



**FACTORS AFFECTING IMPLEMENTATION OF PROCUREMENT POLICIES IN COUNTY GOVERNMENTS IN KENYA**

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## FACTORS AFFECTING IMPLEMENTATION OF PROCUREMENT POLICIES IN COUNTY GOVERNMENTS IN KENYA

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### ABSTRACT

*The study focused on establishing how staff training and ICT affect the implementation of procurement Policies in county government. The study objectives included: Establish how staff training affected the implementation of procurement policies in county government and determine how ICT affected implementation of procurement policies in county government. The study focused on county government. The researcher adopted a systematic random sampling design of the 47 county governments, where, the researcher picked the 4<sup>th</sup> county hence this amounted to 11 county governments, a total of 671 procurement officers in these counties, targeting 196 respondents. Primary data was collected using questionnaires. Pilot test was also carried out in Murang'a County before the actual data collection to ensure validity and reliability of the research instruments. Data was edited, coded and analysed by use of statistical package for social sciences (SPSS version 2.3) and presented through tables and graphs. Pearson's correlations coefficient was run to examine the relationship between the independent and dependent variables. The study revealed that ICT had a great effect on implementation of procurement policies. Staff training was identified to having a least significant effect in the implementation of procurement policies in county governments. The study recommended that County governments should train and develop their employees on a regular basis. It further recommended that county governments should automate their systems to the level of the latest technology in order to increase efficiency.*

**Key Words:** Staff Training, Information Communication Technology, Procurement Policies

## INTRODUCTION

Procurement entity of any organization plays a very important role in the performance of the organization. However, in most Government institutions, procurement of goods and services has been negatively affected by various factors that lead to delays in procurement and procurement of sub-standard or unwanted goods and services. It is worth noting that for any organization to realize its objectives, the procurement entity must be effectively managed. Procurement in Kenya suffers from poor performance characterized by red tape measures, non-compliance to the Act, overpricing, poor planning, poor contract management, inadequate transparency and accountability, material redundancy and corruption.(Ondieki,2015)

On the contrary, a study by Embeli, Iravo, Biraori and Wamalwa (2014) asserts that limited awareness of the reforms is the major factor that affects the implementation of the reforms. According to Embeli *et al* .(2014) most stakeholders in the public entities are not well acquainted with the requirements and the provisions of the reforms thus affecting its implementation. The study however concurs with the assertion that corruption is also affecting the implementation of public procurement reforms.

Mugo (2011) notes that low level of compliance with procurement regulations, lack of transparency and accountability of procurement funds lowers the level of effectiveness in procurement practices in county government. Mugo (2011) established that the major factors that determine the extent to which effective procurement system are employed in County government in Kenya include; the level of compliance with procurement regulations, minimization of procurement expenditure, transparency and accountability of procurement funds and quality of procured goods and services. A study by Wanyama (2010) revealed that many county governments lose huge amounts of funds

annually as result of implementation of ineffective procurement function which are not in tandem with the public procurement and disposal regulations.

Government of Canada procurement activities are principally carried out pursuant to a governing framework consisting of statutes and regulations (including a challenge process), trade agreements and policies, directives, procedures and guidelines. The principal statutory provisions regulating government procurement are: Financial Administration Act (1985), Department of Public Works and Government Services Act (1996) and the Government Contracts Regulations, Defence Production Act and Federal Accountability Act, 2006 .In general, bids must be solicited by the procuring department unless estimated expenditure does not exceed \$25,000, or \$100,000, where the contract is for the acquisition of architectural, engineering and other services required in respect of the planning, design, preparation or supervision of the construction, repair, renovation or restoration of a work. (Public works Canada,2016)

Overall Public Procurement in China represents well over 20% of China's rapidly growing economy. The regulatory framework governing this enormous and increasing amount of economic activity is fragmented, inconsistent and unevenly implemented. In its current state, the regulatory framework for government procurement in China is a drag on efficiency and innovation for the Chinese economy as a whole. This represents a missed opportunity the size of the South Korean economy for European business in China. Still, the implications of China's public procurement system(s) remain relatively unknown or misunderstood outside specialist circles. Given the importance of public procurement for the Chinese and world economies as a whole, it is important that public debate surrounding necessary reform occur within an accurate, focused set of terms. (EU Chambers of commerce,2016)

In Uganda, a new law to regulate public procurement was introduced in the year 2002. The wave of procurement reforms that began in 1997, culminated into the enactment of the Public Procurement and Disposal of Public Assets (PPDA) Act 2003, and regulations 2003. Unfortunately, many central government ministries and agencies have since then not followed prescribed practices (Agaba & Shipman, 2007). The new procurement law was introduced to not only bring coherence and uniformity in public procurement but also to improve efficiency, transparency and accountability and value for money in public procurements. It was also to eliminate corruption and allow for fair competition (Tukamuhabwa, 2012). The procurement audits carried out by the PPDA have revealed that out of 322 contracts audited at the end of 2005, only 7 (2%) were assessed as compliant. Other successive audit checks reveal that compliance in public procurement in Uganda is still inadequate (Tukamuhabwa, 2012).

Procurement in the public sector in Kenya has undergone several reforms since independence. In 1963 to 1969 public procurement was done using the British system under the responsibility of the Crown Agent. In 1969 to 1978 procurement was done using circulars under the responsibility of treasury/ government of Kenya (GoK). In 1998 a country. procurement assessment report was produced which was sponsored by the World Bank. In 1997, the World Bank and the Kenyan government conducted a Country Procurement Assessment and discovered many shortcomings in the Kenyan procurement system, which included the absence of a sound regulatory framework, lack of competition and widespread abuses and fraud in the system (Ochieng, & Mathias 2012).

Prior to the spate of reforms in public procurement system, procurement in Kenya was governed by a myriad of circulars and regulations issued by the Ministry of Finance, the Ministry of Public Works and the Office of the President.

Some of these regulations conflicted with each other and led to a fragmented, ineffective and confusing system of governance. The CPAR found that the approach to procurement regulation limited the efficacy of public financial management, affected the government's ability to deliver public services and there was no enforcement mechanism to enforce the rules which did exist. The CPAR was thus the beginning of widespread reform in Kenya's public procurement system.

The counties of Kenya are geographical units envisioned by the 2010 Constitution of Kenya as the units of devolved government. The powers are provided in Articles 191 and 192, and in the fourth schedule of the Constitution of Kenya and the County Governments Act of 2012. The counties are also single member constituencies for the election of members of parliament to the Senate of Kenya and special women members of parliament to the National Assembly of Kenya. There are 47 counties whose size and boundaries are based on the 47 legally recognized Districts of Kenya. Following the re-organization of Kenya's national administration, counties were integrated into a new national administration with the national government posting county commissioners to represent it at the counties. (Gok,2017)

### **Statement of the problem**

Kenya as a country has made great progress in reforming the public procurement through enactment of laws and policies. That notwithstanding, public procurement is still a closed system shrouded in mystery and secrecy. This has enabled corruption and inefficiency to thrive in this sector leading to huge amounts of resources being wasted (Odhiambo & Kamau, 2013). County governments have faced numerous challenges, for example Machakos County Executive has faced myriad of challenges in their procurement systems for example according to Auditor general report, 2013, The County procured 16 motor vehicles valued at

Kshs.32,855,000 for its County Executive Officers, examination of ownership documents revealed that these vehicles were second hand/used. In addition, tender and evaluations documents were not availed to confirm how the procurement was done. No valuation documents were availed to determine whether the County received value for money on this transaction contrary to the requirements of the Public Procurement and Disposal Act, 2005 and Regulations 2006. Further, these vehicles were registered with private number plates instead of the official number plates as required by law and are likely to be put to private use contrary to Office of the President circular OP/DAB 9/21/2A/LII dated 24/3/2005 yet serviced and fuelled from public funds. According to the report, the County didn't provide documents on the procurement of motor vehicles and valuation reports to determine the true worth of the vehicles and authority to register the same with private number plates. Furthermore Machakos County Executive further engaged the services of Wander joy Party World Limited at a cost of Kshs.3,755,036 for provision of tents at Maanzoni Investors conference. This was an additional cost against an initial budget of Kshs.1,116,700. The County therefore incurred an additional cost of Kshs. 2,638,336.00 which was not budgeted for. A further payment of Kshs.765,600 being 50% was advanced to Homeboyz Ltd, Nairobi for provision of sound system, screens, power generator lighting, stage and set up. However, no quotations, no tender committee minutes were availed for audit verification to establish how the suppliers were identified, with all this challenges it's clear that there is a problem with their procurement. Furthermore various studies done after the enactment of the public procurement and disposal act show that there is laxity in the implementation of the public procurement reforms. For instance according to Kenya Anti-Corruption Commission (Annual report, 2013), investigation into Nairobi County revealed that the institution has been one of the hardest hit

with irregularities in their procurement. It is against this background that the author decided to conduct a study on the factors affecting the implementation of procurement practices in county governments in Kenya.

### **Objective of the study**

The main objective of the study is to investigate Factors affecting implementation of procurement policies in county government in Kenya. The specific objectives were:-

- To establish whether staff training affect implementation of procurement policies in county governments
- To determine how ICT affect implementation of procurement policies in county governments

### **LITERATURE REVIEW**

#### **Theoretical review**

#### **Social Learning Theory**

Braton et.al (2007) explained social learning theory of Bandura which emphasizes the importance of observing and modeling the behaviours, attitudes, and emotional reactions of others, it means that people learn from observing other people. Merriam and Caffarella, (2005) have said that basically the idea of learning by observing produced by behaviourists but the later researcher Albert Bandura looked to interaction and cognitive processes, and noted that observation let people to see the consequences of other's behaviours, resulting that people can gain some idea of what might flow from acting in one way or the other. In social learning theory, interval cognitive processes are said to have some effect on behavior as examined by (Mckenna, 2006) that person's expectations about the outcome of a particular behaviours reflects these effects. To attend, remember and rehears would be key aspects of observational learning as noted by (Merriam and Caffarella, 2005) and

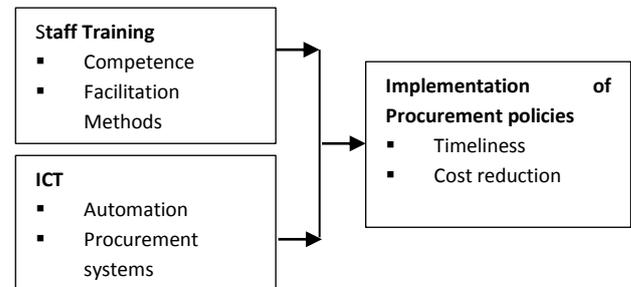
showed the most common examples of social learning situations are television commercials. Like, using a particular hair shampoo will make as popular and win the admiration of attractive people, customers may model the behaviour shown in the commercial and buy the product. Students often learn a great deal simply observing other people. Learning theories provided some key principles of learning so that implication of these principles in training may provide opportunities of trainees' motivation and facilitating their learning. Staff training provided a solid body of knowledge about how individual learn the different processes of learning involved and significant factors that affects individual learning. This theory is linked to the variable of staff training.

### Information Infrastructure Theory

Information infrastructure theory, pinpoint that technology infrastructures should rather be built by establishing working local solutions supporting local practices which subsequently are linked together rather than by defining universal standards and subsequently implementing them (Ciborra and Hanseth 1998). Information infrastructures include the Internet, health systems and corporate systems. It is also consistent to include innovations such as Facebook, LinkedIn and MySpace as excellent examples (Bygstad, 2008). Imbrication, bootstrapping, are enormously for analyzing information system, imbrication" is an analytic concept that helps to ask questions about historical data. "Bootstrapping" is the idea that infrastructure must already exist in order to exist (Lai, 2011). Information infrastructures, is important to information systems (IS) field since it focuses on networks and systems, allowing for a globalization and emergence of information systems, information infrastructure is a technical structure of an organizational form, an analytical perspective or a semantic network. The concept of information infrastructure (II) was introduced in the early 1990s, first as a political initiative

(Gore, 1993 & Bangemann, 1994), later as a more specific concept in IS research. For the IS research community an important inspiration was Hughes' (1983) accounts of large technical systems, analyzed as socio-technical power structures (Bygstad, 2008).

### Conceptual framework



**Dependent Variables**      **Independent Variables**

**Figure 1: Conceptual framework**

### Staff Training

According to Sheffi & Klaus (2007) argued that skills are crucial for procurement managers and this is achieved through training, skills required by a modern logistician are no longer restricted to the understanding of how to operate a warehouse or how to reduce the rate per mile charged on a particular lane. Procurement managers should be equipped to set up supply chains that not only respond to existing situations but also are able to change, adapt and coordination services require a higher degree of managerial talent than basic operational services and are also more situation-special, and therefore more difficult to find or cultivate in the short run. One of the major challenges to management in the next decade is the scarcity of trained supply chain managers. To meet these challenges, substantial change in logistics and supply chain education is necessary (Closs, 2015).

One way to classify current educational requirements of logisticians and supply chain managers is with the following two terms: skills and competencies. Skills cover general, context-independent knowledge; competencies refer to

experience-based and context-dependent knowledge. Skills are general tools and rules taught in most logistics classes, which are vital for the practitioner. However, to reach a competence level in the logistics discipline, practitioners acquire context-dependent knowledge through organizational experience. Witt (2009) suggests workers must remain on the job to become competent. Dreyfus and Dreyfus (2012) argue that a competent practitioner makes decisions based upon rules and analysis, but with organizational experience can depart from rule-based analysis and make synchronic, intuitive, and holistic decisions.

## **ICT**

A good supply management system has enabled the companies maintain a good quantity level that will help them have regular supply (Levinson, 2015). For example supply chain technology had helped petroleum companies reduce inventory investments while maintaining or improving customer service levels. Using supply chain management, companies can invest in products that have the potential to contribute greater profitability while meeting customer expectations. One way is by gaining insight into opportunities related to the tradeoffs of customer service and the corresponding inventory investment requirements.

Technology also helps to synchronize and balance the two opposing business objectives of achieving ultimate customer service at a low cost. Most businesses want to have a very high customer service level, but they want to do so at the lowest total cost possible. Supply chain technology can help companies assess tradeoffs to meet their customer's needs, but in a way that allows them to make a profit. Supply chain planning helps dramatically increase forecast accuracy, create plans attuned to the market, execution of reliable transportation, warehousing and distribution to ensure cost-effective order fulfillments and on-time deliveries (Closs, 2016).

A good ICT system helps a firm categorize its interactions with its most essential suppliers. It provides those who use it with a set of built-in monitoring tools to help control costs and assure maximum supplier performance. It provides an organized way to keep an open line of communication with potential suppliers during a business process. The system allows managers to confirm pricing, and leverage previous agreements to assure each new price quote is more competitive than the last. It appears that during the past few years purchasing has begun to play an ever more important role in the strategy of the firm (Weele, 2010). In order to survive, managers have begun to rethink their competitive priorities and their value chain. Increasing numbers of organizations have recognized that ICT holds the potential to transform their competitive performance for the better.

## **Implementation of Procurement Policies**

Effective public procurement systems are systems that are defined as offering a high level of transparency, accountability and value for money in the application of a procurement budget. They are critical to poverty reduction and AID effectiveness. Hence, all parties in the development process must have a vested interest in promoting this critical pillar of good governance: and to do so, in the context of an open macroeconomic framework that promotes open competition, functioning of markets and the allocation of resources based on comparative advantages (Cox 2007). A study by Wanyama (2010) revealed that many county governments lose huge amounts of funds annually as result of implementation of ineffective procurement function which are not in tandem with the public and disposal regulations. Mugo (2011) notes that low level of compliance with procurement regulations, lack of transparency and accountability of procurement funds lowers the level of effectiveness in procurement practices in county government. Mugo (2011) established that the major factors that determine the extent to

which effective procurement system are employed in County government in Kenya include; the level of compliance with procurement regulations, minimization of procurement expenditure, transparency and accountability of procurement funds and quality of procured goods and services.

## **Empirical review**

### **Staff Training**

According to Ndumbi & Okello (2015) on effect of staff training on level of compliance to public procurement system in parastatals in Kenya. The study established a positive significant relationship between staff training and the level of compliance to PPDA. The researcher concluded that staff training influences compliance to PPDA. It was recommended that the staff need to be exposed to further training and be given incentives to carry out procurement projects.

According to Truitt (2011) on the effect of training and development on employee attitude as it relates to training and work proficiency the study concluded that While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. The study further identified that, by effectively training and developing employees, they will become more aligned for career growth career potential enhances personal motivation.

### **Information Communication Technology**

A study by Abdalla and Wanjiru(2016) on Effects of Information Communication Technology Adoption on Procurement Process in Kenya's Oil Industry: A Survey of Total Kenya Limited Mombasa County concluded that From the study, it was revealed that the impact of ICT adoption on procurement processes mainly refers to time reductions and quality improvements, rather than cost reductions as reported by many authors. The

old view that ICT applications are associated with cost reductions is contested in this research. The study found that company is likely to realize improvements in cycle time reductions and process quality. In terms of ICT adaptability, the study found that the company had not adopted more complicated e-business applications. From the study it is also clear that the adoption of ICT applications is not exclusively a matter of resources on the contrary, operational compatibility and the level of supply chain collaboration are two of the factors that play a determinant role in increased ICT adoption and impact assessment.

A study by Liao et.al (2013) on technology in purchasing: impacts on performance and future confidence the study concluded that e-Purchasing strongly and positively correlates with the integration between the Finance and Purchasing departments, improves the operational performance within these departments, and positively affects the confidence of managers in future organizational performance in the face of internal and external risk.

According to Okore and Muturi (2016) on Factors Affecting Efficiency of Procurement In Public Institutions: A Case Of Public Entities In Homabay County, The study found that; there is close relationship between ICT procurement performances with highly integrated public procurement process more efficient than manual procurement process; ICT integration within public institution improves customer service delivery making it more simple and efficient; proper contract management in public procurement helps to achieve efficiency in public sector

According to Mongare and Nasidai(2014) on the impact of information communication technology on inventory control systems in transport organization: a case study of Kenya ferry services The study concluded that technology has had bigger impact on inventory control in terms of efficiency, ease of accessing information and

accuracy thereby affecting organizational performance. The study recommends that modern inventory control systems should be well implemented since it forms a platform for ease of evaluating risk in which the organization invest a lot of money in purchasing of inventory. Additionally the study recommends that organization should integrate all its inventory management functions with information communication technology as well. A study done by Onyango (2016) on Effects of Procurement Planning on Institutional Performance: A Case Study of Mombasa Law Court the study concluded that Based on the above findings it can therefore be concluded that there was a significant statistical relationship between procurement planning and performance. Staff competence which is shown in the professionalism while coming up with the cost estimates and quality specification in the procurement plan as shown in the findings. Staff training competency in all departments more so in procurement in the research has proved to be very necessary, effective and efficient procurement process can only be achieved by proper planning and competence staff or else the institution expects flawed procurement process. The bottom line in procurement planning is that planning is not about the future decision but the impact of decision today, the goals must be set participatory by all users this will influence procurement performance and effective utilization of available resources and budget allocation.

#### **Implementation of procurement Policies**

The implementation of stipulated public procurement structures could determine implementation or non-implementation of public procurement regulations. Failure to implement the regulations could result to single sourcing of goods and services in public secondary schools in Kenya. The procurement structures charged with procurement roles include; a procurement unit

and committees charged with different procurement roles which include; a tender committee, a procurement committee, Technical and Evaluation committee, inspection and acceptance committee, and the Disposal committee (Republic of Kenya, 2007). Public procurement entails confirming the availability of funds and ensuring that the estimates are realistic. The implementation of public procurement regulations in public secondary schools may be determined by the exposure of the head teacher to management training. Eshiwani (1987) avers that head teachers of schools are appointed without any form of training. Makori (2008) observed that training and retraining are important aspects of implementation when an organization shifts to a strategy requiring different skills, managerial approaches and operating methods.

#### **METHODOLOGY**

The study adopted a descriptive design to justify the relationship between the independent and dependent variables. The target population of this study was procurement personnel, working under the county government who are over 671 members of staff and my respondents were procurement personnel sampled from the target population. Both quantitative and qualitative data were collected in this study. Data were collected through questionnaires.

#### **RESEARCH FINDINGS**

##### **How staff training affected implementation of procurement policies in county governments**

The study sought to find out the how staff training affected implementation of procurement policies in county government. A majority 40% strongly agreed that lack of competence by county employees had reduced the effectiveness in our organization. 65% of the respondent agreed that efficiency had reduced in our organization due to lack of competence by county employees.

Majority of the respondents at 65% agreed lack of facilitation methods had reduced the effectiveness of their organization. 55% of

respondent agreed that lack of staff training had led to poor implementation of procurement policies as indicated on table 1.

**Table 1: Staff training**

Item	SA	A	N	D	SD
Lack of competence by county employees has reduced the effectiveness in our organization	114(58%)	59(29%)	0(0%)	6(3%)	20(10%)
Efficiency has reduced in county organization due to lack of competence by our employees	45(23%)	127(65%)	6(3%)	6(3%)	12(6%)
The organization lack facilitation methods, which has reduced the effectiveness of the organization.	63(32%)	102(52%)	12(6%)	6(3%)	12(6%)
Efficiency has reduced in the organization due to improper facilitation methods that the organization possesses	51(26%)	127(65%)	0(0%)	6(3%)	12(6%)
Lack of staff training has led to poor implementation of procurement policies	63(32%)	108(55%)	6(3%)	6(3%)	12(6%)

Ndumbi & Okello (2015) is in agreement with the findings that staff training affected implementation of procurement policies. The study established a positive significant relationship between staff training and the level of compliance to PPDA. The researcher concluded that staff training influenced compliance to PPDA. It was recommended that the staff needed to be exposed to further training and be given incentives to carry out procurement projects.

**How ICT affected implementation of procurement policies in county governments**

The study sought to find out how ICT affect implementation of procurement policies in county governments. The results in table 2 indicated that majority of the respondents 61% strongly agreed

that the level of automation that county governments was low hence less effectiveness of the counties. A majority of the respondents 68% agreed to the fact that Efficiency in the organization had reduced due to low level of automation in the organization. 61% of the respondents agreed that the organization possessed poor procurement systems in place hence low level of effectiveness. 55% of the respondents were in agreement with the fact that efficiency in the organization had reduced due to the fact that organization had poor procurement systems in place. A majority of the respondents 58% agreed that Poor ICT adoption by the counties had led to poor implementation of procurement function.

**Table 2: ICT**

Item	SA	A	N	D	SD
The level of automation that the organization is low hence less effectiveness of our organization	120(61%)	76(39%)	0(0%)	0(0%)	0(0%)
Efficiency in our organization has reduced due to low level of automation in our organization	51(26%)	133(68%)	12(6%)	0(0%)	0(0%)
The county govt possesses poor procurement	51(26%)	120(61%)	6(3%)	12(6%)	6(3%)

systems in place hence low level of effectiveness

Efficiency in the organization has reduced due to the fact that our organization have poor procurement systems in place

69(35%) 108(55%) 12(6%) 6(3%) 0(0%)

Poor ICT adoption by our organizations have led to poor implementation of procurement policies

57(29%) 114(58%) 25(13%) 0(0%) 0(0%)

A study by Abdalla & Wanjiru (2016) agreed with the fact that ICT had an effect on implementation of procurement policies: according to this study it revealed that the impact of ICT adoption on procurement processes mainly is realized through to time reductions and quality improvements, rather than cost reductions as reported by many authors.

were in agreement with the fact that efficiency in the organization had reduced due to the fact that organization had poor procurement systems in place. A majority of the respondents 58% agreed that Poor ICT adoption by the organizations had led to poor implementation of procurement function

The study concluded that lack of competence by county governments' employees had reduced the effectiveness in the organizations. It also concluded that efficiency had reduced in the organizations due to lack of competence by the employees. Furthermore lack of facilitation methods, had reduced the effectiveness of the organization. In addition lack of staff training had led to poor implementation of procurement policies

**SUMMARY OF RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATION**

On effect of staff training on implementation of procurement policies in County Governments, a majority 40% strongly agreed that lack of competence by our employees had reduced the effectiveness in the organizations. 65% of the respondent agreed that efficiency had reduced in the counties due to lack of competence by our employees. Majority of the respondents at 65% agreed that lack of facilitation methods had reduced the effectiveness of their organization. 55% of respondent agreed that lack of staff training had led to poor implementation of procurement policies.

In conclusion, the study identified that the level of automation that the organization had was low hence less effectiveness of the organization. It also concluded that there was low level of automation in the organization hence low efficiency. Therefore the study found out that the organizations had poor procurement systems in place hence low level of effectiveness. It also concluded that efficiency in the organization has reduced due to the fact that the county governments had poor procurement systems in place. In conclusion poor ICT adoption by the organizations had led to poor implementation of procurement function.

On the effects of ICT on implementation of procurement policies in County Governments, majority of the respondents 61% strongly agreed that the level of automation that the counties had was low hence less effectiveness of the organization. A majority of the respondents 68% agreed to the fact that Efficiency in the organization had reduced due to low level of automation in the organization. 61% of the respondents agreed that the organization possessed poor procurement systems hence low level of effectiveness. 55% of the respondents

**Recommendation**

County governments should train and develop their employees on a regular basis. The researcher further recommended that they should provide

facilitation methods for their employees; the study further recommended that the county governments should motivate their employees through promotions and awarding the best employees.

County governments should automate their systems to the level of the latest technology in order to increase efficiency. The study further recommended that the county governments adopt a more centralised system like the ERP in order to easily trace any corruption malpractices that could affect the county governments. The research recommended on training employees on how to use this system to increase efficiency.

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## Areas for Further Research

The research concentrated on staff training and ICT on implementation of procurement policies. From the findings, it was noted that there were other aspects affecting implementation of procurement policies.

Future researchers could investigate the factors affecting procurement process and factors affecting the tendering process. Additionally researcher recommended the effects of staff training on procurement practices, future researchers can try to look at the private sector and state corporations.

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