and Farrington, 2006). Tendering is based on the principles competiveness, fairness and accessibility, transparency, openness and probity (World Bank, 2008). Internationally, all Public entities are subjected to open tendering by law so as to prevent fraud, waste, unethical practices or local protectionism (global trade negotiation 18th Dec.2006). Tendering language in Botswana is very similar to that employed by the World Bank. The Botswana Ministry of Finance is the ministry responsible for government procurement of consulting work. Although in the past the rules concerning procurement were very complicated and open to conflicting interpretations, in 2001 these rules were simplified and consolidated under one law: the Public Procurement & Asset Disposal Act (No 10 of 2001). Under this law, the Central Tender Board was renamed the public.

The Botswana government draws a distinction between contractors and consultants. In order to qualify for the preferences, consultants and contractors are required to register on separate service provider databases, and to obtain a registration number (World bank, 2008). The Botswana government recognizes 3 categories of tenders: restricted tender - i.e. tenders reserved for Botswana citizens only, up to a maximum value of P4 million (four million pula), National competitive bid - i.e. where citizens of other countries may bid but preference may be granted according to the shareholding or composition of the tendering consortium, for contracts of up to a maximum value of P50 million, open competitive bid - i.e. for contracts of over P50 million no reservation or preference is permitted, and international competition is encouraged. (Shash and Abdul-Hadi, 1992) Before being allowed to tender for government contracts in Botswana, a consultant must register on the PP&ADB database of consultants.

Before being permitted to register as an independent consultant in Botswana, a foreign national must have worked in Botswana for 1 year. Only consultants and contractors who
are registered with the PP&ADB are permitted to tender for restricted tenders and national competitive bids. Open competitive bidding is open to all companies, even those without a presence within Botswana. To register with the PP&ADB, Botswana citizens fill in CTB Form No 6, while foreign nationals fill in CTB Form No 7. All government tenders are published in the Botswana Government Gazette, which comes out once a week on Fridays, although lately the gazette has been appearing on Mondays. All IT tenders are advertised on the Botswana government website as well. Government tenders are also published in the local Botswana newspapers (Jodie, 2004).

The law guiding Kenyan Public entities choice of Procurement Procedures in the Public Procurement and Asset Disposal Act 2015 (PPAD, 2015). It requires Public entities to use open tendering as the choice of procurement procedures and only use an alternative procurement procedure in times of urgent need. The Act of parliament came into operation on 7th January, 2016 after years of misuse of Public funds by procurement entities. It aims to maximize economy and efficiency to promote Integrity and fairness of procurement procedures, to increase transparency, and accountability and to increase public confidence in public procedures (Public Procurement and Asset Disposal Act (2015).

In Beijing, according to the new circular strengthening the bidding and Tendering process dated 17th January, 2012, the establishment of fair, competitive and transparent bidding and tendering process is essential for market oriented reforms. Especially for the construction Industry (Beijing Regulation No 12 of 2011).

2.4.1 Steps in Tendering Process in the Public sector

There are several main steps that are mostly used in the tender process (Creswel, 1999). First, Tender process is determined: the organization requesting the tender will determine the type Of tender that will be used, as well as what will be involved in the tender process. Second, request for tender is prepared: the request for tender outlines what is required, the contractual requirements and how you should respond. Thirdly, tenders are invited: the value, complexity and business category determines how tenders are invited. Fourthly, suppliers respond: you should first obtain all relevant documentation. At this stage it’s important to attend any pretender briefing sessions being conducted, clarify any uncertainties, plan your response, prepare your response and submit your response in the
right format, on time and at the right location (Fadhil and Hong, 2002). Other stages are fifth stage, this is the stage of evaluation and selection: each tender will be checked for compliance, and if compliant, then evaluated against the criteria specified in the tender documentation. The tender that offers best value for money will win the business. Six, involves notification and debriefing: when a contract has been awarded, the successful tenderer will be advised in writing (of the outcome. Unsuccessful tenderer are also advised and offered a debriefing interview Dozzi et al, 1996). finally, contracts established and managed: generally a formal agreement will be required between the successful tenderer and the relevant agency. This study aimed at investigating factors affecting record keeping in this process.

2.4.2 Procurement staff competency on tendering process

According to Landale (2006) training is the process of acquiring knowledge and skills by the Team who participate in the public tendering process for efficient and effective service delivery. Through training participants acquire new sets of values and attitudes. The appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency (Osborn et al 2003). For any project to be implemented successfully people involved must be trained. The training offered must be of quality to ensure effective implementation of tendering process. If this is lacking then the tendering process will be adversely affected (Husband and Bolles 2007). According to the Public Procurement and Disposal Act 2005 section (7) procurement shall be staffed with procurement professionals whose qualifications have been recognized by the authority. The authority shall facilitate the establishment of an examination body for procurement professionals and shall ensure support for their professional association. These means that learning is knowledge and knowledge is power (Ahmed, Irfan, and Parasuraman, 1994). This study aimed at investigating whether road constructing agencies trained their staff and the influence of the training on effectiveness of tendering process.

2.4.3 The use of ICT in Tendering Process in Public Sector Procurement

According to Egan, (1998) the procurement process in UK construction has come under close scrutiny since the (Egan report) which had pointed out that “The UK construction industry can gain substantial improvements by delivering better service to clients, reducing construction cost, time and defects”. According to Latham report (Latham, 1994) suggested
as one of its proposals that savings in capital costs of 10% a year could be achieved.

The procurement process is not solely the buying of goods and services but also incorporates buying strategy as well (Egbuf et al, 2003). The public Sector has produced a plethora of initiatives to investigate ways to improve the strategy and processes of procurement over the last 11 years. Despite these suggested advantages, Martin (2004) shows that in construction agencies, still less than 30% of tender documentation are sent out in electronic form. This is because Construction procurement is more complex than general procurement. This situation is even worse in developing countries such as Kenya.

There are many different parties involved who feed information into the process – clients, consultants, contractors and suppliers. Construction work specifications can be less well defined with unknowns such as ground conditions could large impact on the overall cost (Edie et al, 2007). In contrast items in goods and services procurement can be tightly specified with little movement from the original specification. Factoring in risk is a major aspect and can determine the form of contract, how it is assessed and its overall outcome. For these reasons electronic solutions for general procurement need to be altered to meet the needs of construction procurement. This therefore make tendering process complex.

According to Knudsen (2003) suggests that procurement can be condensed into the following six processes -“e-sourcing, etendering,e-informing, e-mro (Maintenance, Repair and operating materials), ERP (Enterprise resource planning) and e-collaboration”. The principle of electronic tendering is simply to provide a faultless system of transmitting input from the contractor’s tender through to contract management removing the inefficiencies, delays and cost involved in manually processing tender information and re-transcribing for contract management activity. Bell (2001) suggests changes must take place if electronic solutions are to become predominant and companies are to remain competitive in the new era. Therefore ICT is critical in tendering process. Rankin et al (2006) published a study into drivers and barriers for e-procurement in Canada. This was the first piece of research to investigate drivers and barriers in construction e-Procurement. This confirmed that the drivers and barriers identified from the goods and Services industries could be applied to the construction industry. His study focused more on e-sourcing within construction e-procurement rather than e-tendering. With a stationary product and a production line that changes locations, greater complexity and economic value the construction industry is
essentially different to other industries. The consequence is that the drivers and barriers to
classification e-procurement could be performing differently to those in the general goods
and services industry (Ahmed, Irfan, and Parasuraman, 1994). This study narrows down to
evaluate level of usage of ICT in tendering process and its influence in effectiveness in
tendering process.

2.4.4 Record Management in Tendering Process in Public Sector

Record Management is a must if there is to be good governance in public entities in
Tendering process. In cases where records are poorly managed companies have lost a lot of
Revenue though county business claims. if not well managed could lead to Business claims
or Poor governance. A survey had shown that many companies still have poor electronic
Record management Practices, which could result in business insurance claims if they are
taken to court (Ahmed, Irfan, and Parasuraman, 1994). According to research by the
Association for Information and Image Management (AIIM), One third of organizations
have no systemsln in place to manage or record electronic documents.

Good electronic record keeping could prevent firms from having to claim on their business
insurance policies by avoiding court cases in the first place. Where Companies are taken to
court, commercial legal protection can provide cover for Compensation and awards and

According to the Public Procurement and Disposal Act 2005 section 45(1), it states what
should be kept and maintained in tendering process. Procurement records shall be kept by all
Public Procurement entities. Procurement entity shall keep records for each procurement for
at least six years after the resulting contract was entered into or, if no contract resulted after
the procurement proceedings were terminated. The records for procurement must include
the description of the goods, works or services being procured, if a procedure other that
open tendering was used, the reasons for doing so, Copy of the advertisement as it appeared
in the newsletter or publication, the name and address of the person marking the
submission, the price and the summary of the other terms and conditions of the tender,
proposal or quotation, a summary of the evaluation and Comparison of tenders, proposals or
quotations, including the evaluation criteria used, if the Procurement proceedings were
terminated without resulting in a contract, the explanation of Why they were terminated,
a copy of every document the act requires the procuring entity to Prepare and such other information or documents as are prescribed (Kombo and Tromp, 2011). Keeping the above record are vital because after a contract has been awarded or the Procurement proceedings have been terminated, the procurement entity shall on request, Make the records available for the procurement available to a person who submitted the Tender, proposal or quotation or, if direct procurement was used, a person with whom the Procurement entity was negotiating. The procurement entity may charge a fee for making the Records available but the fee shall not exceed the costs of making the records available.

According to Musembi (2005) efficient record management is basis of good governance. , there exists a very close relationship between good governance and records keeping. Well-managed records are essential tools for good governance. They facilitate the achievement of transparency and accountability in Public Tendering, as indeed in all other types of administration. When government records are easily accessible to members of the Public at times when they want to verify actions and activities of public servants, a Relationship based on trust between the governments and the governed is greatly strengthened (Kombo and Tromp, 2011). In such an environment, evidence will be made available whenever needed. The public Service will then enjoy the confidence and the support of its citizens.

Unfortunately, the state of Record management has often been unsatisfactory, especially in developing countries. The Consequences have been very serious: mistrust, suspicion and above all lack of transparency and accountability (Kombo and Tromp, 2011). Evidence clearly shows that many developing countries have severe record management Problems. As a result, effectiveness in public administration is directly undermined in a Number of ways: the administration of justice is greatly compromised and government Revenue cannot be fully collected because the records on which their calculations must be based are not comprehensive enough, or were never created. Furthermore, in an environment in which records are poorly kept, proper audit is practically impossible. These are very costly failures, especially for poor developing countries, countries that are perpetually begging. Tendering processes are not exception to this problem.

In many public records in Kenya, as in many other developing countries have been so poorly managed that they have directly undermined any efforts to achieve good governance (Ahmed, Irfan, and Parasuraman, 1994). Good governance cannot be achieved in an
environment in which records are poorly managed, and in situations in which Records are regularly missing or lost. This study will examine record keeping in procuring entities and the influence of record management on effective tendering.

Every day public officers in Kenya, as indeed in other countries, are supposed to provide Services to the citizens. Every hour, every day, they are making decisions that relate to the Provision of these services. They must, of necessity, rely on records to make these decisions. When the records are disorganized, when some of these records are missing or lost, this is Likely to lead to poor decisions, and sometimes delayed decisions. In other words, citizens will be denied quality decisions. They will be denied efficient services by the very people whose taxes they are paying (Kombo and Tromp, 2011).

Government cannot achieve good governance without efficient record keeping systems and services. Relationship between Efficient Records Keeping and Administration of Justice as everybody knows, efficient court services provide one of the strongest foundations for good governance. In turn, an efficient court system must of necessity be based on effective record keeping systems and services. Proper record management is necessary for effective tendering. Poor record management creates confusion and problems in future referencing.

2.5 Knowledge Gap

This Chapter covered related literature review with an aim of identifying knowledge gaps. The section describes tendering process in Public Procurement and steps in records management on tendering process. Political interference on tendering process was identified as one of the factors that affected tendering process. However, no study has been done on how records are managed up to the awarding of the tender affect tendering process. This is the gap that this study intends to fill.

2.6 Conceptual framework

Mugenda (2008) defines conceptual framework as a concise description of phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. A conceptual framework shows the relationship between independent and dependent variable. In this study, the dependent variable is record management on procurement
The general objective of this study is to assess factors affecting records management on procurement performance. The dependent variable is procurement performance represented by effectiveness and efficiency on service delivery. The independent variables include information communication technology, procurement staff competency and procurement planning.

**Figure 2.1: Conceptual Framework**

*Source: Researcher, 2017.*

### Explanation of Variables

The general objective of this study is to assess factors affecting records management on procurement performance. The dependent variable is procurement performance represented by effectiveness and efficiency on service delivery. The independent variables include information communication technology, procurement staff competency and procurement planning.

**Independent Variables**

- Information Communication Technology
- Knowledge management
- ICT Infrastructure

**Procurement Staff Competency**

- Staff Training
- Team Building

**Procurement Planning**

- Resource Allocation
- Budget Preparation

**Dependent Variables**

- Procurement Performance
  - Effectiveness and Efficiency on service delivery
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Research design
Research design is the outline, plan or scheme that is being used to generate answers to the research problem. It is basically the plan and structure of investigation. A Descriptive research sought to establish factors associated with certain occurrences, outcomes, conditions or types of behavior.

Descriptive survey research design was adopted for this study. Descriptive research design is a scientific method of investigation in which data is collected and analyzed in order to describe the current conditions, terms or relationships concerning a in a certain specific field Problem (Mugenda & Mugenda, 2003).

3.2 Target Population
Target population is defined as universal set of the study of all members of real set of people, events or subjects to which an investigator wishes to generate this result (Mugenda and Mugenda, 2003). The target population for this particular study was all Procurement officers and other employees from finance departments who participated in the tendering process in all Sub-Counties within Kisii County adding up to 50 employees.

3.3 Sampling size and Sampling Procedures
Sampling is the process by which a relatively small number of individual, object or event is selected and analyzed in order to find out something about the entire population from which will be selected. A sample is a small proportion of targeted population selected using some systematic form. The research used census because it was represent each agency under study. A sample of 50 employees were selected in the study.
Table 3.1 Sample size selection

<table>
<thead>
<tr>
<th>SUB-COUNTIES</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kisii Central</td>
<td>10</td>
</tr>
<tr>
<td>Kisii South</td>
<td>5</td>
</tr>
<tr>
<td>Gucha South</td>
<td>5</td>
</tr>
<tr>
<td>Gucha</td>
<td>5</td>
</tr>
<tr>
<td>Nyamache</td>
<td>5</td>
</tr>
<tr>
<td>Sameta</td>
<td>5</td>
</tr>
<tr>
<td>Kenyenya</td>
<td>5</td>
</tr>
<tr>
<td>Masaba</td>
<td>5</td>
</tr>
<tr>
<td>Marani</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>


3.5 Instrumentation

This research employed both primary and secondary methods of data collection. For primary data, questionnaires which were structured and were administered to selected respondents. The questionnaire which contained closed ended questions. For secondary data, books, journals, manuals, magazines and newspaper articles related to Tendering process will be used.

3.5.1 Validity of Research Instrument

According to (Mugenda and Mugenda, 2003) validity is the accuracy and meaningfulness of inferences, which is based on the research results. It is a degree to which results obtained from the analysis of the data actually represents the phenomenon under study. The questionnaires also subjected to scrutiny by researcher's supervisor and other research experts' for validation purposes.
3.5.2 Reliability of Research Instrument
According to Mugenda and Mugenda,(2003) reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. To ensure reliability of the instrument, a pilot study was carried out.

The instrument were pre-tested through a pilot study before the actual data collection to enhance reliability. The research instruments will be tested to identify possible problems during the main study and clarify on the instrument and appropriateness of the language. The importance of pre-testing a questionnaire according to Creswel (1999) is to help the researcher understand the meaning of the questions to be respondents and how they arrive at their response. The researcher carried out a pilot testing on 10 employees of Kisii county Government. Test re-test method was applied, where the questionnaires were administered to the same respondents twice in the span of two weeks.

3.6 Data Analysis and presentation
According to Kombo and Tromp (2011), data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that the findings can be easily and effectively communicated. For reliability and verification. Editing, coding and tabulation were carried out. Data were presented in form of tables and percentages for conclusions and recommendations.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.2 Response Rate
The researcher was interested to establish the response rate of the respondents and the findings are as presented.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected responses</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>Received responses</td>
<td>46</td>
<td>92</td>
</tr>
<tr>
<td>Unreturned responses</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Field Data (2017)
The study established that out of 50 respondents who were issued with questionnaires 46 questionnaire were successfully filled and returned them for analysis thus giving the study 92% response rate.

4.2.2 Gender of the respondent
The researcher sought to find out the gender distribution of respondents who participated in the study and the findings were as shown in the figure 4.1 below

Source: Field Data (2017)
Figure 4.1: Gender of the Respondents
The gender distribution of respondents who participated in the study showed that 67% comprised of males and 33% were female. This implied that the higher percentage of employees in the organization were male.
4.2.3 Age bracket of the respondent

The researcher sought to establish the age bracket of the respondents who participated in the study and the findings were as shown in the table 4.2 below

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>31-40 years</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>41-50 years</td>
<td>18</td>
<td>39</td>
</tr>
<tr>
<td>51 years and above</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2017)

The findings revealed that 9% of the respondents were aged 20-30 years, 33% were in the age bracket of 31-40 years, 39% were aged 41 – 50 years, while 18% were aged 51 years and above. This implied that majority of the respondents were aged between 31-40 years.

4.2.4 Marital status of the respondent.

The researcher sought to find out the respondents’ marital status of the respondent as shown.

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>32</td>
<td>70</td>
</tr>
<tr>
<td>Single</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td>Widows</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Widowers</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data(2017)

The study established that 70% of the respondents were married, 21% of the respondents were single, 6% of the respondents were widows and 3% were widowers. This indicates that majority of the respondents were married.

4.2.5 Educational level of the respondent.

The researcher sought to find out the highest educational level attained by respondents who participated in the study and the findings are shown in the table 4 below.
Table 1.4: Educational level of the Respondents

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Diplomas</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Bachelors</td>
<td>22</td>
<td>48</td>
</tr>
<tr>
<td>Masters</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2017)

When the researcher sought to find out the highest education level attained by respondents, it was established that 9% had certificates, 27% were diploma holders, 48% were degree holders while 15% holders of masters.

4.2.6 Working experience of the respondent.

The researcher also requested the respondents to indicate the years they have worked in their respective department.

Table 4.5: Working experience of the respondent

<table>
<thead>
<tr>
<th>Working experience in years</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>1-3 years</td>
<td>14</td>
<td>30</td>
</tr>
<tr>
<td>3-8 years</td>
<td>19</td>
<td>42</td>
</tr>
<tr>
<td>Above 8 years</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2017)

The table above clearly indicates that majority 42% of the respondents each have worked with their respective department for a period between 1-3 years, and 3-8 years respectively, whereas 20% of the respondents have worked for their departments for a period of less than 2 years and 8 years and above respectively.
4.2.7: The effect of Information communication Technology on Records management

Table 4.6: The effect of Information communication Technology on Records management

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SD</th>
<th>$\sum f_i$</th>
<th>$\sum f_i^W_i$</th>
<th>$\frac{\sum f_i^W_i}{\sum f_i}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of hardware devices</td>
<td>40</td>
<td>44</td>
<td>57</td>
<td>12</td>
<td>2</td>
<td>46</td>
<td>155</td>
<td>3.3</td>
</tr>
<tr>
<td>ICT Literacy</td>
<td>100</td>
<td>36</td>
<td>60</td>
<td>10</td>
<td>2</td>
<td>46</td>
<td>208</td>
<td>4.5</td>
</tr>
<tr>
<td>Availability of internet and</td>
<td>55</td>
<td>32</td>
<td>57</td>
<td>12</td>
<td>2</td>
<td>46</td>
<td>158</td>
<td>3.4</td>
</tr>
<tr>
<td>connectivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceptions towards ICT</td>
<td>20</td>
<td>21</td>
<td>60</td>
<td>12</td>
<td>3</td>
<td>46</td>
<td>116</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Weighted Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>4.5</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2017)

From the study it was established that information communication technology had an effect on records management which was rated with an aggregate mean of 4.5. Respondents rated availability of hardware devices with a mean of 3.3. ICT literacy was rated with highest mean of 4.5. Availability of internet and connectivity was rated at a mean 3.4. Perceptions towards ICT were rated at lowest mean of 2.5. This shows that some of the ICT factors had an effect on records management therefore hence needs improvement.
4.2.8: Effect of Staff competency on records management

Table 4.7: Effect of Staff competency on records management

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SD</th>
<th>(\sum f_i)</th>
<th>(\sum f_i W_i)</th>
<th>(\frac{\sum f_i W_i}{\sum f_i})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability of the staff on efficient records management</td>
<td>90</td>
<td>38</td>
<td>58</td>
<td>20</td>
<td>2</td>
<td>46</td>
<td>208</td>
<td>4.5</td>
</tr>
<tr>
<td>Confidentiality of the employees</td>
<td>49</td>
<td>40</td>
<td>50</td>
<td>12</td>
<td>6</td>
<td>46</td>
<td>157</td>
<td>3.4</td>
</tr>
<tr>
<td>Staff awareness on efficient records management</td>
<td>50</td>
<td>37</td>
<td>50</td>
<td>10</td>
<td>4</td>
<td>46</td>
<td>151</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Weighted Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.7</td>
</tr>
</tbody>
</table>

Source: Field Data (2017)

The researcher found out that staff competency affect records management where respondents rated at an aggregate mean of 3.7. Respondents rated reliability of staff on records management with a mean 3.4, Respondents confidentiality was rated with a mean of 4.5 and staff awareness on efficient records management was rated at 3.2. Majority of the respondents indicated reliability of the staff on efficient skills due to inadequate structures put in place to support efficient records management.
### 4.2.9: Effect of Procurement Planning on Records Management

#### Table 4.8: Effect of Procurement Planning on Records Management

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>DA</th>
<th>SD</th>
<th>$\sum f_i$</th>
<th>$\sum f_i W_i$</th>
<th>$\frac{\sum f_i W_i}{\sum f_i}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance and storage of items</td>
<td>55</td>
<td>80</td>
<td>30</td>
<td>8</td>
<td>1</td>
<td>46</td>
<td>174</td>
<td>3.7</td>
</tr>
<tr>
<td>Resources available</td>
<td>100</td>
<td>40</td>
<td>36</td>
<td>8</td>
<td>0</td>
<td>46</td>
<td>184</td>
<td>4.0</td>
</tr>
<tr>
<td>Item specification</td>
<td>75</td>
<td>60</td>
<td>30</td>
<td>12</td>
<td>0</td>
<td>46</td>
<td>177</td>
<td>3.8</td>
</tr>
<tr>
<td>Procuring Entity Capacity</td>
<td>60</td>
<td>72</td>
<td>33</td>
<td>10</td>
<td>0</td>
<td>46</td>
<td>165</td>
<td>3.5</td>
</tr>
<tr>
<td><strong>Weighted Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.0</td>
</tr>
</tbody>
</table>

**Source:** Field Data (2017)

The study established that the effect of procurement planning on records management with an aggregate mean of 3.0. The findings revealed that resources available was indicated by respondents with a highest mean of 4.0, Respondents indicated item specification with mean of 3.8, procuring entity capacity was rated by respondents’ at 3.5 and a mean of 3.7 was rated with respondents on maintenance and storage of items. This implies that the organization should adopt pro-active measures to control and prevent challenges encountered in maintenance and storage of items.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION.

5.1 Summary of the Findings
On the first objective; to find out the extent to which ICT affect records management. It was established that information communication technology had an effect on records management which was rated with an aggregate mean of 4.5. Respondents rated availability of hardware devices with a mean of 3.3. ICT literacy was rated with highest mean of 4.5. Availability of internet and connectivity was rated at a mean 3.4. Perceptions towards ICT were rated at lowest mean of 2.5. This shows that some of the ICT factors had an effect on records management therefore hence needs improvement.

On the second objective; to establish the extent to which staff competency affect records management. Researcher found out that staff competency affect records management where respondents rated at an aggregate mean of 3.7, Respondents rated reliability of staff on records management with a mean 3.4, Respondents confidentiality was rated with a mean of 4.5 and staff awareness on efficient records management was rated at 3.2. Majority of the respondents indicated reliability of the staff on efficient skills due to inadequate structures put in place to support efficient records management.

On the third objective; the researcher sought to determine procurement affect records management. The study established that the effect of procurement planning on records management with an aggregate mean of 3.0. The findings revealed that resources available was indicated by respondents with a highest mean of 4.0, Respondents indicated item specification with mean of 3.8, procuring entity capacity was rated by respondents’ at 3.5 and a mean of 3.7 was rated with respondents on maintenance and storage of items. This implies that the organization should adopt pro-active measures to control and prevent challenges encountered in maintenance and storage of items.

5.2 Conclusions of the Study
Based on the study findings, the study concludes that records management in public institutions is affected by information communication technology followed by training and then procurement planning. The study concludes that information communication technology is the first important factor that affects records management in public institutions. The optimal model of the study shows that ICT has a significant influence on records management. This shows
that ICT has a positive influence on records management. Staff competency posed as challenge to efficient records management since the environment is ever changing led to a need for the staff to equip themselves with the relevant skills.

The study concludes that procurement planning is the third important factor that affect effective records management. The optimal model of the study shows that procurement planning have a significant influence on records management. Increasing levels of procurement planning by a unit would increase the levels of records management.

5.3 Recommendations of the Study

The following recommendations pertinent to policy making and future research are made; making practice and future research is made;

5.3.1 Recommendations on Policy and Practice

To ensure that procurement planning supports records management in public training institution, the management of public institutions should improve on the procurement procedures, design and apply better poor procurement policies, support and encourage other staff to execute efficiency and effectiveness in records management hence leading to better methods of managing organization records and resources. The management of public institutions to invest extensively in employees training by emphasizing and promoting the culture of learning organizations that is different from the current trends where many institutions use seminars and workshops as the only method of training. The management of public institutions should also employ professional trained procurement staff and continuously train the staff on emerging issues on records management.

Public institutions should effectively integrate procurement functions with ICT based systems through application of e-procurement methods, use of automated procurement systems; implementation of supportive ICT infrastructure for encouraging adoption of ICT based procurement systems and training of procurement staff on ICT skills which empress’s efficient records management.
5.3.2 Suggestions for Further Study
Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other organizations working in other parts of County. The analysis that was used is always not sufficient to draw conclusions on a phenomenon, and to provide adequate information that can be used for policy development.
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**QUESTIONNAIRE**

Questionnaire for procurement officer and their assistants in Kisii County.

**Section A: Background information of the respondent**

1. Gender of the respondent
   - i). Male (  
   - ii). Female (  

2. Age of respondent in years
   - i.  20-30 (  
   - ii. 31- 40 (  
   - iii. 41- 50 (  
   - iv. 51 years and above (  

3. Marital Status of the respondent
   - i). Single (  
   - ii). Married (  
   - iii) Divorced /separated (  
   - iv). Widows (  

4. Academic Qualification of the respondent.
   - i). Primary (  
   - ii) Secondary (  
   - iii).Tertiary (  
   - iv)University (  

5. Have you been involved in supplier payment?
   - i. Yes (  
   - ii. No (  

6. If you have how long have you with procurement department?
   - (i) Below two years (  
   - (ii) Between 2 to 4 years (  
   - (iii) Between 4 to 8 years (  
   - (iv) Above 8 years (  

32
Section B: Information Communication Technology.

7. How does ICT affect records management in your department?

Key: - SA- Strongly Agree, A – Agree, UD – Undecided, SD – Strongly Disagree

<table>
<thead>
<tr>
<th>ICT</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
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<tbody>
<tr>
<td>Available Hardware devices</td>
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<td>ICT Literacy</td>
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<tr>
<td>Availability of internet and connectivity</td>
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<tr>
<td>Perceptions towards ICT</td>
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Section c: Procurement Staff Competency

8. How does staff Competency affect records management in your department?

Key: - SA- Strongly Agree, A – Agree, UD – Undecided, SD – Strongly Disagree

<table>
<thead>
<tr>
<th>Competency Factors</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
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<th>SD</th>
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<tbody>
<tr>
<td>Reliability of the Staff on efficient Records management</td>
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<tr>
<td>Confidentiality of the employees</td>
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<td>Employees code of conduct</td>
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<td>Employees qualification</td>
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<tr>
<td>Staff awareness on efficient records management</td>
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Section D: Procurement Planning

9. How does procurement planning affect records management in your department?

Key: - SA- Strongly Agree, A – Agree, UD – Undecided, SD – Strongly Disagree

<table>
<thead>
<tr>
<th>Procurement planning factors</th>
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</thead>
<tbody>
<tr>
<td>Resources Available</td>
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<td>Item specifications</td>
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<td>Procuring Entity Capacity</td>
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<td>Maintenance and storage of items</td>
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Thank You
GEOGRAPHICAL MAP FOR STUDY AREA