

Public Procurement Legal Framework and Performance of National Transport and Safety Authority, Kenya

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Abstract

A legal framework encompasses the laws, regulations, and policies that are put in place to govern an organization or an activity. The PP legal framework covers the whole scope of PP, all stages of the procurement process, methods of procurement, ethics, and transparency. Despite the enactment of the Public Procurement Asset and Disposal Act 2015 which was touted to promote transparency, ethical practices, and professionalism in public procurement, the Public Procurement Oversight Authority estimated that procuring entities in Kenya were paying around 60% more than the prevailing market prices and many procurement activities still suffer from neglect, lack of open competition and corruption. The purpose of the study was to examine the public procurement legal framework on procurement performance of National Transport and Safety Authority. The objectives of the study were to determine the effect of procurement laws, internal procurement policies, bidding documentation, and circulars on performance of National Transport and Safety Authority. The study adopted a descriptive research design. The study unit of observation was National Transport and Safety Authority Nairobi and Coast regions. The unit of analysis was procurement staff of the National Transport and Safety Authority in two regions. Data was analyzed using descriptive and inferential statistics. The study findings showed that procurement laws, circulars, internal procurement policies, and bidding documentation had a positive and significant influence on performance in NTSA. The study recommended that the NTSA procurement staff adhere to procurement laws, internal procurement policies, and circulars, and bidding documentation was done procedurally.

Keywords: *Public procurement legal framework, procurement laws, circulars, internal procurement policies, bidding documentation, Performance, NTSA*

1.0 Introduction

World over, public procurement has become an issue of public attention and debate and has been subjected to reforms, restructuring, laws, and regulations (Migosi, 2013). Public bodies have the characteristic of dealing with huge budgets; public procurement represents 18.42% of the world's GDP (Mahmood, 2016). Public procurement forms approximately 5%-8% of the Gross Domestic Product of countries in the OECD league. However, growing need to check and control extrapolating deficits in government expenditure, key players around the world have been faced with unrelenting pressure to check and review their expenditures (Gabbard, 2016). The report by World Bank (2018) showed that a loss of nearly 40 percent of investment capital for the projects commissioned by state agencies is lost because of poor supplier sourcing and procurement methods. Public procurement law regulates the purchasing by public sector bodies and certain utility sector bodies of contracts for goods, works, or services (Brammer & Walker, 2016).

Public sector reforms continue to be an integral part of government's efforts to modernize the public service, making it more citizen-centric and responsive (CTH, 2016). Hence it becomes important to evaluate the salient government departments to incorporate the changes required. (Telgen, 2016) Says a reform strategy or programme consists of different interventions most prevalent in the data being, the implementation of a new or strongly revised procurement law and the establishment of a procurement authority that oversees and monitors public procurement. While some governments would naturally embrace reforms, some initiate the reforms because of external pressure from players like donors, the public or even changing international standards. Even so, an effective procurement system paints an actual picture of a government's functioning.

The primary challenge facing public procurement in state corporations is cost reduction, inefficiencies, accountability, and transparency issues in procurement processes which render competitive pricing redundant on the corporation's ability to cut costs (Gabbard, 2016). This challenge has necessitated public sector procurement managers to review existing practices and procedures of procurement to develop supply chains that are dynamic and agile. Being aware of the tendency for people to use personal resources wisely and efficiently while wasting and stealing from public resources is another element that has raised concerns about public procurement (Hayes, 2016). All these discovered flaws in the public procurement systems and procedures prompted an international effort to create public procurement guidelines that are strict and careful in managing public procurement (Amaratunga & Baldry, 2017).

Globally, the importance of the legal and regulatory framework for public procurement is to clearly define the laws that regulate the practices and procedures of every area of public procurement management and to ensure that the public procurement principles are fully realized. Every country's legislative and regulatory framework for procurement is often designed to complement that nation's plans for economic development. It is crucial to remember that in the Gross Domestic Product (GDP) Economic Model, public procurement is a component of the actual implementation of government spending (Cholopray, 2022).

In Africa, there has been a remarkable increase in regulatory provisions on the instrument. However, while regulatory activity on the instrument has grown, no research examines the extent to which laws and guidance on frameworks in the respective national legal regimes in Africa set conditions for appropriate deployment of frameworks, in ways that are likely to support procedural efficiency. This chapter thus examines current regulatory provisions on

frameworks in selected countries in Africa, to draw attention to the progress made in regulating frameworks, and to highlight some limitations in the provisions (Ama, 2020).

In Kenya, specific legislation has been passed by the Government to structure and regulate procurement and disposal in the public sector. The provisions of Article 227 of the Constitution of Kenya of 2010, require public entities (PEs) to procure goods and services in accordance with a system that is fair, equitable, transparent, competitive, and cost-effective (Nyaoga & Mogere, 2017). Despite the reforms carried out in PP in Kenya, the procurement rules and regulations have not fully achieved the objectives of economy, transparency, and accountability (Muriungi, 2017). Public procurement-related malpractices were estimated to have cost the country over Kshs.700 billion (Mars Group, 2016).

The National Transport and Security Authority (NTSA) is a public institution domiciled within the Ministry of Transport and Infrastructure. This Public corporation was founded via an Act of Parliament (Cap 33 of NTSA Act of 2012). The objective of this entity was to effectively manage the road transport sub-sector and reduce the number of lives lost through road accidents. In a decade of action plans from 2011 to 2010, the UN called for countries to improve the safety of the roads by not just managing but also creating an association as well as assigning the agencies with the requisite capacity to offer much better road safety measures. In the process of carrying out its mandate, NTSA registers and licenses all motor vehicles in Kenya. They carry out motor vehicle inspections, validate driving schools, and issue licenses to new drivers. NTSA is also responsible for enforcing road safety strategies on our roads, conducting research, and compiling crash reports. Formulating the best curriculum for all driving schools in Kenya and coordinating with organizations and individuals (Gathi & Abayo, 2021) affirm that over the years crashes have been reduced on our roads.

1.1 Problem Statement

The Public Procurement and Asset Disposal Act, of 2015, which lays out the guidelines for how public organizations must buy goods, services, and works, governs the legislative framework for public procurement in Kenya. In Kenya, the National Transport and Safety Authority (NTSA) is the government body in charge of regulating and enforcing transportation laws. The Public Procurement Oversight Authority, which is tasked with making sure that government bodies conduct their procurement in a fair, open, and competitive manner, is responsible for monitoring the NTSA's performance in this area. However, it's worth noting that the NTSA has faced criticism in the past for procurement irregularities and lack of transparency. Despite the existence of the Public Procurement and Asset Disposal Act, 2015 (PPADA 2015) in Kenya, which aims to promote competition, transparency, fairness, and cost efficiency in procurement activities, the National Transport and Safety Authority (NTSA) still faces challenges in achieving optimal performance in its procurement processes. There have been reports of corruption, neglect, lack of open competition, and overpricing in the procurement activities of the NTSA.

Across the world, sourcing for suppliers forms an important link in the procurement process which greatly leads to improved procurement performance (Kelle, Woosley & Schneider, 2016). Thiankolu (2015) states that the procurement process follows the procurement cycle which includes, planning the whole process, initiating the procurement, checking availability of goods in stores, confirming availability and adequacy of funding, advertising procurement, receiving and opening of bids, bid evaluation, selecting supplier, notifying qualified suppliers, signing contract, administering contract, inspecting and receiving supplies or works. Gabbard, (2017) opines the main problems in procurement inefficiencies witnessed in public agencies

are corruption, inadequate adherence to procurement laws, conflict of interest among the players in procurement arena, and interference from the management. Mutangili (2021) adds that public procurement is characterized by long bureaucratic processes of acquiring goods and services which lead to delays in acquisition.

Although the PPADA 2015 was touted to promote competition, transparency, fairness, and cost efficiency, the PPRA (2017) estimated that procuring entities in Kenya were paying around 60% more than prevailing market prices and many procurement activities still suffer from neglect, lack of open competition and corruption. In an era where supply chain disruptions have become the new norm, the PP laws should be crafted in such a way that it promotes sustainability and resilience. Mutangili (2021) asserts that the entire procurement process needs to be carefully crafted to avoid long lead time, inadequate resources, wrongful award of contracts, cancellation of contracts, litigations, and excess or insufficient/emergency stock. Considering this, the study seeks to fill the knowledge gaps by establishing the influence of the public procurement legal framework on performance in the context of National Transport and Safety Authority, Kenya.

Various studies have been carried out on procurement legal frameworks. For example, Mutangili (2019) researched procurement law effects on procurement performance of Kenya National Highways Authority. However, the study utilized a desk study review methodology. Ngao and Mwangangi (2020) did a study on bid invitation and evaluation of procurement performance in county governments in Kenya. Matasia (2017) investigated effect of PPDA 2015 on the relationship between procurement planning practices and service delivery in state-owned corporations in Kenya. Oduma and Getumo (2017) did a study on the procurement regulations and performance of public secondary schools in Nairobi County. The reviewed studies have majorly focused on specific public procurement legal frameworks (Matasia, 2017; Mutangili, 2019) and very few have looked at public procurement legal frameworks in a wider scope. The current study aimed to establish the relationship between public procurement legal framework and performance of the National Transport and Safety Authority, Kenya.

1.2 Study Objectives

- i. To assess the effects of the procurement laws on procurement performance of National Transport and Safety Authority, Kenya.
- ii. To determine the effects of internal procurement policies on procurement performance of National Transport and Safety Authority, Kenya.
- iii. To evaluate the effects of bidding documentation on procurement performance of National Transport and Safety Authority, Kenya.
- iv. To examine the effects of circulars on procurement performance of National Transport and Safety Authority, Kenya.

2.0 Literature Review

2.1 Theoretical Review

The study is anchored on Public Interest Theory developed by Kenneth in 1985. The theory explains the allocation of scarce public resources cognizant of the fact that available resources are unproportional to the demand. According to these theories, the regulation of firms or other economic actors contributes to the promotion of the public interest whereby public interest can further be described as the best possible allocation of scarce resources for individual and collective goods and services in society (Hertog, 2016).

Often regulatory regimes are established to advance the interests of certain groups in society that have succeeded in persuading the authority that they are worthy of what essentially amounts to protection from competition (Crampton, 2002). In Kenya for example, firms owned by youth, women, and people living with disability are deemed to belong to these preference and reservation groups whereby 30% of a procuring entities procurement budget is allocated to them, Local contractors of goods manufactured, mined, extracted or grown in Kenya have a 20% allocation of a procuring entities budget. (Crampton, 2016) includes protection such schemes as supply management schemes, labor codes, and licensing regimes.

The theory also indicates that government regulation plays a significant role in achieving efficiency through elimination of imperfect competition in the market (Thairu, 2016). This applies to the study as it will try to explain how these public procurement regulations eliminate imperfect competition and increase efficiency while contributing to organizational performance.

2.2 Empirical Review

Procurement Laws

Public procurement law regulates the purchasing by public sector bodies and certain utility sector bodies of contracts for goods, works, and services. The term public procurement law relates to those legal provisions which regulate the purchasing and procuring of services and goods by the government, its authorities, and its institutions. These include, amongst others, ministries and departments, cities, communities, municipalities, and public enterprises. Failure by the procurement department to play their role as outlined by the procurement law can result in delays in the delivery of services or loss of public funds which will result to end user dissatisfaction which may bring about persistent complaints from other stakeholders (Gatobu, 2020).

Mbae (2016) in a study investigated the impact of public procurement law on the performance of Machakos County government, Kenya by adopting a descriptive research design. The study findings revealed that the public procurement regulation law had reduced the speed with which goods and services were procured, increased the level of transparency among Government offices, improved utilization of funds in the County Government operations, improved the capacity of the staff involved in procurement processes, improved the quality of projects undertaken by the County Government and provided room for procurement dispute resolution at the County.

Internal Procurement Policies

Internal procurement policy outlines the overarching principles and standards used to set direction and influence decisions. It guides employee decision-making under a given set of circumstances within the framework of objectives and goals established by senior management. Nichols (2017) contends that procurement policy is an utmost important procurement function contributing to the accomplishment of government operations and enhanced service delivery.

The procurement policies in general, are based on open and competitive procurement, reflecting four main considerations; the need for economy and efficiency; the interest in ensuring that all eligible bidders have equal opportunity to compete; the desire to encourage the development of domestic industries; and the importance of transparency in the process. Furthermore, implementation of the policies remains a challenge because operational experience views them as complex and prescriptive, thus limiting their positive impact.

Bidding Documentation

A bidding document means a document provided by a procuring entity to bidders indicating the form in which they are to submit their bids and the information they are to provide in their bids. During tender invitations, most of the time is spent on estimating the cost and quality of labor and material, method of construction, assessing risks and setting design (Cummings & Qiao, 2017). According to Ellram (2016), tendering process has its own rules, principles, and emphasis. Most procurement transactions that are performed formally are based on their relatively high values. The general rules are based on predetermined limits that transactions should be subjected to very stringent tendering regulations. With regard to various aspects of managing public sector reform in the state of South Africa, tendering activities as well as their controls have been recently devolved down from centralized arrangement to individual organizations (Roodhooft & Abbeele, 2016).

Circulars

Procurement circulars are issued by the Administrator of the State Procurement Office to transmit policies, procedures, directions, and instructions. Rahadi (2018) states that circulars in doctrine is considered quasi-legislation where it plays an important role in government bureaucracies everywhere in the world. Additionally, he states that Quasi-legislation is a form of public legal instrument used to carry out tasks previously regulated hence in administrative law it is known as policy regulation. Circulars and Bulletins generally promote government effectiveness by providing uniform guidance to agencies while providing policy guidance or processes over a broad range of subjects (OMB, 2016).

The treasury circulars date back to 1978 when the public procurement system was contained in the supplies manual (PPRA, 2019). They direct on an array of issues such as the mandatory reporting requirements for procuring entities, contracts with implementation challenges, and the rollout of an upgraded public procurement information portal. Besides creating uniformity in government processes the circulars facilitate information sharing.

Baihaqi (2017) believes that Information sharing has been cited as one of the major means to enhance supply chain performance because it allows companies to better coordinate their activities with their supply chain partners which leads to increased performance. While Amaratunga and Baldry (2016) affirm, for any organization to change its focus and become more competitive, then procurement performance is a key driver to improving quality of services while its absence or use of inappropriate means can act as a barrier to change and may lead to deterioration of the purchasing function and the organization.

Performance of NTSA

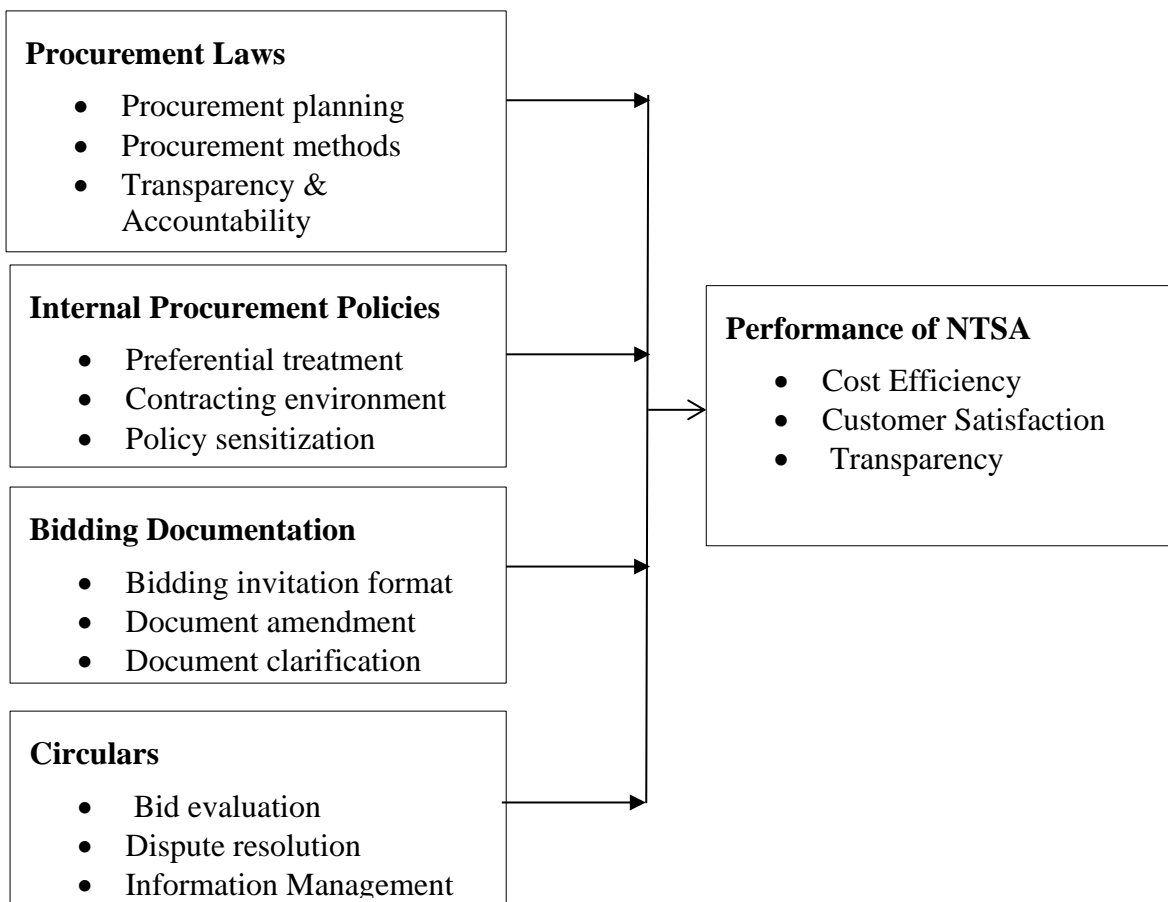
Procurement performance involves measuring the extent to which the firm's goals and objectives can be attained by the procurement function with the lowest possible cost (Van Weele, 2016). According to Trent and Monczka (2016), procurement performance is the outcome of effectiveness and efficiency. Mutava (2017) asserts that the process of tendering efficiency and efficacy forms the single determinant of public procurement. The foundation for gauging a firm's progression to achieving pre-stated goals and objectives is performance and as such procurement performance is an approach to control cost rather than the objective by itself.

Kiruja (2014) posits that public procurement performance may be viewed in the scope of qualitative or quantitative assessment to attain efficiency, effectiveness, and purchasing economies over a given time. Quantitative assessment is measured using metrics of placed

orders quantity, lead time reduction, cost savings as well as administrative costs reduction (Knudsen, 2016). Vonderembse and Tracey (2016) assert that with a cost reduction in input prices, firms can competitively offer their ready goods in the market with competitive prices hence winning business. Knudsen (2016) posits that procurement function efficiency and effectiveness can transform the firm from a state of reactivity to being proactive in an endeavor to attain its defined goals. The research opines that there are several procurement performance measurement metrics, however, for the sake of the current study lead time, quality, cost reduction, and efficiency metrics were used as measures of procurement performance.

2.3 Conceptual Framework

A conceptual framework is a figure that shows the relationship between the dependent variable and the independent variables.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

3.0 Methodology

The study adopted a descriptive research design. The study unit of observation was National Transport and Safety Authority Nairobi and Coast regions. The unit of analysis was procurement staff of the National Transport and Safety Authority in two regions. A sample size of 88 respondents was selected by use of Slovinc's formula. The study utilized primary data collected using structure-like scale questionnaires designed as per the study variables. The

researcher used ‘drop-and-pick-later’ method to administer questionnaires to the respondents. Collected data was analyzed by employing descriptive and inferential statistics as the data analysis techniques.

4.0 Results and Discussion

4.1 Descriptive Analysis

Table 1: Procurement Laws

	Mean	Std. deviation
The organization adheres to procurement planning as stipulated in PPADA 2015	4.59	.695
The procurement in the organization is as per the procurement methods contained in PPADA 2015	4.87	.860
The organization's procurement function promotes transparency and accountability as required by procurement laws	4.94	.716
The existing procurement laws are effective in promoting procurement function	4.70	.699

The results in Table 1 have shown that respondents agreed with the statement that the organization adheres to procurement planning as stipulated in PPADA 2015 and that the procurement in the organization is as per the procurement methods contained in PPADA 2015 as indicated by a mean of 4.59 and mean of 4.87 respectively. Respondents also agreed that the organization's procurement function promotes transparency and accountability as required by procurement laws (mean=4.94) and that the existing procurement laws are effective in promoting procurement function (mean=4.70).

Table 2: Internal Procurement Policies

	Mean	Std. Deviation
The organization has internal policies which guide the procurement function	4.69	.497
The internal procurement policies are disseminated to all the staff in the procurement function	4.80	.634
The organization has internal policies for preferential treatments	4.22	1.159
The procurement policies in the organization have enhanced the contracting environment	4.73	.250

The results in Table 2 have shown that respondents agreed with the statement that the organization has internal policies which guide the procurement function and that the internal procurement policies are disseminated to all the staff in the procurement function as indicated by a mean of 4.69 and mean of 4.80 respectively. Respondents agreed with the statement that the organization has internal policies for preferential treatment (mean=4.22). Respondents agreed that the procurement policies in the organization have enhanced the contracting environment (mean=4.73).

Table 3: Bidding Documentation

	Mean	Std. Deviation
Purchaser can amend the bidding documents before the deadline for submission	4.07	.550
Bidding documentation provides an avenue for the bidder to request clarification before the submission deadline	4.26	.600
The organization ensures the bidding documents are prepared in a simplified manner understandable by all bidders	3.88	.237
The bidding documentation requirements is eased to ensure equal participation	4.91	.881

The results in Table 3 have shown that respondents agreed with the statement that the purchaser can amend the bidding documents before the deadline for submission and that bidding documentation provides an avenue for the bidder to request clarification before the submission deadline as indicated by a means of 4.07 and mean of 4.26 respectively. Respondents agreed to the statement that the organization ensures the bidding documents are prepared in a simplified manner understandable by all bidders (mean=3.88). Respondents agreed to the statement that the bidding documentation requirements is eased to ensure equal participation (mean=4.91).

Table 4: Circulars

	Mean	Std. Deviation
The organization uses circulars when the procurement is urgent	4.71	.437
Circulars are utilized when there is a need for a wider reach	4.01	.953
The use of circulars for procurement in the organization is normalized	4.98	.445
Circulars are exclusively used when advertising the invitation to tender	4.09	.610

The results in Table 4 have revealed that respondents agreed with the statement that the organization uses circulars when the procurement is urgent and that the circulars are utilized when there is a need for wider reach as indicated by a mean of 4.71 and a mean of 4.01 respectively. Respondents also agreed to the statement that the use of circulars for procurement in the organization is normalized (mean=4.98) and that circulars are exclusively used when advertising for the invitation to tender (mean=4.09).

4.2 Correlation Analysis

The researcher sought to establish the bivariate correlation between the variables. According to Sekaran and Bougie (2010), Pearson correlation analysis indicates the strength, direction, and significance of bivariate relationship among the variables. The results are shown in Table 5.

Table 5: Correlation Coefficient

		PL	IPP	BD	Cir	PP
Procurement laws	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	82				
Internal procurement policies	Pearson Correlation	.679**	1			
	Sig. (2-tailed)	.000				
	N	82	82			
Bidding documentation	Pearson Correlation	.605**	.716**	1		
	Sig. (2-tailed)	.000	.000			
	N	82	82	82		
Circulars	Pearson Correlation	.609**	.499**	.518**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	82	82	82	82	
Procurement performance	Pearson Correlation	.577**	.462**	.498**	.398	1
	Sig. (2-tailed)	.002	.000	.000	.000	
	N	82	82	82	.000	82

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

The study results revealed that there is a positive linear relationship between procurement laws and procurement performance ($r=0.577$, $P=0.002$). Further, correlation results indicated a moderate, positive linear relationship between internal procurement policies and procurement performance ($r=0.462$, $P=0.000$). The correlation results showed a moderate, positive linear relationship between bidding documentation and procurement performance ($r=0.498$, $P=0.000$). Finally, correlation results indicated a positive linear relationship between circular and procurement performance ($r=0.398$, $P=0.000$).

4.3 Regression Analysis

A multiple regression model was adopted in the study to establish the statistical relationship between the independent and the dependent variables.

Table 6: Multiple of Goodness Fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772 ^a	.697	.618	.38945	2.629

a. Predictors: (Constant), Internal procurement policies, Procurement laws, Bidding documentation, Circulars

b. Dependent Variable: performance of NTSA

The model summary results in Table 6 showed a moderate regression between the public procurement legal framework and procurement performance. In the model summary, the R^2 is 0.697 which indicates that independent variables (internal procurement policies, procurement laws, bidding documentation, and circulars) explain 69.7 percent contribution towards performance of National Transport and Safety Authority, while the variations of 30.3% represents other variables not captured in my study which can also contribute to performance.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.108	1	1.527	4.802	.000 ^b
	Residual	4.130	81	.318		
	Total	10.238	82			

a. Dependent Variable: performance of NTSA

b. Predictors: (Constant), Internal procurement policies, Procurement laws, Bidding documentation, Circulars

From Table 7, it can be observed that the p-value (0.000) is less than the level of significance (0.05) implying that the overall model is significant in explaining the relationship between the study variables.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	.845	.947		.893	.002
Procurement laws	.519	.216	.483	2.403	.001
Internal procurement policies	.399	.201	.399	1.985	.002
Bidding documentation	.438	.199	.175	2.201	.003
Circulars	.226	.218	.270	1.039	.001

a. Dependent Variable: Procurement performance

The derived regression coefficients of the model are:

$$Y = .845 + .519X_1 + .399X_2 + .438X_3 + .226X_4$$

The regression results showed that independent variables had significant values below 0.05 meaning that they were all significant. The results showed that holding all factors constant at zero, the change in procurement performance would be .845. Further, the regression results showed that a unit change in procurement laws would lead to 0.519 unit change in procurement performance. A unit change in internal procurement policies would lead to 0.399 unit change in procurement performance. Further, a unit change in bidding documentation would lead to 0.438 unit change in procurement performance and finally, a unit change in circulars would lead to 0.226 unit change in procurement performance.

5.0 Conclusion

In the establishment of the influence of procurement, the study concluded that procurement has a significant influence on performance in NTSA. The study showed that every unit increase in procurement laws, results in an increase in performance of public procurement legal framework.

In the establishment of the effect of internal procurement policies, the study concluded that internal procurement policies have a significant influence on legal framework performance in

NTSA. The study revealed that a unit increase in the internal procurement policies, results in an increase in performance of public procurement legal framework in NTSA.

In the determination of the influence of Bidding documentation, the study concluded that bidding documentation has a significant influence on performance of the procurement legal framework in NTSA. The unit increase in the bidding documentation, results in an increase in public procurement legal framework performance.

Finally, in the determination of the influence of circulars, the study concluded that circulars have a significant influence on public procurement in NTSA. A unit increase in circulars, results in an increase in performance of public procurement legal framework in NTSA.

6.0 Recommendations

In regard to procurement laws, the study recommends that all all-public organizations including NTSA should adhere to and apply procurement laws during procurement processes. All procurement entities must uphold public procurement of Assets and Disposal Act and all procurement regulations in place during procurement process. This will enhance accountability and transparency in procurement department and organization at large.

In the context of internal procurement policies, the study recommends that all public organizations should develop internal policies since they offer directions and planning to the organization in purview of its daily operations. The developed policies must be adhered to by all players in the organizations (all procurement personnel). This will enhance the desirable working environment and promote efficiency.

Within the context of bidding documentation, the study recommends that public organizations put a requirement that bidding documentation must be performed according to stipulated procurement laws and must be professionally processed. This will serve to enhance the skills of the procurement staff as well as keep them up to date with emerging trends in procurement arena hence effective delivery of procurement mandate.

Finally, given circulars, the research recommends that procurement departments and professionals should always seek to be updated with circulars since they carry and bear new directions from the government and vital information regarding the functions of all public procurement entities. Circulars tend to be released by regulatory bodies from time to time. Therefore, it's imperative for the procurement specialist to always work in collaboration with government bodies to enhance new orders or circulars.

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