INSTITUTIONAL CAPACITY AND IMPLEMENTATION OF THE PUBLIC PROCUREMENT AND ASSET DISPOSAL ACT (2015) IN CENTRAL REGION ECONOMIC BLOC COUNTIES

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DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Student Name: Caroline Wangui Mutura **Reg No. 19/04150**

Sign: _____ Date: _____

I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the proposal panel and examiners recommended have been adequately addressed

Sign: _____ Date: _____

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ABSTRACT

The implementation of the Public Procurement and Asset Disposal Act, 2015 is essential for ensuring transparency, efficiency, and accountability in public procurement in the counties and the public sector at large. However, despite the enactment of PPADA in 2015, counties continue to face persistent challenges in its implementation, largely due to weak institutional capacity. This study therefore, analysed the influence top county leadership, staff competence, technological infrastructure, and financial resources on the implementation of PPADA, 2015 in the Central Region Economic Bloc counties. The study was guided by Resource-Based View, Institutional Theory, Public Choice Theory, and Stakeholder Theory. The study adopted a mixed-methods explanatory design integrating quantitative and qualitative approaches. The target population was all employees in the county's procurement and supply chain directorates. The study used balloting to select five counties or 50% out of the ten CEREB counties. The study then conducted a census of all employees involved in procurement in the selected counties. Quantitative data gathered using structured questionnaires while key informant interviews and content analysis of the PPADA, 2015, were used to gather qualitative data. A total of 114 procurement and supply chain employees were reached and satisfactorily filled the questionnaires. Four key interviews were successfully conducted among the senior management in the procurement and supply chain management directorate. Quantitative data was analysed using descriptive statistics in form of means and inferential statistical through multiple regression analysis. The qualitative data was analysed using thematic analysis. The content analysis revealed that Section 33 of the PPADA, 2015 is the one that regulates the procurement function in the counties. The study found that top county leadership had significant influence on the implementation of PPADA, 2015, while staff competence, technological infrastructure, and financial resources had an insignificant influence on the implementation of PPADA. The study concluded that implementation of PPADA, 2015 in the CEREB counties was largely dependent on the active involvement and commitment of county leadership with staff competence, technological infrastructure and financial resources emerging as weak links. The study recommends continued strengthening county leadership commitment by linking procurement plans to development goals, enhancing procurement staff training, and improving the integration of eGPS and technological systems to ensure desired implementation of PPADA, 2015.

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DEDICATION

This research project is dedicated to my dear family members because they have been so supportive, encouraging and tolerant with me throughout my scholarly work. To all my mentors and colleagues, this project would not have been written without your guidance and the wealth of knowledge, from which the visions set before me shine. This work is also being dedicated to all those wishing for, working for, fighting for clarity, efficiency, integrity, honesty, and high standards in the public procurement process and society. May this research be helpful for better analysis and understanding of the Public Procurement and Asset Disposal Act.

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ABBREVIATION AND ACRONYMS

AU	African Union
CEREB	Central Region Economic Bloc
EU	European Union
ICT	Information and Communication Technology
IRB	Institutional Review Board
KCAUSERC	KCA University Institutional Scientific and Ethics Review Committee
KenGen	Kenya Electricity Generating Company
PPADA	Public Procurement and Asset Disposal Act
PPRA	Public Procurement Regulatory Authority
RBV	Resource-Based View
UN	United Nations
WB	World Bank
WTO	World Trade Organization

OPERATIONAL DEFINITION OF TERMS

Public Procurement Asset Disposal Act (PPDA)	:	The Public Procurement and Asset Disposal Act of Kenya applies the legal framework of the country created by the Public Procurement and Asset Disposal Act of 2015 that aims at increasing transparency, accountability, and effectiveness of procurement in national and county governments and public entities (PPRA, 2019).
Institutional Capacity	:	This is the number of resources, human, formal, and technical required and available to support the implementation of the Public Procurement and Asset Disposal Act at a given time (Mwikali & Kavale, 2019; Gichira & Kimani, 2018).
Provisions of the Public Procurement and Asset Disposal Act	:	These are the rules, fines, and any other tools that the government specifically put in place in order to monitor the proper implementation of the public procurement and asset disposal activities within the context of the government with the aid of the Public Procurement and Asset Disposal Act (Owino, 2016; Kimani & Muturi, 2019b).
Implementation of the Public Procurement and Asset Disposal Act	:	Is the process of applying the legal, administrative, and operational provisions outlined in the Public Procurement and Asset Disposal Act to ensure timely, cost-effective, and compliant procurement practices (Kamau & Muturi, 2019).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Public procurement is central to public sector performance and economic management, and reforms worldwide seek transparency, competition, and value for money (Hussain et al., 2019; World Bank, 2020). Kenya enacted the Public Procurement and Asset Disposal Act, 2015 (PPADA, 2015), to strengthen openness and accountability through open tendering and competitive bidding. Despite this legal framework, implementation challenges remain evident in practice, especially at the devolved level where capacity and oversight vary (European Commission, 2019; Husted & de Queiroz, 2020). The COVID-19 period further exposed tensions between speed and transparency, which highlighted the need for stronger institutional capacity to implement the law without sacrificing integrity (OECD, 2020).

Across Africa and East Africa, legal frameworks have expanded, yet gaps in leadership, human resources, ICT adoption, and monitoring continue to constrain effectiveness (AU, 2020; Tsegaw & Yusuf, 2021; Nambalirwa & Lubega, 2020). In Kenya, studies report persistent risks that complicate compliance with PPADA, 2015, including corruption, political interference, uneven staff skills, and administrative inefficiencies that inflate costs or delay delivery (PPRA, 2019; Wambua & Nzioki, 2021). These patterns point to institutional capacity as a proximate driver of implementation quality, specifically leadership commitment, staff competence, technology infrastructure, and financial resourcing.

The Central Region Economic Bloc provides a practical context to examine how counties translate the PPADA, 2015, into day-to-day procurement results. The bloc seeks coordinated development through harmonised structures and pooled resources, which makes the role of institutional capacity particularly salient for law implementation and service delivery outcomes (Mwangi & Omeri, 2023; Muriithi, 2024). This study, therefore,

investigated how top county leadership, staff competence, technology, and financial resources influence the implementation of PPADA, 2015, in the CEREB counties.

1.*1.1 Institutional capacity*

Institutional capacity has been defined by various scholars and organizations, with two authoritative definitions provided by the World Bank and the United Nations Development Programme. According to the World Bank (2021a), institutional capacity is fundamental for the effective delivery of public services, ensuring that resources are allocated appropriately and objectives are achieved efficiently. The United Nations Development Programme (2020) further emphasizes that enhancing institutional capacity is essential for sustainable development, as it allows institutions to adapt to challenges and improve service delivery. In the context of public procurement, institutional capacity plays a crucial role in ensuring that procurement processes are transparent, efficient, and compliant with relevant legal frameworks (Kipkemboi, 2020).

Effective leadership and staff competence are key dimensions of institutional capacity. Leadership sets the tone for the institution, guiding decision-making, fostering accountability, and creating an environment that supports the achievement of organizational goals. Mapon and Tsasa (2021) argue that leadership is critical in driving institutional reforms and fostering transparency within organizations. Additionally, the competence of staff, encompassing skills and expertise, directly impacts the institution's ability to carry out its responsibilities. Mihungo and Mwagike (2021) highlight that skilled personnel are essential for the effective implementation of policies and programs, particularly in public procurement, where precision and efficiency are crucial. Institutions with capable leadership and well-trained staff are therefore more likely to implement policies successfully, including the Public Procurement and Asset Disposal Act, 2015.

Technology infrastructure and financial resources further strengthen institutional capacity by enabling efficient operations and supporting the implementation of key programs. Inadequate technological systems can hinder an institution's ability to manage data, monitor progress, and engage stakeholders. The World Bank (2021b) emphasizes the importance of integrating technology to streamline operations and enhance service delivery. Financial capacity is also critical for providing the resources required to execute public procurement activities effectively. Without sufficient financial resources, institutions may face challenges in implementing procurement laws and regulations.

In this study, institutional capacity refers to four interrelated dimensions: top county leadership, staff competence, technology infrastructure, and financial resources. This study, therefore, investigated how these four dimensions influence the implementation of the Public Procurement and Asset Disposal Act, 2015, in the CEREB counties.

1.1.2 Implementation of the Public Procurement and Asset Disposal Act, 2015

Kenyan public entities implement procurement through the PPADA, 2015, which introduced reporting, accountability, and value-for-money provisions intended to curb corruption and standardise practice. The Act emphasises open tendering, competitive bidding, and fair contract awards to enhance transparency and reduce abuse (PPRA, 2019). County entities are therefore expected to align processes to these standards to safeguard public resources and improve service delivery outcomes.

Evidence shows that implementation has yielded benefits where compliance is strong. Studies report improved financial propriety, reduced fraud risks, shorter cycle times, and clearer oversight where officers are trained and procedures are followed (Kamau & Muturi, 2019; Obuya & Kihoro, 2021). At the same time, persistent difficulties continue to affect practice in several entities. Political interference, bureaucratic delays, and uneven adherence to

procedures are frequently cited obstacles that undermine efficiency and inflate costs (Maina et al., 2020; Wambua & Nzioki, 2021).

These patterns point to underlying capacity constraints. Gaps in leadership commitment, variable staff competence, limited ICT adoption, and tight or irregular financing can weaken compliance and monitoring, even where the legal framework is clear. In response, recent reforms and regulatory actions seek to strengthen enforcement, intensify training, and modernise systems to improve consistency across procuring entities (Mugambi, 2021). Within this context, the present study focuses on how top county leadership, staff competence, technology, and financial resources influence the implementation of PPADA, 2015, in the Central Region Economic Bloc counties.

1.1.3 Central Region Economic Bloc

The Central Region Economic Bloc is a voluntary coalition of ten counties, namely Embu, Kiambu, Kirinyaga, Laikipia, Meru, Murang'a, Nakuru, Nyandarua, Nyeri, and Tharaka-Nithi, formed to harmonise policy, pool resources, and attract investment under Kenya's devolved governance framework. At a summit in Nyeri in October 2023, bloc leaders resolved to develop an Economic Blueprint and a Domestic Resource Mobilisation Strategy to boost production, expand regional industry, and improve infrastructure across agriculture, tourism, education, health, ICT, and finance (Mwangi & Omeri, 2023). The bloc's combined gross county product has been estimated at $28 billion, underscoring its economic weight and the potential benefits of coordinated planning for service delivery (Muriithi, 2024).

Agriculture remains the leading employer in the region, followed by wholesale and retail trade, yet farm incomes remain low due to historical value-chain constraints (Muriithi, 2024). CEREB therefore provides a practical context to examine how joint planning can raise returns and balance urban and rural development. Prior intercounty collaborations suggest that structured cooperation can improve organisational performance, which is relevant for

standardising procurement practices, building capacity, and implementing PPADA, 2015 within county systems (Karatu, Mutunga, & Rintari, 2023). This context motivates the present study's focus on how leadership, staff competence, technology, and financial resources shape PPADA implementation across the ten CEREB counties.

1.2 Statement of the Problem

Kenya enacted the Public Procurement and Asset Disposal Act, 2015, to make public purchasing more transparent, efficient, and accountable. However, counties continue to face uneven implementation. Common symptoms include delayed procurement cycles, weak records management, low uptake of e-procurement modules, and recurring audit queries that raise value-for-money concerns. These problems are also observed across counties in CEREB, where bottlenecks in planning, tender preparation, evaluation, and contract management still appear in routine oversight reports and day-to-day operations. Court proceedings involving county executives and procurement officials have also become more visible in the devolution era, signalling persistent integrity risks in public purchasing (Mutangili, 2019). This shows institutional weaknesses and gaps in the implementation of the PPADA, 2015, whose compliance in the counties is meant to ensure transparency, fairness, and competition, value for money, and timely, accountable service delivery.

Despite the growing recognition of public procurement's importance in the county governments, there is limited research on how these capacity variables jointly shape the implementation of PPADA, 2015, across counties, creating a clear conceptual, contextual, and methodological gap. Prior work, such as Wambua (2022), documents procurement inefficiencies in Kenya's public sector, but does not disentangle how leadership commitment and staff competence translate into county-level compliance, timeliness, and value-for-money outcomes. Studies by Kabir and Musonda (2021) and Osei and Boateng (2023) emphasise financial capacity in enforcing procurement laws, yet stop short of showing how finance

interacts with technology infrastructure and organisational structures in the devolved Kenyan context.

Most available studies are national in scope, single-factor, descriptive, or conducted outside Kenya, and few link capacity inputs to concrete PPADA, 2015 implementation indicators such as procurement cycle times, audit flags, or uptake of e-procurement. This study, therefore, investigated how top county leadership, staff competence, technology, institutional structures and processes, and financial resources influence the implementation of PPADA, 2015, in CEREB counties.

1.3 General Objective

The general objective of this study was to assess institutional capacity and implementation of the Public Procurement and Asset Disposal Act, 2015, in the Central Region Economic Bloc Counties.

1.3.1 Specific objectives

1) To evaluate the role of county top leadership on the implementation of PPADA, 2015, in CEREB Counties.
2) To investigate how staff competence influences the implementation of PPADA, 2015, in CEREB Counties.
3) To assess the influence of technological infrastructure on the implementation of PPADA, 2015, in CEREB Counties.
4) To explore the influence of financial resources on the implementation of PPADA, 2015, in CEREB Counties.

1.4 Research Questions

1) What is the role of the county top leadership in the implementation of PPADA, 2015, in CEREB Counties?

2) What is the influence of staff competence on the implementation of PPADA, 2015, in CEREB Counties?
3) What is the influence of technology infrastructure on the implementation of PPADA, 2015, in CEREB Counties?
4) How do financial resources influence the implementation of PPADA, 2015, in CEREB Counties?

1.5 Significance of the Study

This study deepens understanding of how institutional capacity influences implementation of the Public Procurement and Asset Disposal Act, 2015, within the Central Region Economic Bloc counties. By identifying and analysing the leadership, human-resource, technological, and financial factors that drive successful implementation, it offers practical insights for policymakers, scholars, private-sector stakeholders, and the wider public.

1.5.1 Policymakers

The policymakers may find this study of essence since it shall shed light on four aspects of institutional capacity in the implementation of the Public Procurement and Asset Disposal Act, 2015, in the Central Region Economic Bloc Counties. This study may therefore guide policymakers at the counties, senate, and independent commissions in a better understanding of the institutional capacity of the counties in implementing procurement and other regulatory frameworks necessary for the running of the counties. This is important for service delivery to citizens amidst scarce resources.

1.5.2 Researchers and academics

This study will be of immense significance in developing the literature base concerning the public procurement regulatory framework in Kenya's county governments. It shall provide subsequent researchers and academics with an understanding that could further inform similar studies in different sectors relating to the implementation of public procurement regulatory

frameworks. In addition, these findings shall become a point of reference towards academic debates and further motivate advanced analysis regarding procurement frameworks within the counties.

1.5.3 Private sector stakeholders

The suppliers and contractors in the private sector may benefit from understanding the nature of institutional capacity and its role in procurement in the counties. The study reveals how leadership commitment, staff competence, technology infrastructure, and financial resources shape institutional capacity for implementing the Public Procurement and Asset Disposal Act, 2015, in the Central Region Economic Bloc counties. Understanding these institutional capacity dimensions will help suppliers and contractors align their bidding strategies with county capabilities, enhance compliance, and collaborate with procurement officials to secure adequate funding and modern digital systems that support transparent, timely, and competitive tendering.

1.5.4 The general public

The study clarifies how leadership commitment, staff competence, technology infrastructure, and financial resources jointly shape procurement outcomes that underpin county service delivery. By making these linkages explicit, citizens in Central Region Economic Bloc counties will better understand the factors that determine the pace and quality of projects such as roads, water systems, and health facilities, and they can engage more effectively in community dialogues aimed at strengthening local services.

1.6 Scope of the Study

The research was conducted in the Central Region Economic Bloc counties within the borders of Kenya. The study employed a mixed-methods approach, combining both quantitative and qualitative methodologies. Quantitative data were gathered through structured questionnaires administered to employees involved in procurement processes in the Central Region Economic

Bloc counties. Qualitative data were drawn from the responses of semi-structured interviews with key informants, such as the County Attorney and the Chief Executives Committee Members. The research study was undertaken in nine months, starting from January 2025 and ending in September 2025. This period covered the planning phase, data collection, analysis, and presentation of findings. This timeline ensured that the information collected was current and relevant to the ongoing discussions on implementing the Public Procurement and Asset Disposal Act in the Central Region Economic Bloc counties.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature relevant to the institutional capacity for the implementation of the Public Procurement and Asset Disposal Act, 2015. Effective enforcement of procurement regulations is essential for transparency, accountability, and efficiency in public resource management. The review begins with a theoretical overview of key models and frameworks in public procurement, followed by an empirical analysis of studies on how the four institutional factors influence procurement law implementation in different contexts, which are relevant to this study. The chapter concludes with a discussion of knowledge gaps, the conceptual framework, and the operationalization of variables relevant to this research.

2.2 Theoretical Review

This study was guided by several key theories, including Resource-Based Theory (RBV), Institutional Theory, Public Choice Theory, and Stakeholder Theory. These theories collectively help explain the factors influencing the implementation of PPADA, 2015, at the county level.

2.2.1 Resource-Based theory

The Resource-Based View (RBV) theory was introduced by Barney in 1991 and posits that an organization's competitive advantage is derived from its unique resources, both tangible and intangible. The theory argues that institutions with valuable, rare, inimitable, and non-substitutable resources can sustain superior performance. In the context of public procurement, institutional capacity, including skilled personnel, financial resources, and technology, determines the efficiency of procurement law implementation (Bertram, 2016). In this study, these RBV resources map onto the independent variables as follows: staff competence reflects

human capital, technology infrastructure reflects technological assets, and financial resources reflect budgetary and liquidity capacity that enable timely and compliant processes.

Critics of the RBV argue that it focuses too much on internal capabilities while ignoring external factors such as regulatory constraints and market dynamics (Wernerfelt, 2016). Additionally, the theory assumes that resources are inherently valuable without considering the role of institutional strategies in leveraging them effectively. These limitations suggest that RBV alone may not fully explain procurement efficiency in devolved governments (Ackah, Issah, & Richard, 2025). Consequently, in this study, RBV is complemented by institutional, public choice, and stakeholder perspectives to account for rules, leadership incentives, and stakeholder pressures that also influence implementation.

In public procurement, institutions with well-developed human capital and technological resources tend to have higher implementation of procurement regulations (Mwikali & Kavale, 2019). A study by Mwirigi (2018) found that inadequate resource allocation in Kenyan state corporations contributes to non-implementation and inefficiencies in procurement processes. Therefore, enhancing institutional capacity through training, adequate financial resources, and technology adoption is critical for effective procurement implementation. Aligned to the study variables, RBV implies that countries with stronger staff competence, better ICT infrastructure, and adequate financial resources should exhibit improved timeliness, transparency, and compliance in implementing the PPADA, 2015.

This study links Resource-Based Theory to the independent variable, institutional capacity. Institutional capacity plays a crucial role in procurement implementation, as organizations with sufficient resources can efficiently comply with regulations and minimize procurement malpractices (Kimani & Muturi, 2019a). Therefore, understanding how resource availability affects procurement performance provides insights into improving implementation levels in counties. In operational terms for this study, RBV underpins the expected positive

effects of staff competence, technology infrastructure, and financial resources on the dependent variable of PPADA, 2015 implementation, while leadership is treated as a managerial capability that mobilizes and deploys these resources effectively.

2.2.2 Institutional theory

Institutional Theory, as introduced by DiMaggio and Powell in 1983, emphasizes how organizations adapt to external pressures, whether legal, normative, or mimetic, to gain legitimacy and stability (Alam, 2022). This theory is particularly useful for understanding how procurement systems, like Kenya's Public Procurement and Asset Disposal Act, 2015, are implemented within public organizations. The PPADA, 2015, as a coercive regulatory framework, seeks to enforce transparency and accountability in procurement processes (Mutangili, 2019). Musumbu and Nyang'au (2017) suggests that a well-established regulatory framework is essential for ensuring compliance with procurement laws, but its effectiveness often depends on factors such as leadership, staff competence, and technology infrastructure.

A critical aspect of institutional theory is its categorization of coercive, mimetic, and normative pressures. Coercive pressures from regulatory bodies, such as the Public Procurement Regulatory Authority, help enforce compliance with PPADA, 2015.

However, in the Kenyan context, frequent amendments to PPADA, 2015, and inconsistent enforcement mechanisms weaken its ability to regulate procurement effectively. This is supported by Kimani and Muturi (2019a), who observed that while regulatory frameworks are established, their fragmented application and the failure of enforcement lead to inefficiencies in procurement processes at the county level. Such challenges undermine the objectives of the PPADA, 2015, indicating a significant gap in institutional capacity that hinders procurement efficiency.

Further, Institutional Theory's focus on mimetic pressures suggests that organizations may adopt best practices by imitating successful procurement models. This is evident in the

widespread adoption of e-procurement systems across various counties. However, the uptake of such practices has been slow and uneven, as counties with weaker institutional capacity face difficulties in fully implementing these systems (Mutangili, 2019). A study by Mwikali and Kavale (2019) shows that while some counties have embraced e-procurement, many still struggle due to insufficient training and technological infrastructure. This mimetic pressure is thus tempered by the actual capacity of an institution to adopt and implement such practices effectively.

Normative pressures, derived from professional standards and ethics, also influence procurement practices. The introduction of professional procurement bodies and certifications has contributed to enhancing procurement competence in Kenya (Mutangili, 2019). However, Kauppi (2022) highlights that organizations may superficially comply with regulations, adhering to the letter of the law without necessarily improving procurement outcomes. This critique is particularly relevant in the context of Kenya's county governments, where institutional practices often lack depth and fail to address underlying capacity issues, such as the need for well-trained staff and adequate financial resources.

In light of these challenges, this study links Institutional Theory to the independent variable of institutional capacity. It emphasizes that the successful implementation of PPADA, 2015, is contingent not just on a well-structured legal framework, but also on the capacity of counties to effectively implement these regulations (Fazekas & Blum, 2021). While institutional theory underscores the importance of external pressures, this study argues that internal factors, such as leadership commitment, staff competence, and the availability of technology, play an equally important role in ensuring the effectiveness of procurement processes. Understanding how institutional pressures interact with these internal capacities can provide valuable insights into how countries can improve their procurement systems and meet the objectives of the PPADA, 2015.

2.2.3 Public choice theory

Public Choice Theory explains how self-interest by political leaders and bureaucrats can shape public decisions. In public administration, this perspective is often used to understand rent-seeking, favouritism, and rule manipulation when officials face weak checks and low accountability (Firidin, 2022). Evidence from decentralised service delivery shows that where incentives are misaligned, local elites can capture processes and reduce efficiency, but where accountability mechanisms are stronger, performance improves (Dick-Sagoe, Asare-Nuamah, Dick-Sagoe, & Read, 2021).

For this study, the theory links directly to top county leadership and staff competence, and indirectly to technology and financial resources. It predicts better implementation of PPADA, 2015, when county leadership sets clear consequences for violations, separates roles, and supports transparent disclosure (Firidin, 2022). When staff competence and ethics are strengthened through training and certification, and when technology reduces discretion by recording and publishing transactions. These measures change incentives and raise the cost of non-compliance, which public choice scholars identify as necessary for efficient and accountable public procurement (Dick-Sagoe et al., 2021).

2.2.4 Stakeholder theory

Stakeholder Theory holds that organizations create and sustain value by identifying salient stakeholders, understanding their interests, and designing engagement and governance practices that balance those interests over time (Mahajan, Lim, Sareen, Kumar, & Panwar, 2023; Bridoux & Stoelhorst, 2022). Contemporary work stresses strategy fit and the distribution of value among stakeholder groups, noting that fairness, voice, and transparency shape cooperation and performance (Bridoux & Stoelhorst, 2022; Mahajan et al., 2023).

Recent extensions also emphasize the networks of human and non-human actors that enable engagement in complex public systems, offering practical guidance on how information flows, tools, and routines connect stakeholders to decision processes (Marcon-Nora, Alberton, & Ayala, 2023; Mahajan et al., 2023). This lens is useful where procurement touches suppliers, oversight bodies, civil society, and citizens, each with distinct claims and capacities.

Applied to this study, Stakeholder Theory links directly to top county leadership and staff competence. Leadership sets participation norms and approves disclosure, supplier forums, complaints handling, and citizen feedback channels that are consistent with PPADA, 2015. Competent staff operationalize these practices through market engagement, clear tender communication, debriefs, and responsive contract management, which support compliance, transparency, and timeliness in county procurement (Mahajan et al., 2023; Marcon Nora et al., 2023).

2.3 Empirical Review

An empirical review is a research method through which data is gathered by observation or experimentation and analysed to test the hypotheses or to find answers to the research questions. In this approach, tangible evidence is relied upon to draw a conclusion. Empirical studies are common in natural, social, and behavioural sciences (Creswell & Creswell, 2021; Neuman, 2020).

2.3.1 Top leadership and implementation of the PPADA, 2015

Top county leadership is the first institutional capacity variable under this study. The study thus analysed empirical studies that were relevant to this variable in different contexts. Comparative evidence consistently assigns a central role to senior leadership in moving procurement reform from paper to practice, although the channels of influence differ by context. In Brazil, executives who set explicit procurement goals and model accountability were associated with cleaner, more efficient procedures, pointing to agenda setting and culture

building as core leadership levers (Ribeiro & Nascimento, 2018). In India, state leaders who visibly sponsored e-procurement helped convert reform intent into operational gains in transparency and timeliness, highlighting the importance of political cover for digital change (Shukla & Kumar, 2020). Read together, these studies argue that reform momentum follows where top leaders make procurement a priority and signal consequences for noncompliance. The gap is that both accounts remain above the local tier and do not show how county executives influence routine steps such as planning, evaluation, and contract management.

Findings from Nigeria and Kenya's central government sharpen this claim by tracing a compliance pathway. In Nigeria, leadership insistence on enforcing statutory rules corresponded with lower corruption in federal procurement, suggesting that consistent oversight and sanctions matter as much as new tools or policies (Olubunmi, 2017). In Kenyan ministries, senior attention to PPADA,2015 requirements correlated with fewer inefficiencies, implying that leaders influence outcomes through resource allocation, monitoring, and timely direction to implementing officers (Kimani & Muturi, 2021a). The logic is straightforward: when leaders watch, measure, and resource procurement, staff follow the process, cycle times improve, and audit queries decline. The gap is that these studies do not quantify leadership effects relative to other capacity factors, such as staff skills, technology, and funding, at the county level.

However, these contributions are largely centred on national tiers and say little about how leadership dynamics play out in devolved systems, where implementation frictions often arise. County environments introduce additional actors, including county executives, procurement committees, and sector heads, whose coordination can amplify or dilute leadership intent. The absence of granular evidence at this level limits understanding of which leadership levers matter most for day-to-day decisions and how they travel through committees and secretariats. The gap is the lack of multi-county comparative analysis that links specific

leadership actions to observable implementation indicators under PPADA in the same regional context.

County-focused studies begin to address the void by linking executive sponsorship to practical capability choices. Mixed-methods work in selected Kenyan counties connects county executive support, functional procurement committees, and staff training with better uptake of PPADA provisions, pointing to committee effectiveness and capacity building as transmission mechanisms for leadership influence (Mwangi & Wainaina, 2020). Survey evidence associates the commitment of governors and senior officials with improvements in accountability and openness, suggesting that tone at the top shapes norms in evaluation and award stages (Wanjiru & Kihara, 2018). These results move beyond rhetoric by tying leadership to specific routines. The gap is that most designs are single-county or small-sample and do not test whether these patterns generalize across counties in CEREB.

Related research on institutional capacity in state entities further indicates that senior leaders underwrite key inputs that sustain compliance. Leadership attention appears to determine whether training budgets are protected, internal audit is empowered, and procurement policies are clarified and communicated to line units (Wanjiru & Kihara, 2023). This reframes leadership as a set of resource and governance choices that enable staff to work to rule rather than a purely symbolic function. It also implies that leadership effects are mediated by staff competence and organizational structures. The gap is that mediation is rarely tested empirically, leaving unclear how much of leadership's influence operates through staff capability, technology, internal controls, or financing.

Njoroge and Ngugi (2020) conducted a study to examine the challenges facing the implementation of public procurement regulations in Kenya, focusing particularly on the role of government leadership in the Nairobi City County Government. The study used a descriptive research design, with a sample of 69 staff from the procurement department selected through

stratified random sampling. The study found that government leadership plays a critical role in ensuring the successful implementation of procurement policies. However, despite the presence of procurement policies and institutions, the study revealed that leadership commitment alone was insufficient without adequate funding and skilled personnel. The study studied leadership from a challenges perspective.

Taken together, the literature supports the proposition that leadership matters for procurement reform, but it leaves unanswered questions on scope, mechanisms, and magnitude at the county level. Most studies are descriptive, rely on perceptions, and seldom pair leadership measures with objective outcomes such as audit flags, procurement cycle times, or e-procurement uptake. There were a few studies that estimated joint models that compare leadership alongside staff competence, technology infrastructure, institutional structures and processes, and financial resources across counties in Kenya. The present study responded to these gaps by analysing individual and combined effects of top county leadership within a comparative design across CEREB counties, using linked indicators of PPADA, 2015 implementation to move from association toward decision-relevant evidence.

2.3.2 Staff competence and implementation of PPADA, 2015

In this study, staff competence is the second institutional-capacity variable under review. In China, Zhang and Liu (2019) showed that professional training and legal expertise help curb corruption and inefficiency in local procurement. They concluded that technical skills and knowledge of the law are central to better performance, but they also noted that competence works best when leadership and culture are supportive. Read alongside India's experience, these points point to a joint mechanism where skills only translate into compliance when leaders back them with clear expectations and oversight. What remains uncertain is how this mechanism operates in devolved county settings like Kenya.

In India, Shukla and Kumar (2020) found that trained officers improved compliance and transparency during e-procurement rollouts, while limited specialist skills slowed implementation outside major centers. Compared with Zhang and Liu (2019), the Indian evidence stresses digital capability as part of competence, not just legal knowledge. The common thread is that training matters, yet the Indian case makes the additional claim that competence must match the technology in use. Neither study, however, tests county-level variation or links competence to concrete PPADA, 2015 indicators that are relevant to Kenyan counties.

Kabir and Musonda (2021) examined South Africa and reported that the presence of procurement professionals and targeted training raised compliance and reduced delays. This aligns with the Chinese and Indian cases on the value of skills, but adds that structured professionalization programs can stabilize performance across units. Compared with large national or provincial entities, counties often work with lean teams and tighter budgets, which can weaken these programs. The South African work therefore supports the competence thesis, yet it says little about how smaller county administrations sustain skills when turnover is high and training budgets are thin.

Osei and Boateng (2023) in Ghana similarly showed that competence, backed by continuous professional development, strengthens enforcement. Taken with Kabir and Musonda (2021), this suggests that accreditation, refreshers, and mentoring are the practical levers through which competence affects outcomes. The two studies together imply that competence is an ongoing investment rather than a one-off training event. Still missing is evidence on decentralized county-type structures and whether the same levers hold where procurement volumes are smaller, oversight is dispersed, and political demands are more local. Rwanda’s experience adds another angle to the leadership debate for implementation of procurement reforms. Mugisha and Nkurunziza (2020) found that continuous training

improves efficiency and compliance, while gaps in expertise and slow uptake of new systems are major barriers. Compared with India's emphasis on digital readiness, Rwanda underscores the pace of learning and the importance of change management when systems evolve. Both cases support the idea that competence must keep pace with reform. Neither, however, examines how county leadership shapes the development and use of staff competence, which limits insight into how human resources translate into better law enforcement at the county level.

Kenyan county evidence is closest to the present study. Mihungo and Mwagike (2021) emphasize the crucial role of staff competence in the successful implementation of procurement regulations like PPADA, 2015. They argue that professional training and legal expertise are essential for ensuring compliance, transparency, and efficiency in procurement processes. However, they also note that competence alone is insufficient without strong leadership and a supportive institutional culture. This aligns with the present study, which highlights that while competence is necessary, its effectiveness in implementing PPADA (2015) in counties depends on the support and direction provided by top county leadership.

Ndumbi and Okello (2015) conducted a study to evaluate the effect of staff training on compliance with the Public Procurement and Disposal Act, 2015, in Kenyan parastatals, with a focus on the Kenya Electricity Generating Company (KenGen). The study used a descriptive research design and a correlation research design, targeting all staff in KenGen's procurement department and heads of departments with relevant knowledge of procurement compliance. Data were collected through structured questionnaires, and both descriptive and inferential analyses were conducted using SPSS Version 20. The findings revealed a significant positive relationship between staff training and the level of compliance with the PPDA. The study concluded that ongoing staff training is crucial for enhancing compliance, recommending

further exposure to training and the provision of incentives to staff involved in procurement processes. The study focused on training, not competence.

Wanyonyi, Makokha and Namusonge (2018) reported that insufficient staffing and weak training hinder effective implementation, with a shortage of specialized officers reducing enforcement capacity. Set against the broader literature, this confirms that competence problems are binding in countries, but it does not show how top leadership addresses these deficits or how patterns compare across multiple countries in the same region. The current study responds by testing staff competence alongside leadership, technology, and financial capacity within a single design, allowing a clearer view of how competence interacts with other drivers to shape PPADA, 2015 implementation in CEREB counties.

2.3.3 Technological infrastructure and implementation of PPADA, 2015

Technological infrastructure is the third variable that was investigated in this study based on relevant empirical studies. Evidence from the developed world suggests that technology is a practical lever for better procurement outcomes, but design and integration matter. In the United Kingdom, Smith and Gordon (2022) reported that strong policies and monitoring helped, yet limited integration of digital platforms held back full compliance and efficiency. Their mixed-methods study across large public bodies shows that technology must be embedded in everyday workflows, not added on top. The lesson is that software alone is not enough; systems need to talk to each other and support end-to-end processes.

Findings from China reinforce the value of e-procurement while highlighting capability constraints. Lee (2019) showed that digital platforms improved transparency, cut manual errors, and reduced corruption risks in local governments. At the same time, weak connectivity, low technical skills, and uneven investment slowed adoption, particularly outside major cities.

Compared with the United Kingdom, the Chinese experience brings capacity gaps to the fore and suggests that infrastructure and training are co-determinants of success.

Municipal evidence from Brazil points in the same direction but stresses speed and accuracy as immediate gains. Santos and Pereira (2021) found that robust e-procurement systems accelerated transactions and reduced clerical mistakes, which supported better enforcement of procurement rules. Unlike Lee (2019), they placed less emphasis on connectivity and more on platform reliability and process automation. Read together, these studies imply that countries face different binding constraints: some must first solve access and skills, others must deepen integration and automation.

Kenyan county evidence underlines the adoption gap in devolved contexts. Musumbu and Nyang'au (2017) showed that poor ICT uptake is a significant barrier to implementing procurement laws, based on multivariate analysis of officers across several counties. Their results align with the international literature on the need for fit-for-purpose systems and user capability. However, they did not isolate Central Region Economic Bloc counties, and they did not test how technology interacts with leadership commitments or staff competence in shaping compliance.

Ombajo, Mandala, Ayoyi, Isaac, and Kipketer (2024) explored the impact of technology adoption on the efficiency and transparency of public procurement processes in Kenya. The study investigated the integration of e-procurement systems, blockchain, and artificial intelligence as part of Kenya's efforts to modernize its procurement system. The findings indicated that while technology adoption has led to improvements in procurement efficiency, challenges such as digital literacy, cybersecurity issues, and infrastructure limitations remain. The research further revealed that technology has a significant impact on streamlining procurement activities, enhancing transparency, and reducing corruption. The

study emphasizes the importance of addressing these challenges to fully leverage technological advancements in public procurement.

Mandala, Ayoyi, and Too (2024) explored the impact of Information Technology (IT) adoption on the efficiency and transparency of public procurement processes in Kenya. The study was based on the Technology Acceptance Model and the Technology, Organization, and Environment theory, adopting both quantitative methods and document analysis. Data were collected through questionnaires, with the study finding that IT usage and IT reliance together explained 26.5% of the variance in efficiency and transparency in public procurement. The results showed that both information technology usage ($p = 0.027$) and IT reliance ($p = 0.000$) significantly affect procurement outcomes. The study concluded that IT plays a crucial role in enhancing procurement efficiency and transparency and emphasized the need for continued investment in IT infrastructure, training, and data security to improve procurement practices and governance in Kenya.

Across these studies, the direction of the literature is clear: technology improves transparency, cycle time, and accuracy when platforms are reliable, integrated, and supported by skills and budgets. What remained underexplored is how these technology effects vary across counties within the same region, how legacy systems and connectivity constraints shape uptake, and how leadership and staff competence condition the returns to e-procurement. This study addresses that gap by examining technology alongside top leadership, staff competence, and financial capacity in the CEREB context, linking infrastructure conditions to concrete indicators of PPADA, 2015 implementation.

2.3.4 Financial resources and implementation of the PPADA, 2015

Financial resources represent the fourth key institutional capacity variable in this study, which was investigated to assess its role in the implementation of PPADA. Evidence on fiscal decentralization shows that money flows matter for procurement results. In Ghana, Scott

(2021) linked stronger revenue mobilization and timely intergovernmental transfers to better service delivery in District Assemblies. While not a procurement study per se, the findings imply that when cash is predictable, entities can plan, tender, and pay on time, which supports compliance. The study's mixed-methods design strengthens the claim, yet it stops short of tracing how funding reliability maps onto specific PPADA, 2015 indicators, such as cycle time or adherence to competitive methods.

Scholarly work from Southern Africa puts financial capacity closer to the centre of procurement compliance. Kabir and Musonda (2021) reported that reform uptake in South Africa improved when budgets covered key procurement activities, including training and system upgrades. Their argument is persuasive on the funding and compliance link, but leadership and staff competence were treated as background conditions rather than tested moderators. This limits what we can infer about counties where weak skills or inconsistent oversight could dilute the benefits of additional funding.

Ghanaian evidence from public sector adds a complementary angle. Osei and Boateng (2023) found that adequate funding supported the enforcement of procurement rules and reduced slippage in contract execution. Compared with Kabir and Musonda (2021), they stressed enforcement capacity but did not examine how technology or staffing interacts with funding to produce results. The SOE focus also leaves open whether these effects hold in county governments that face harder budget constraints and more fragmented approval chains. Rwandan findings highlight the role of budget autonomy. Mugisha and Nkurunziza (2020) associated greater financial autonomy with faster procurement and fewer delays. This supports the view that entities perform better when they control their budgets and cash releases. However, the study did not test whether autonomy without skills, leadership attention, and ICT support sustains compliance gains. For counties that rely on treasury cash disbursements and shared ICT platforms, autonomy effects may be weaker or more conditional.

Kenyan evidence from state entities points to resources as necessary but not sufficient. Nyagitari and Wanjiru (2018) explored the factors affecting the implementation of PPADA, 2015, in Mombasa County. The study focused on the role of financial resources in successful procurement implementation. Using a descriptive and inferential research design, data were collected from 91 employees in the Procurement and Finance Departments. The study found a strong positive correlation between financial resources and the effective implementation of procurement regulations. The results indicated that financial resources are a key determinant for the efficient execution of PPADA, 2015, in county governments. The study utilized regression analysis and correlation analysis with SPSS version 22. The findings showed that the availability of adequate funds significantly influences the success of procurement processes, with a notable correlation between funding and transparency in procurement activities.

Adhiambo and Oluoch (2023) explored how financial planning practices affect budget implementation in Kenya's county governments, highlighting that effective financial planning is crucial for successful budget execution. Their study found that risk management, revenue management, budget formulation skills, and stakeholder engagement all positively influenced budget outcomes. These findings suggest that counties with strong financial planning practices are better equipped to implement their budgets effectively. However, while the study provides valuable insights into financial management at the county level, it did not specifically address the role of financial resources in the implementation of procurement laws like PPADA, 2015.

Wanjiru and Kihara (2023) reported that adequate financial resources enabled fuller implementation of procurement law, especially where training and internal audit were funded. The study strengthens the case for resourcing core procurement functions, yet it does not isolate county governments in the Central Region Economic Bloc or compare funding effects with

those of leadership commitment, staff competence, or technology. The present study addresses these gaps by testing the unique and joint effects of financial resources alongside the other capacity variables on PPADA, 2015 implementation across counties in the bloc.

2.4 Conceptual Framework

A conceptual framework is an organized representation depicting the major concepts, variables, and relationships involved in a study. It enables the researcher to show both visually and theoretically how variables interact and influence each other. According to Saunders, Lewis and Thornhill (2019), a conceptual framework clarifies the scope, focus, and key concepts of the research while guiding the formulation of hypotheses. This study's conceptual Framework (Figure 2.1) shows the relationship between the four independent variables, which were top county leadership, staff competence, technological infrastructure, and financial resources, and the dependent variable was the extent of implementation of the PPADA, 2015, in CEREB counties.

The dependent variable was assessed using two indicators: the level of compliance with procurement law and the efficiency of the procurement process. The first independent variable, top county leadership, was measured through leadership commitment and support as well as strategic decision-making. This aligns with Public Choice Theory, which suggests that leaders' personal interests and enforcement decisions shape the quality of public procurement implementation. The second variable, staff competence, was measured through the skills and expertise of procurement officers, together with training and development programs. This corresponds to Resource-Based Theory, which emphasizes that unique human resources such as professional expertise and training drive sustainable performance.

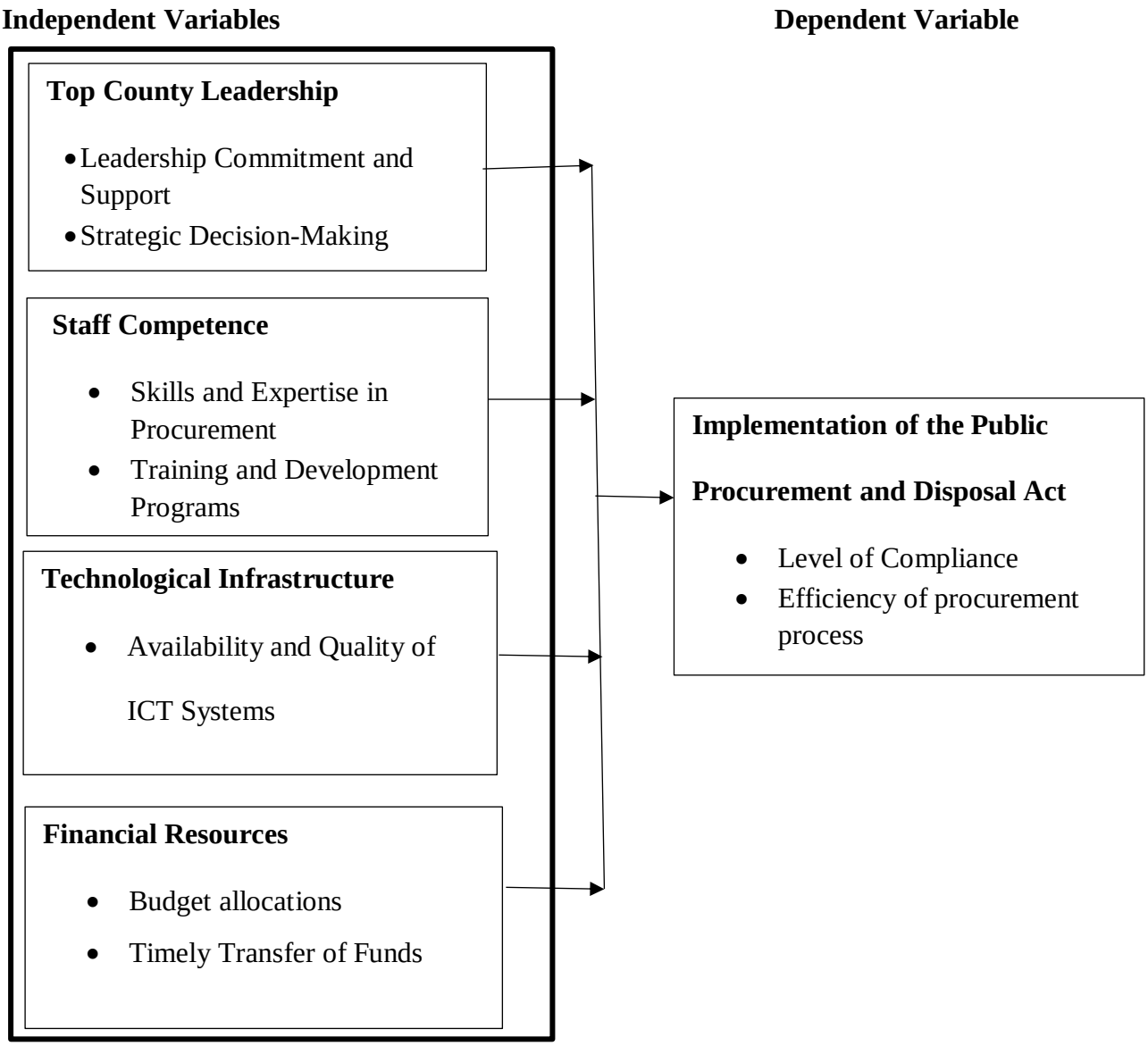


FIGURE 1.1

Conceptual Framework

The third independent variable in the conceptual framework was technological infrastructure, which refers to the quality and availability of technology used in the procurement process. This includes e-procurement systems, software, and tools that assist in monitoring, tracking, and managing procurement activities. Technological infrastructure is essential for enhancing the efficiency of the procurement process by improving transparency, reducing human error, and streamlining operations. By automating tasks and enabling real-time

tracking, technology can significantly improve compliance with procurement laws. The role of technology aligns with the Technology Acceptance Model, which suggests that the ease of use and perceived usefulness of technology are key factors in its adoption and effective application within organizations.

The fourth independent variable is financial resources, which refers to the availability of adequate funding and budget allocation necessary to support procurement activities in counties. From a Resource-Based View, financial resources are a key asset that enables counties to effectively implement PPADA, 2015. This includes the capacity to finance the purchase of goods and services, invest in procurement infrastructure, and provide training and technology. RBV suggests that counties with adequate financial resources can better manage procurement processes, ensuring compliance with PPADA regulations.

2.5 Knowledge Gaps

Although much of the existing research has examined various aspects of public procurement, including institutional capacity and implementation of procurement regulatory framework, critical gaps remained unexplored. These gaps hindered a comprehensive understanding of how institutional capacity influenced the implementation of the Public Procurement and Asset Disposal Act, 2015, in the Central Region Economic Bloc counties. Most of the existing literature focused on specific elements without examining the combined influence of all four key institutional capacity factors namely leadership, staff competence, technological infrastructure, and financial resources, at the county level, thus necessitating this study.

Despite extensive research on public procurement reforms, significant gaps persisted, particularly regarding the influence of institutional capacity on procurement implementation. For example, Musumbu and Nyang'au (2017) investigated institutional capacity constraints in Kenyan county governments, identifying poor ICT adoption and delayed budget approvals as

barriers to procurement law implementation. However, their study focused mainly on general county governments and did not address the specific context of CEREB counties. Moreover, the role of county leadership in shaping procurement processes, a crucial factor for understanding procurement reforms, was not explored in their research.

Similarly, studies from other countries, such as Kabir and Musonda (2021) in South Africa, explored the importance of staff competence and ICT infrastructure in implementing procurement laws in public sector institutions. They found that staff competence, financial resources, and ICT infrastructure were critical for implementing procurement regulations. However, their study did not consider the unique context of Kenyan county governments, particularly those in CEREB. Additionally, the role of county leadership or the availability of resources, key to understanding procurement challenges at the county level, was not addressed.

Furthermore, research on leadership commitment, such as that conducted by Wanjiru and Kihara (2023), showed that strong leadership support for procurement reforms was crucial for effective implementation. However, the study overlooked the specific roles of county governors and County Executive Committee (CEC) members, whose leadership was vital for procurement reforms in CEREB counties. It also failed to address the technological infrastructure and financial resources aspects, both of which are essential to successful procurement law implementation. Similarly, studies from the UK (Smith & Gordon, 2022) and Ghana (Osei & Boateng, 2023) highlighted the importance of institutional structures, technological integration, and financial capacity in procurement, but did not explore the context of smaller county governments in Kenya, especially those in CEREB.

These gaps underscored the need to conduct this study that integrated the four key institutional capacity indicators, namely county leadership, staff competence, technological infrastructure, and financial resources, to understand their combined influence on PPADA

implementation at the county level, particularly within CEREB counties. This study addressed these gaps by providing a more localized and actionable understanding of how these factors interacted and shaped implementation of PPADA, 2015 in CEREB counties.

2.6 Operationalization of the Variables

The operationalization involves describing the institutional capacity for the implementation of the Public Procurement and Asset Disposal Act in CEREB county governments in Kenya. In the study, the independent variables were top leadership, staff competence, technological infrastructure and financial resources. The dependent variable would be the implementation of the Public Procurement and Asset Disposal Act, 2015. Table 2.1 shows the operationalization of the variables, indicating the indicators, measurement scale, and questions for each variable in your research.

TABLE 2.1

Operationalization of the Variables

Objective	Variable	Indicator(s)	Measurement Scale	Section
	Dependent **Implementation of the of PPADA, 2015 in CEREB counties**	• Level of Compliance • Efficiency of procurement process	Ordinal	SEC B
Evaluate the role of top county leadership on the implementation of PPADA, 2015 in CEREB counties	Independent **Top county leadership**	• Leadership Commitment and Support • Strategic Decision-Making	Ordinal	SEC C
Investigate how staff competence influences implementation of PPADA, 2015 in CEREB counties	Independent **Staff Competence**	• Skills and Expertise in Procurement • Training and Development Programs	Ordinal	SEC D
Assess the influence of technological infrastructure on the implementation of PPADA, 2015 in CEREB counties	Independent **Technological Infrastructure**	• Availability and Quality of ICT Systems • Digital Integration	Ordinal	SEC E
Explore the influence of financial resources on the implementation of PPADA, 2015 in CEREB counties	Independent **Financial Resources**	• Budget allocations • Timely Transfer of Funds	Ordinal	SEC F

Source: Researcher (2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology for assessing institutional capacity for the implementation of the Public Procurement & Disposal Act (PPADA, 2015) in the Central Region Economic Bloc Counties. It details the research design, target population, sampling techniques, data collection methods, instrumentation, data analysis, and ethical considerations. The methodology ensures the study's robustness, credibility, and practical applicability. The research process is guided by key principles of scientific rigor and ethical responsibility (Saunders et al., 2019).

3.2 Research Design

This study adopted a mixed methods research design, which integrates both qualitative and quantitative approaches to comprehensively analyse the relationships between the independent variables, institutional capacity, and the dependent variable, which is the implementation of the Public Procurement and Asset Disposal Act. Mixed methods research design allows for the collection of diverse data types to provide a more comprehensive understanding of complex phenomena by combining statistical trends with qualitative insights (Scott & Enu-Kwesi, 2018).

The study specifically employed an explanatory sequential mixed-methods approach, beginning with the collection and analysis of quantitative data. This enabled the use of descriptive statistics to summarize the variables and multiple regression analysis to examine the relationships between institutional capacity and the implementation of PPADA, 2015. Qualitative data was then collected through interviews to provide deeper insights into the quantitative findings. This approach allows for a comprehensive understanding by integrating both statistical analysis and contextual perspectives (Creswell & Plano Clark, 2021).

3.3 Target Population

The study's target population comprised all county officers who perform public procurement functions in the ten Central Region Economic Bloc counties, namely Embu, Kiambu, Kirinyaga, Laikipia, Meru, Murang'a, Nakuru, Nyandarua, Nyeri, and Tharaka-Nithi. This group included supply-chain management directors, procurement officers, and supply chain officers working in the county headquarters. These personnel are responsible for interpreting and applying the Public Procurement and Asset Disposal Act, preparing tender documentation, evaluating bids, and overseeing contract execution. Their collective experience and operational insights provide the most direct evidence of institutional capacity at the county level. Accordingly, the entire procurement workforce across the ten CEREB counties constitutes the population from which empirical data was drawn.

3.4 Sampling and Sample Size

The study adopted a two-stage probability sampling design. In the first stage, simple random sampling by paper ballot was used to select five counties from the ten within the Central Region Economic Bloc. This selection of 50% of the counties ensures a representative sample that is sufficient for generalizability, particularly when the population is small and a full census may not be feasible (Omair, 2014; Taherdoost, 2016). Random selection ensures equal chances of selection for each county, minimizing selection bias and allowing for the calculation of sampling error.

In the second stage, a census was conducted within the selected counties, where all officers responsible for procurement duties, including procurement officers and supply chain management directors, were included. Given the manageable size of the population in each county, conducting a census was the most effective approach to ensuring comprehensive data collection. This method ensures no sampling error at the individual level, as every relevant officer in each county was surveyed. The adequacy of the sample size was determined based

on the number of officers involved in procurement, which is relatively consistent across the counties within the CEREB.

Additionally, to enrich the quantitative data, five senior key informants (one from each selected county) were purposively chosen for qualitative interviews. These informants, who were senior officers in the procurement and supply chain management services directorate, including directors, deputy directors, and senior supply chain officers, provided critical insights into the contextual factors that affect procurement practices at the county level (Creswell & Creswell, 2021; Patton, 2015). By combining the county-level probability sample, the census within counties, and targeted qualitative interviews, the study ensures a robust and scientifically defensible methodology.

3.5 Data Collection Methods

This study adopted a mixed-methods approach, integrating both quantitative and qualitative data collection techniques to comprehensively assess the institutional capacity for the implementation of the Public Procurement and Disposal Act, 2015, in the Central Region Economic Bloc Counties. A structured questionnaire served as the primary tool for collecting quantitative data. The questionnaire consisted of closed-ended questions measured on a five-point Likert scale, focusing on the key variables of implementation of the Public Procurement and Asset Disposal Act, top county leadership, staff competence, technological infrastructure, and financial resources.

For qualitative data collection, the study employed semi-structured interviews as the main tool. These interviews were conducted with five key informants comprising the chief executive committee members and chief officers, providing an opportunity to gain in-depth insights and contextual understanding of procurement practices and challenges (Creswell & Creswell, 2021). Data collection was conducted physically, through face-to-face administration

to enhance response rates and ensure convenience for participants (Mugenda & Mugenda, 2019).

3.6 Data Analysis and Presentation

The collected data were analysed using both descriptive and inferential statistical methods. Descriptive statistics such as means, standard deviations, frequencies, and percentages summarized the characteristics of the data (Field, 2022). Descriptive and inferential statistical techniques, including regression analysis, were used to assess the relationship between the four institutional capacity indicators and the implementation of PPADA, 2015. To test the relationships between variables, multiple regression analysis was applied. The regression model is expressed as follows:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where:

- **Y** = Implementation of the Public Procurement & Disposal Act, 2015 (dependent variable)
- β_0 = Constant term
- $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables
- X_1 = Top County Leadership
- X_2 = Staff Competence
- X_3 = Technological Infrastructure
- X_4 = Resource Availability
- ε = Error term

The qualitative data were analysed using thematic analysis, identifying patterns and recurring themes from the interviews (Braun & Clarke, 2020). The final results were presented using tables, graphs, and charts to enhance clarity.

3.7 Pilot Test

A pilot study was conducted with 10 procurement officers in Nairobi County to evaluate the clarity, reliability, and validity of the research instruments. This pilot test helped refine ambiguous questions and ensure the questionnaire is easy to understand (Saunders et al., 2019).

3.7.1 Reliability of research instrument

The reliability of the questionnaire was tested using Cronbach's Alpha to determine internal consistency. According to Hinton et al. (2020), a Cronbach's Alpha value of 0.7 and above is considered reliable. The SPSS software was used to compute Cronbach's Alpha, ensuring reliability before the main data collection (Field, 2022).

3.7.2 Validity of the research instrument

Validity was ensured through content validity, construct validity, and criterion validity (Kothari, 2020). Content validity was achieved through experts in public procurement who reviewed the questionnaire to confirm that it adequately covered all key concepts (Saunders et al., 2019). Construct validity was achieved through factor analysis that was conducted to ensure the questionnaire items aligned with the study's conceptual framework (Mugenda & Mugenda, 2019). Criterion validity was achieved, whereby the results were compared with existing public procurement studies to confirm their consistency and accuracy (Kothari, 2020).

3.8 Diagnostic Tests

Before conducting regression analysis, diagnostic tests were performed to ensure that the data met the assumptions of regression analysis (Field, 2022).

3.8.1 Linearity Test

A linearity test assessed whether the independent variables (top county leadership, staff competence, technological infrastructure and financial resources) exhibited a linear relationship with the dependent variable (implementation of the Public Procurement and Disposal Act, 2015) (Hair et al., 2021). Scatter plots and ANOVA tests were used for

evaluation. If a non-linear relationship is detected, transformations such as logarithmic conversion were applied (Field, 2022).

3.8.2 Normality Test

The Shapiro-Wilk Test was used to test for normality (Tabachnick & Fidell, 2019). A p-value greater than 0.05 indicates that the data follows a normal distribution. Additionally, histograms and Q-Q plots were used to visually assess normality.

3.8.3 Multicollinearity Test

Multicollinearity occurs when independent variables are highly correlated, which can distort regression estimates (Hair et al., 2021). The Variance Inflation Factor (VIF) was used to test for multicollinearity. A VIF value greater than 10 suggests a severe multicollinearity problem, which requires variable adjustments or elimination (Field, 2022).

3.9 Ethical Considerations

This study worked hard to uphold the highest ethical standards to ensure the protection of participants' rights, integrity of the research process, and credibility of the findings. Participation in the study was entirely voluntary, and respondents had the right to withdraw at any stage without facing any penalties or repercussions.

Prior to data collection, informed consent was obtained from all participants after they had been fully briefed on the study's objectives, scope, potential risks, and benefits. Confidentiality and anonymity were strictly maintained by de-identifying all personal information and securely storing collected data, which was only accessible to the authorized research team.

Furthermore, ethical approval was sought from the relevant Institutional Review Board (IRB) or KCA University Institutional Scientific and Ethics Review Committee (KCA USERC) before data collection began to ensure implementation with established ethical guidelines.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis and interpretation of the research findings in line with the objectives of the study. This chapter presents the analysis, presentation, and discussion of findings for the study on institutional capacity for implementation of the Public Procurement and Asset Disposal Act, 2015 in the Central Region Economic Bloc counties. The analysis is organized around the four objectives: county top leadership, staff competence, technological infrastructure, and financial resources, and their relationship to PPADA implementation.

The findings are based on a census of procurement and supply chain staff in five counties who satisfactorily filled 114 questionnaires. The chapter begins by reporting scale reliability (Cronbach's alpha). Descriptive statistics are presented to summarize item responses and composite indices. Thereafter, bivariate associations between each institutional-capacity dimension and PPADA implementation are examined, followed by multiple regression models to estimate the unique contribution of each factor, with standard diagnostics (normality, multicollinearity, and specification tests). Results are shown in tables and figures, with selected qualitative insights to aid interpretation. The chapter concludes with a synthesis linking the empirical findings to the research questions and previewing the implications in the next chapter.

4.2 Reliability Results

Table 4.1 presents the instrument's reliability as established through a pilot test. To identify any issues requiring correction before the main data collection, the questionnaire was piloted with ten procurement officers in Nairobi County. Cronbach's alpha was computed for each construct, and the results reported in Table 4.1 indicate acceptable internal consistency for the scales.

TABLE 4. 1

Reliability statistics (Cronbach's alpha)

Variable	No. of Items	Cronbach's Alpha
Implementation of PPAD Act (Imp1–Imp6)	6	0.751
Top County Leadership (TCL1–TCL6)	6	0.841
Staff Competence (SC1–SC6)	6	0.744
Technological Infrastructure (TI1–TI6)	6	0.863
Financial Resources (FinR1–FinR6)	6	0.741

The reliability test shows that all study scales meet the minimum threshold for internal consistency. Cronbach's alpha coefficients are 0.751 for Implementation of PPADA, 0.841 for Top County Leadership, 0.744 for Staff Competence, 0.863 for Technological Infrastructure, and 0.741 for Financial Resources. Since values of ≥0.70 are commonly regarded as acceptable for research scales, the questionnaire demonstrates adequate to good reliability (Hinton et al., 2020).

4.3 Respondents Profiles

The section presents the demographic information of the respondents who filled the questionnaires. The respondents' demographic information reflects the relevant attributes of the population, which forms the basis under which the study can rightfully access the relevant information. The respondents' information captured includes: gender, age, and level of education of the respondents. The work experiences in the procurement and in the counties are also presented.

4.3.1 Respondent's gender

This section of the study sought to establish the gender of the respondents who took part in the study. The results are presented in Figure 4.1.

FIGURE 4.1

Gender of the Respondents

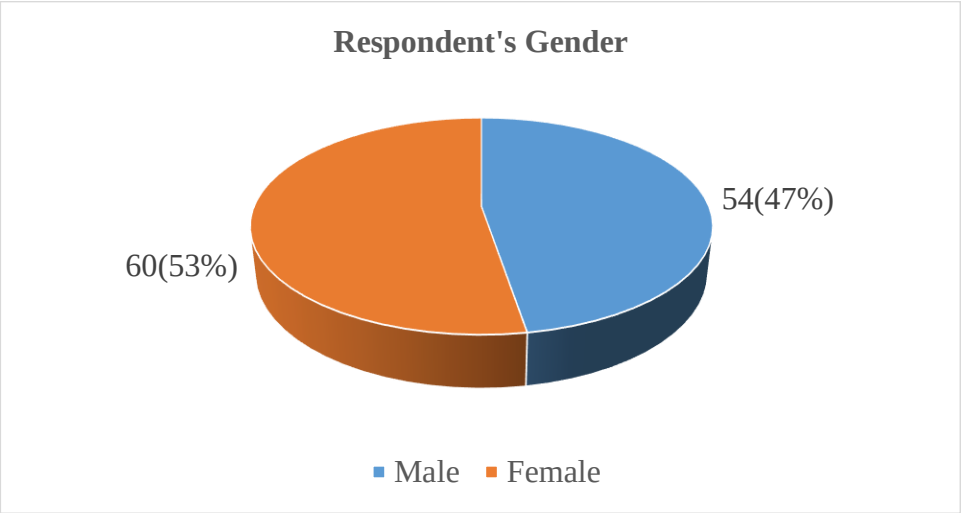


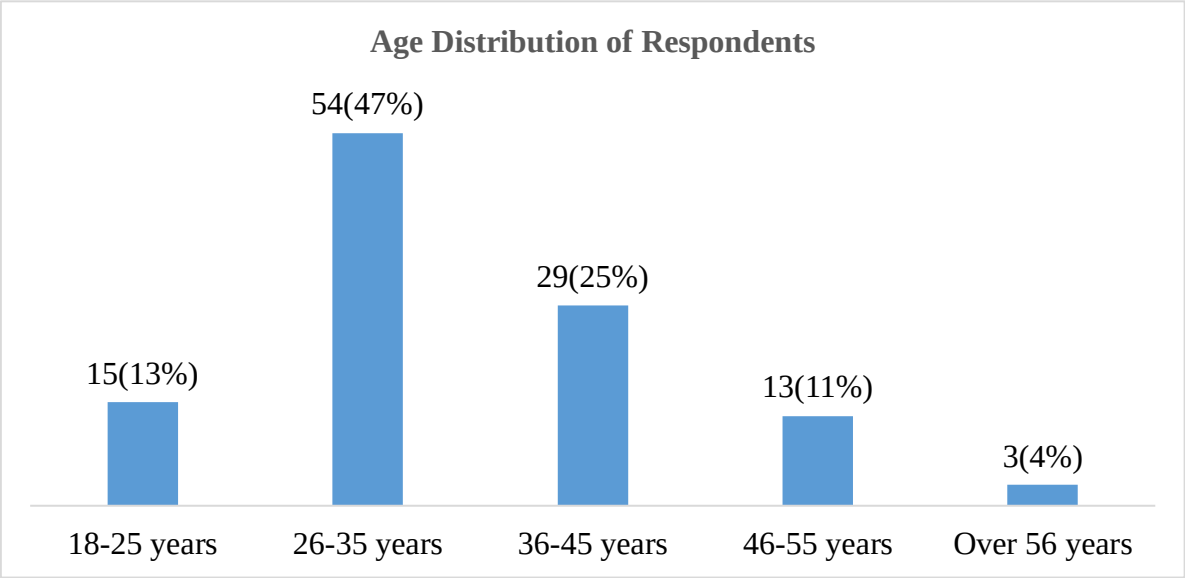
Figure 4.1 shows the gender distribution of the respondents. The sample is fairly balanced, with 54 males (47%) and 60 females (53%). This distribution ensures that both male and female perspectives are adequately represented, contributing to a more inclusive understanding of procurement practices and reducing gender bias in the findings.

4.3.2 Respondent's age

This section of the study sought to establish the age of the respondents who took part in the study. The results are presented in Figure 4.2.

FIGURE 4.2

Age Distribution of Respondents



The results in Figure 4.2 show that 13% of the respondents were aged between 18-25 years, 47% were in the 26-35 years age group, 25% were aged between 36-45 years, 11% were between 46-55 years, and 4% were aged over 56 years. This age distribution suggests that the majority of respondents involved in the implementation of the PPADA, 2015 in the CEREB counties are middle-aged, particularly within the 26-35 years range. These findings suggest that the majority of respondents in the Central Region Economic Bloc counties are middle-aged, specifically between 30 and 39 years old. This demographic trend implies that most individuals involved in the implementation of the PPADA, 2015 in these counties are at the peak of their careers, with likely experience and a higher level of responsibility in the procurement process. As such, the age distribution of respondents strengthens the credibility of the study's results, as it reflects a balance of experience, potential for development, and institutional stability, which are key factors in the effective implementation of PPADA,2015 in these counties.

4.3.3 Highest education level

The respondents were asked to indicate the highest level of academic qualification they had attained. The findings are presented in Table 4.2.

Education Level	Frequency	Percent
Certificate/Diploma	18	16%
Bachelor's Degree	79	69%
Master's Degree	17	15%
Total	114	100%

Table 4.2 shows that the respondents' highest level of education is predominantly a Bachelor's Degree, accounting for 69% of the sample. 15% hold a Master's Degree, and 16% have a Certificate or Diploma. This distribution suggests that the respondents are generally well-educated, which may contribute to a better understanding of the Public Procurement and Asset Disposal Act (PPADA) and its implementation. The educational background of the respondents indicates a level of technical proficiency and an ability to engage effectively with procurement processes.

4.3.4 Experience working at the county

The study sought to determine the level of experience of the respondents at the county level. The results are presented in Table 4.3. The results in Table 4.3 show that 14% of the respondents had 1–5 years of experience at the county level, 58% had 6–10 years of experience, and 28% had more than 10 years of experience. This distribution suggests that the majority of respondents have moderate to extensive experience, with 58% having worked in the counties for 6–10 years. This indicates a well-established workforce with significant experience in the implementation of the Public Procurement and Asset Disposal Act (PPADA) in the CEREB counties, which could contribute to the effective and efficient application of the Act. The

relatively smaller proportion of respondents with 1–5 years of experience (14%) suggests there may be room for skill development and knowledge transfer from more experienced colleagues.

TABLE 4.3

Experience at the County

Experience Duration	Frequency	Percent
1–5 years	16	14%
6–10 years	66	58%
Over 10 years	32	28%
Total	**114**	**100%**

4.3.5 Experience working in public procurement

The study also sought to assess the respondents' experience in public procurement. The results are presented in Table 4.4.

TABLE 4.4

Experience in Public Procurement

Experience Duration	Frequency	Percent
1–5 years	9	8%
6–10 years	49	43%
11–15 years	41	36%
Over 15 years	15	13%
Total	**114**	**100%**

The results in Table 4.4 show that 8% of the respondents had 1–5 years of experience in public procurement, 43% had 6–10 years of experience, 36% had 11–15 years of experience, and 13% had over 15 years of experience. This distribution suggests that the majority of

respondents possess substantial experience in public procurement, with 43% having between 6–10 years of experience and 36% having between 11–15 years. This indicates that a significant portion of the workforce has a solid foundation in procurement practices. The smaller percentage of respondents with 1–5 years of experience (8%) highlights the presence of newer professionals in the field, which could provide an opportunity for mentorship and further professional development from more experienced individuals.

4.3.6 Experience working in the county's procurement

The study sought to determine the respondents' experience in procurement at the county level. The results are presented in Table 4.5.

Experience Duration	**Frequency**	**Percent**
1–5 years	8	7%
6–10 years	50	44%
Over 10 years	56	49%
Total	**114**	**100%**

The results in Table 4.5 show that 7% of the respondents had 1–5 years of experience in procurement at the county level, 44% had 6–10 years of experience, and 49% had over 10 years of experience. This distribution suggests that the majority of respondents possess significant experience in procurement at the county level, with 93% having 6 years or more of experience. This reflects a knowledgeable and experienced workforce in the county procurement process, which is crucial for the successful implementation of procurement practices in the CEREB counties. The 7% of respondents with 1–5 years of experience indicates the presence of newer professionals, who may benefit from mentorship and guidance from their more experienced colleagues.

4.4 Content Analysis of PPADA, 2015

Implementation of PPADA, 2015 was the dependent variable in the study. To understand this variable, the study began by conducting a content analysis of PPADA, 2015, with a specific focus on its provisions concerning procurement at the county government level. The analysis sought to identify the key sections of the Act that govern procurement processes at the county level and to assess how these regulations influence the effectiveness of procurement practices in the counties. The study observed that Section 33 of the Act is pivotal in regulating the conduct of procurement within county governments in Kenya. It emerged that Section 33 mandates county governments to establish and maintain effective procurement functions within their respective counties. The section specifies that the county procurement department is tasked with coordinating all procurement activities, including the preparation of annual procurement plans (Republic of Kenya, 2015).

Further, the study noted that the Act requires counties to develop these procurement plans in alignment with their budgets to ensure that they effectively meet the counties' needs and priorities. Additionally, Section 33 emphasizes that these county procurement departments must operate in compliance with national procurement policies. This alignment with national policies is intended to ensure transparency, fairness, and accountability in procurement processes at the county level, reinforcing the principles of the Act (Republic of Kenya, 2015). The implications of Section 33 are consistent with the literature on the role of regulatory frameworks in public procurement.

According to Kahiigi et al. (2017), effective procurement regulations and institutional frameworks are essential for promoting good governance and reducing corruption in public sector procurement. Section 33, by requiring counties to align their procurement practices with national policies, supports the creation of a unified and transparent procurement system across different levels of government. Similarly, the need for county procurement departments to

prepare and implement procurement plans resonates with the views of Atkinson and Rousmaniere (2016), who argue that planning and coordination are integral to achieving efficiency and accountability in public procurement. This regulatory provision also mirrors the findings of Agyemang and McMillan (2019), who highlight that effective procurement planning is a fundamental factor in improving the quality of service delivery in public sector projects.

By establishing clear guidelines for procurement processes, Section 33 aims to mitigate the inefficiencies and lack of accountability often observed in public procurement. This is aligned with the broader literature on the importance of clear regulatory frameworks in reducing procurement delays and ensuring value for money in public procurement (Githinji & Njiru, 2018). The mandatory requirement for counties to operate in accordance with national procurement policies supports the goal of standardizing procurement practices, as noted by Osei and Boateng (2020), who emphasize the importance of harmonized regulations for achieving consistent and effective procurement outcomes across public institutions.

4.5 Descriptive Analysis

The analysis of the descriptive statistics aimed to provide a comprehensive overview of the variables influencing the implementation of PPADA, 2015, at the county level. The section began by presenting the descriptive statistics for the overall implementation of PPADA, followed by an examination of the key factors, such as county leadership, staff competence, technological infrastructure, and financial resources, that impacted procurement practices in the counties. This enabled further analysis using multiple regression to assess the relationships between these factors and the effectiveness of the PPADA, 2015 implementation.

4.5.1 Descriptive statistics for implementation of PPADA, 2015

The implementation of the Public Procurement and Asset Disposal Act, 2015, was the dependent variable in this study. Prior to addressing the specific objectives, the analysis began

by examining the descriptive statistics of the dependent variable, implementation. The study explored various aspects of procurement processes under PPADA, including procurement timeliness, value for money, implementation rates, oversight, monitoring and evaluation, and continuous improvement.

All items were rated using a 5-point Likert scale, where ratings ranged from strongly disagree to strongly agree. The descriptive statistics, including mean (M) and standard deviation (SD), were used to analyse these aspects. The interpretation of the mean values is as follows: a mean value of 1.00 - 1.80 indicates strongly disagree, 1.81 - 2.60 indicates disagree, 2.61 - 3.40 indicates neither agree nor disagree, 3.41 - 4.20 indicates agree, and 4.21 - 5.00 indicates strongly agree. The findings of this analysis are presented in Table 4.6, providing a clear overview of the respondents' perceptions of procurement activities under PPADA.

TABLE 4.6

Descriptive Statistics for Procurement Activities

Procurement Activity	Mean	Standard Deviation
Procurement activities are completed within the timelines	2.47	0.895
Procurement processes achieve value for money	3.90	0.950
Implementation rates of procurement regulations are high	4.03	0.881
There is sufficient oversight to ensure transparency	4.52	0.681
Monitoring and evaluation frameworks are in place	4.35	0.798
The procurement processes are continuously improving	4.11	0.839

Findings in Table 4.6 show that regarding procurement activities under the Public Procurement and Asset Disposal Act (PPADA), respondents agreed that there is sufficient

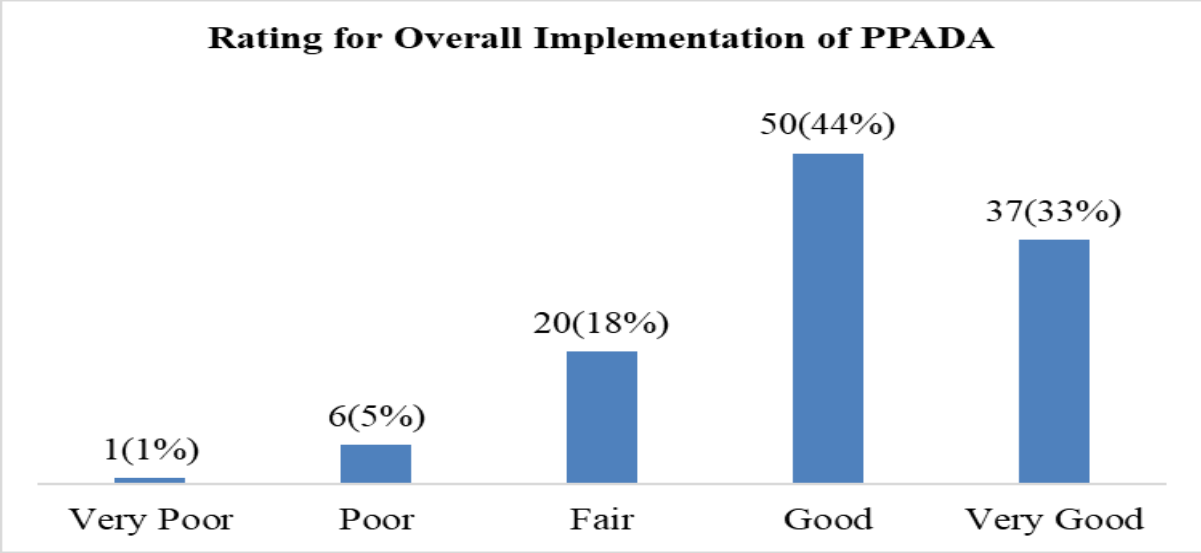
oversight to ensure transparency (M = 4.52, SD = 0.681). They also agreed that monitoring and evaluation frameworks are in place (M = 4.35, SD = 0.798) and that procurement processes are continuously improving (M = 4.11, SD = 0.839). Respondents rated the implementation rates of procurement regulations as high (M = 4.03, SD = 0.881), indicating that these processes are generally being followed effectively.

However, respondents showed a neutral stance on whether procurement activities are completed within timelines, with a mean of 2.47 (SD = 0.895), suggesting that timeliness in procurement may be a challenge in some areas. Similarly, respondents agreed that procurement processes achieve value for money (M = 3.90, SD = 0.950), reflecting a generally positive perception of the efficiency and financial effectiveness of procurement activities.

The study then went on to enquire about the overall implementation of the Public Procurement and Asset Disposal Act (PPADA) in the CEREB counties. The results of this enquiry are presented in Figure 4.3.

FIGURE 4.3

Overall Implementation of PPADA



The findings indicate that the majority of respondents rated the overall implementation of PPADA positively. 44% of the respondents rated it as Good, while 33% rated it as Very Good, contributing to a combined 77% who perceived the implementation favourably. On the other hand, only 6% of respondents rated the implementation as Poor or Very Poor, and 18% rated it as Fair, suggesting that a smaller portion of respondents had concerns about the Act's implementation. The mean score of 4.02 and standard deviation of 0.892 indicate that, overall, respondents agree that PPADA implementation is effective, with some variation in their responses. The results suggest that there is a generally positive perception of PPADA's implementation.

The study also conducted four key informant interviews to probe further into the implementation of PPADA, 2015, at the county level. These interviews aimed to gather insights into the establishment and functioning of the procurement function, as outlined in Section 33 of the Act. KII1 stated, "My hiring as Director of Supply Chain Management in the county was a significant milestone in operationalizing the Supply Chain Management Services Directorate under the Finance Department, in line with PPADA, 2015 provisions." This move, according to KII1, was essential for ensuring the effective management of procurement processes.

KII2 further emphasized that the county's procurement department had made significant progress in aligning with the legal framework, ensuring that procurement plans were developed in line with budgetary requirements. However, KII3 remarked, "While the procurement structure is in place, we still face challenges in coordinating procurement activities across departments, particularly in aligning procurement plans with the county’s strategic goals." Additionally, KII3 noted that improving coordination between departments would be crucial in achieving the full potential of the procurement function within the county.

These interview findings support those from the content analysis and descriptive statistics, which suggest that effective implementation of PPADA, 2015, leads to

improvements in procurement processes, such as enhanced oversight, reduced fraud risks, and clearer procurement practices. The descriptive statistics indicate a generally positive perception of procurement practices, particularly in the areas of transparency and continuous improvement, aligning with previous studies that highlight the benefits of well-trained procurement officers and consistent procedural compliance (Kamau & Muturi, 2019; Obuya & Kihoro, 2021). However, challenges such as delays in procurement activities and coordination issues across departments were also noted. These challenges echo the obstacles identified by Maina et al. (2020) and Wambua and Nzioki (2021), including political interference, bureaucratic delays, and inconsistent adherence to procedures.

4.5.2 Descriptive statistics for county top leadership

Top county leadership was the first independent variable, which was depicted as being an aspect of institutional capacity related to the implementation of PPADA in the counties. The results in Table 4.7, which are based on the mean and standard deviation, reflect the respondents' views on various top county leadership aspects related to the implementation of PPADA.

Respondents generally agreed that the County Governor demonstrates a strong commitment to implementing procurement reforms, with a mean score of 3.96 (SD = 0.806). This suggests that most respondents felt positively about the governor's commitment, although there was some variation in their opinions. Similarly, respondents agreed that CEC members actively support the implementation of procurement regulations, with a mean score of 3.90 (SD = 0.940). The higher standard deviation indicates some variability in how respondents perceive the support from CEC members.

TABLE 4.7

Descriptive Statistics for County Leadership

Item	Mean (M)	Standard Deviation (SD)
The County Governor demonstrates a strong commitment to implementing procurement reforms	3.96	0.806
CEC members actively support the implementation of procurement regulations	3.90	0.940
There is clear leadership support for aligning procurement policies with the county's development goals	4.47	0.669
County leadership ensures policies are updated to address evolving procurement challenges	3.71	0.967
County leadership regularly monitors the implementation of procurement laws	4.07	0.900
County leadership ensures accountability in the procurement process through regular audits and reviews	4.03	0.945

Regarding leadership support for aligning procurement policies with county development goals, the mean score of 4.47 (SD = 0.669) reflects strong agreement. This indicates that respondents believe county leadership is successfully aligning procurement practices with development objectives, and that this role in strategic alignment is widely recognized.

When asked if the county leadership ensures policies are updated to address evolving procurement challenges, the mean score of 3.71 (SD = 0.967) indicated a slightly more neutral stance. While the majority of respondents agreed, there was still some variability in their opinions about whether procurement policies are sufficiently updated to meet changing challenges.

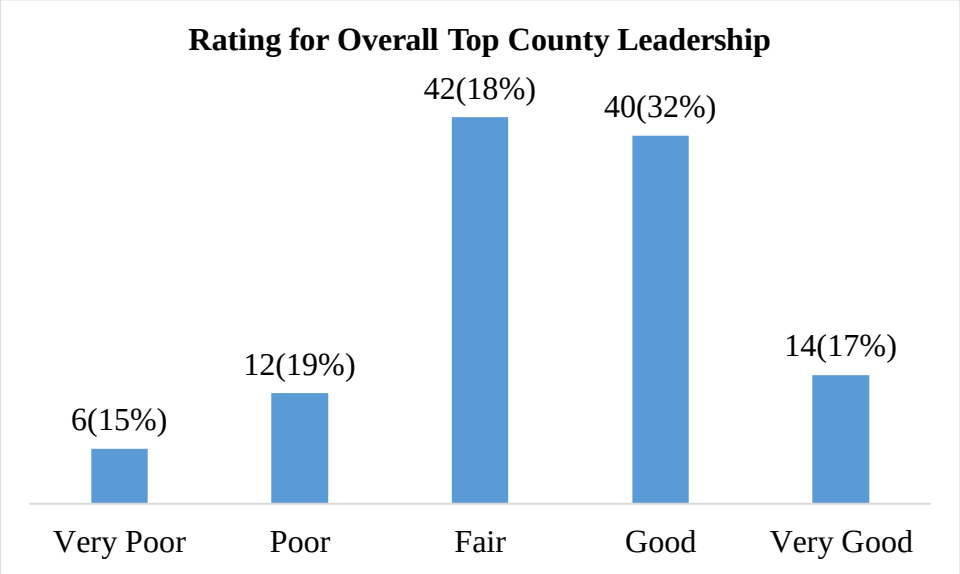
Respondents also indicated a positive perception of county leadership's monitoring of procurement law implementation, with a mean of 4.07 (SD = 0.900). This suggests that county leadership is actively overseeing the procurement process. Similarly, respondents agreed that county leadership ensures accountability in procurement through regular audits and reviews, as reflected by a mean score of 4.03 (SD = 0.945). This also shows moderate variability in how respondents perceive accountability in the procurement process.

The study sought to assess respondents' views on the effectiveness of overall top county leadership in the county as related to the implementation of PPADA. The findings are presented in Figure 4.4.

Figure 4.4 presents the respondents' ratings for Top County Leadership. The figure shows the distribution of responses, with 31.9% of respondents rating the leadership as Good and 16.8% rating it as Very Good. A smaller proportion rated the leadership as Fair (17.7%), and 18.6% rated it as Poor. 15% of respondents rated the leadership as Very Poor. This distribution suggests that while a significant portion of respondents have a positive view of Top County Leadership, a notable number still perceive leadership in the county as needing improvement. The mean score for overall leadership was 3.17 (SD = 1.329), indicating a generally neutral to slightly favourable perception of leadership effectiveness, with some variation in respondents' views.

FIGURE 4.4

Rating for Top County Leadership



From the interviews, the features of top county leadership were described as being more strategic and supervisory in nature than operational. KII1 noted that leadership mainly focuses on structures and ensuring that qualified personnel are recruited for the roles. Similarly, KII2 emphasized that their responsibility is to give direction and provide oversight rather than manage day-to-day operations. KII3 observed that county leaders set the tone and policy but leave the practical aspects to technical officers. In the same way, KII4 highlighted that leadership is about ensuring systems are in place and that accountability mechanisms exist. Collectively, these views portray top county leadership as oriented toward structure, policy, and oversight, with limited direct engagement in operational matters.

The views expressed by the four key informants show that county leadership is primarily focused on structures, recruitment of qualified personnel, and oversight, while operational responsibilities are left to technical officers. This portrays a leadership style that is supervisory and strategic rather than hands-on in daily functions. As noted by Mapon and Tsasa (2021), leadership is a key driver of institutional reforms and transparency, setting the overall

tone for accountability within organizations. The findings from this study are in line with Kimani and Muturi (2021a) observation that leadership not only provides policy direction but also needs to remain actively engaged in implementation to ensure reforms translate into practice. In agreement with Olubunmi (2017), the emphasis on structures and compliance mechanisms strengthens institutional capacity but risks creating gaps between policy intent and actual practice. Overall, the evidence suggests that while county leaders contribute significantly to creating enabling environments, their limited operational engagement may constrain the effectiveness of institutional reforms.

4.5.3 Descriptive statistics for staff competence

The study examined Staff Competence as the second independent variable, focusing on two key aspects: Skills and Expertise in Procurement and Training and Development Programs. These factors are crucial for ensuring that county staff are well-equipped to implement the Public Procurement and Asset Disposal Act (PPADA) effectively. The findings are presented in Table 4.8, which details the respondents' views on the competence and training of county procurement staff.

Regarding the skills and expertise of county staff, respondents generally agreed that the county has adequately skilled personnel to effectively implement the PPAD Act, with a mean of 3.95 (SD = 0.689), indicating strong agreement but some slight variation in responses. Respondents also agreed that county staff involved in procurement activities regularly receive training to enhance their understanding of the PPAD Act (M = 4.00, SD = 0.681), suggesting that training is a key focus, with minimal variation in opinions.

TABLE 4.8

Descriptive Statistics for Staff Competence

Item	Mean (M)	Standard Deviation (SD)
The county has adequately skilled personnel to effectively implement the PPAD Act	3.95	0.689
County staff involved in procurement activities regularly receive training to enhance their understanding of the PPAD Act	4.00	0.681
Training and development programs are regularly offered to County staff to improve their ability to comply with PPADA requirements	3.77	1.073
There is a clear career development path for county staff involved in procurement, encouraging ongoing skills development	4.12	0.988
Staff involved in procurement processes in the county have a strong understanding of procurement laws and regulations as outlined in PPADA	4.35	0.882
Training and development programs are regularly offered to County staff to improve their ability to comply with PPADA requirements	3.75	1.079

Regarding training and development programs, the mean scores were slightly lower. For the item “Training and development programs are regularly offered,” the mean score was 3.77 (SD = 1.073), indicating a somewhat positive view, though there is notable variability in how respondents view the consistency and frequency of these programs. The availability of a clear career development path for county staff involved in procurement was viewed positively, with a mean score of 4.12 (SD = 0.988). This suggests that respondents believe the county encourages ongoing skills development through structured career paths.

Lastly, respondents generally agreed that staff involved in procurement have a strong understanding of procurement laws and regulations outlined in PPADA, with a mean of 4.35 (SD = 0.882), reflecting a positive perception of staff competence in understanding procurement regulations. These findings suggest that while there is a generally positive view of staff competence in the counties.

FIGURE 4.5

Overall Rating for Procurement Staff Competence

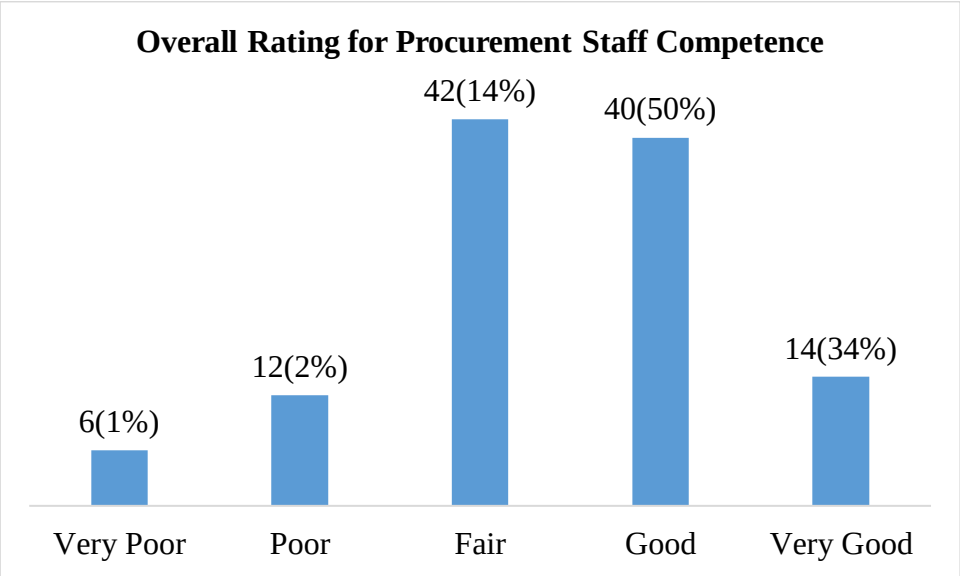


Figure 4.5 presents the respondents' overall ratings for procurement staff competence in the county. The figure shows the distribution of responses, with 49.6% of respondents rating the competence as Good and 34.5% rating it as Very Good. A smaller proportion of respondents rated the staff competence as Fair (14.2%), and 1.8% rated it as Poor. This indicates that the overall perception of procurement staff competence in the county is generally positive. The mean score for overall staff competence was 4.17 (SD = 0.731), reflecting a favourable view of the staff's abilities, with minimal variability in responses.

The interviews highlighted that procurement staff competence in the counties is generally viewed as strong, particularly in terms of technical skills and understanding of

procurement laws. KII1 observed that most officers recruited into procurement roles are well qualified, with the necessary academic and professional background to handle complex processes. KII2 emphasized that regular training has been instrumental in equipping staff with a deeper understanding of the PPADA,2015, noting that refresher courses have improved compliance. KII3, however, pointed out that while staff have the technical knowledge, inconsistencies arise due to uneven access to training opportunities across departments, which affects uniformity in implementation.

KII4 added that the existence of a career development path has motivated staff to continuously improve their skills, but also stressed that structured and consistent training programs are still needed to maintain high competence levels. Overall, the informants painted a picture of a capable and knowledgeable workforce, but one that requires continuous capacity-building and equal access to professional development opportunities to sustain effective implementation of procurement processes.

The views of informants suggest that while county procurement staff possess the necessary qualifications and a strong understanding of the Public Procurement and Asset Disposal Act, 2015, competence is unevenly supported by training opportunities and professional development pathways. This finding echoes Mihungo and Mwagike (2021), who highlight that skilled personnel are essential for the effective implementation of policies and programs, particularly in procurement, where precision and efficiency are crucial. In line with Osei and Boateng's (2023) work in Ghana, the informants' emphasis on refresher training and structured career progression reinforces the argument that competence, backed by continuous professional development, strengthens enforcement of procurement laws.

In agreement with Kabir and Musonda (2021), the evidence here points to accreditation, mentoring, and repeat training as the practical levers through which competence translates into effective outcomes, underscoring that staff capacity must be viewed as an ongoing investment

rather than a one-off event. Rwanda's experience, as noted by Mugisha and Nkurunziza (2020), similarly demonstrates that continuous training enhances compliance and efficiency, but also that gaps in expertise and slow uptake of new systems remain significant barriers. Together, these insights suggest that while counties in Kenya have made progress in building procurement staff competence, sustaining compliance with PPADA, 2015 requires consistent training, systematic professional development, and deliberate strategies to ensure staff capacity evolves in step with ongoing procurement reforms.

4.5.4 Descriptive statistics for technological infrastructure

The study examined Technological Infrastructure as the third independent variable, focusing on the county's capability to support procurement through technology. This includes the availability of necessary hardware, software, and ICT systems to facilitate efficient procurement processes. Table 4.9 shows the descriptives for the items.

TABLE 4.9

Descriptive Statistics for Technological Infrastructure

Item	Mean (M)	Standard Deviation (SD)
The county has technological infrastructure (computers, internet) to facilitate procurement	3.81	0.931
The County Government has appropriate procurement software	4.15	0.735
ICT systems in the county are regularly updated to support procurement	3.81	1.048
The County Government has integrated digital procurement platforms with IFMIS	4.14	0.918
There is a well-established system for e-procurement that is effectively used to handle procurement activities	3.82	1.002
The ICT infrastructure available in the county is compatible with the procurement processes	4.02	0.882

The ratings were slightly lower when it came to ICT systems being regularly updated (M = 3.81, SD = 1.048) and the effectiveness of the e-procurement system (M = 3.82, SD = 1.002), indicating that while systems exist, there may be concerns about the frequency of updates and the system's overall effectiveness. However, respondents still felt that the ICT infrastructure available in the county is largely compatible with procurement processes (M = 4.02, SD = 0.882), supporting efficient procurement activities.

The study also assessed the overall procurement staff competence in the county. Figure 4.6 presents the distribution of respondents' ratings, showing the overall perception of staff competence and the corresponding descriptive statistics.

FIGURE 4.6

Rating for Overall Procurement Technological Infrastructure

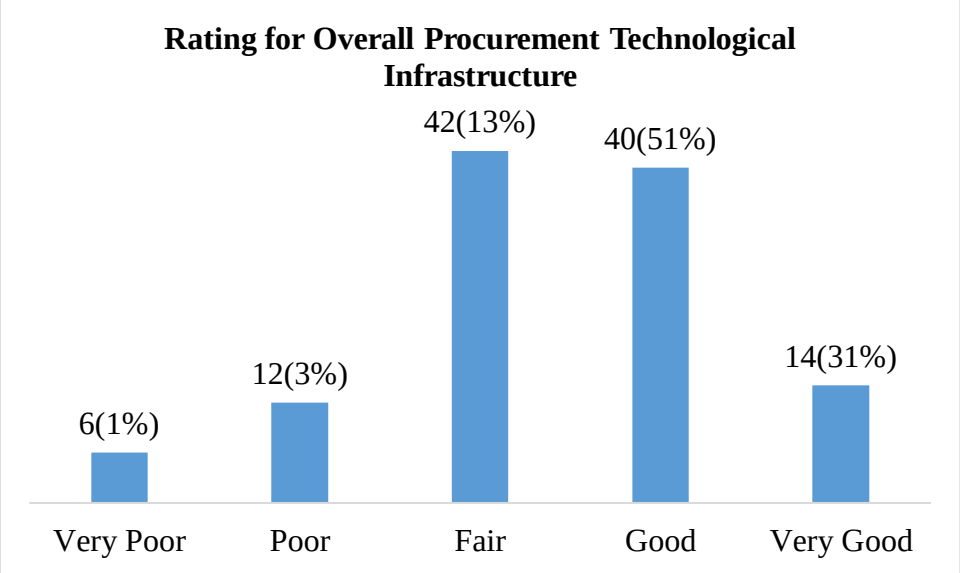


Figure 4.6 presents the respondents' ratings for overall procurement technological infrastructure in the county. The figure shows that the majority of respondents rated the technological infrastructure as Good (51%) and Very Good (31%). A smaller proportion rated it as Fair (13%) and Poor (3%), with only 1% rating it as Very Poor. This indicates that the

overall perception of procurement technological infrastructure in the county is largely positive. The mean score for overall procurement technological infrastructure was 4.10 (SD = 0.794), reflecting a generally favourable view of the county's technology infrastructure for procurement activities.

The interviews further revealed that counties have already established important elements of technological infrastructure to support procurement. KII1 explained that most counties are equipped with computers and internet connections, though reliability remains a concern in some locations. KII2 highlighted that procurement software is in use and that integration with IFMIS has been achieved, which has streamlined transaction processing. KII3 noted that while ICT systems are available, they are not updated regularly enough to keep pace with emerging requirements. KII4 added that e-procurement platforms are in place but are not yet fully embraced across all departments, with some officers still relying on manual processes. In addition, both KII2 and KII3 mentioned that discussions are already underway about transitioning to the e-Government Procurement System (eGPS), which they viewed as a step forward in strengthening transparency and efficiency. Collectively, these insights point to the presence of basic technological infrastructure in counties such as computers, internet, IFMIS integration, procurement software, and e-procurement platforms, while also signalling an ongoing shift toward more advanced systems such as eGPS.

The findings on technological infrastructure suggest that counties have established a basic but functional foundation for supporting procurement, including computers, internet connectivity, procurement software, IFMIS integration, and e-procurement platforms. The descriptive results indicate generally positive perceptions of this infrastructure, though gaps remain in the consistency of system updates and the full adoption of available tools. This aligns with the views of the key informants, who confirmed the presence of these systems but highlighted concerns about reliability, outdated platforms, and the uneven embrace of e-

procurement across departments. Importantly, the mention of the planned transition to the e-Government Procurement System (eGPS) reflects a forward-looking effort to enhance transparency and efficiency in county procurement.

As emphasized by the World Bank (2021b), technology is essential for accountability and streamlined service delivery, while Lee (2019) highlight that digital platforms strengthen oversight but require adequate skills and reliable connectivity to be effective. Similarly, Santos and Pereira (2021) note that advanced e-procurement systems accelerate transactions and reduce errors, which resonates with the promise county officers see in eGPS. Taken together, the evidence suggests that while counties have made progress in establishing technological infrastructure, realizing the full potential of these systems under PPADA, 2015 will depend on sustained updates, stronger adoption, and the successful rollout of eGPS.

4.5.5 Descriptive statistics for financial resources

The study examined Financial Resources as the fourth independent variable, focusing on budget allocations and the timely transfer of funds, which are crucial for the successful implementation of procurement processes. Table 4.10 presents the descriptive statistics for various aspects related to the financial resources available for procurement activities in the county.

Respondents rated the budgeting cycle in the county as somewhat timely, with a mean of 3.38 (SD = 1.034), suggesting that while the cycle generally supports procurement processes, there may be delays or challenges that hinder the smooth execution of these processes. On the availability of sufficient financial resources for procurement needs, the mean was 3.53 (SD = 0.924), indicating a moderate level of agreement. This suggests that while the county allocates financial resources for procurement, some respondents believe that the allocation may not always meet the full needs.

TABLE 4.10

Descriptive Statistics for Technological Infrastructure

Item	Mean (M)	Standard Deviation (SD)
The budgeting cycle in the county is timely and facilitates the smooth execution of procurement processes	3.38	1.034
The county allocates sufficient financial resources as per procurement needs	3.53	0.924
Procurement funds are disbursed in a timely manner	3.25	1.044
The county has substantial pending bills	3.75	1.052
The county has substantial pending bills	3.81	0.986
The county has allocated enough funds for development	3.43	0.968

In terms of timely disbursement of procurement funds, the mean was 3.25 (SD = 1.044), reflecting a more neutral stance. Respondents were less confident in the timely transfer of funds, suggesting that delays may impact the procurement process. Regarding pending bills, the mean of 3.75 (SD = 1.052) indicates that there are substantial pending bills, which could be a challenge in managing financial resources effectively. This is supported by a slightly higher mean of 3.81 (SD = 0.986) for a similar item regarding pending bills. Lastly, respondents agreed that funds allocated for development were sufficient (M = 3.43, SD = 0.968), indicating that while development funds were allocated, there may still be gaps in meeting all procurement and development needs.

The study finally assessed overall financial resources in the county, focusing on how respondents perceive the adequacy and effectiveness of the financial support for procurement activities. Figure 4.7 presents the distribution of respondents' ratings, highlighting the overall perception of the county's financial resources.

FIGURE 4.7

Overall Rating for Financial Resources

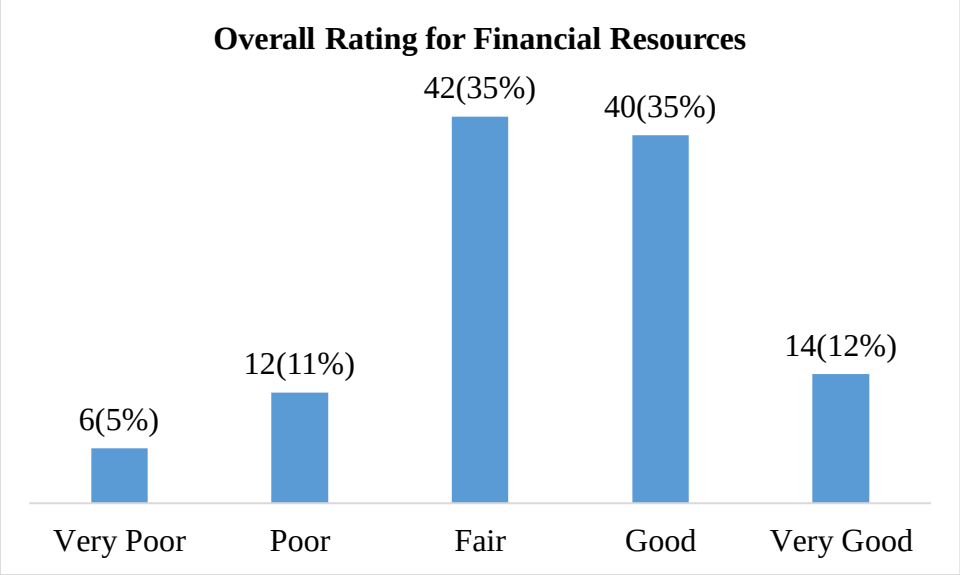


Figure 4.7 shows the respondents' ratings for overall financial resources in the county. The majority of respondents rated the county's financial resources as Fair (37%) or Good (35%), with a smaller portion rating it as Very Good (12%). A few respondents rated the financial resources as Poor (11%) or Very Poor (5%). The mean score for the overall rating of financial resources was 3.39 (SD = 1.009), indicating that while most respondents view the county's financial resources as sufficient, there is notable variability in how they assess the adequacy and timeliness of the available funds. The results suggest that while financial resources are generally seen as adequate, there is still room for improvement in ensuring that procurement is fully supported by sufficient and timely financial resources.

The interviews revealed mixed experiences regarding the availability and management of financial resources for procurement in counties. KII1 explained that although budgets are prepared to cover procurement needs, delays in disbursement often disrupt the smooth flow of activities. KII2 emphasized that while allocations are made, they are sometimes insufficient, forcing departments to scale down or postpone planned procurements. KII3 highlighted the challenge of accumulating pending bills, which create pressure on current budgets and affect the credibility of procurement planning. KII4 added that although counties allocate funds for development, competing priorities and political demands frequently divert resources away from procurement programs. Collectively, the informants pointed to financial resources being present but constrained, with issues of timeliness, adequacy, and pending obligations undermining the consistency and predictability of procurement financing.

The results suggest that while financial resources are generally seen as adequate, there is still room for improvement in ensuring that procurement is fully supported by sufficient and timely financial resources. Interview findings reinforced this by pointing to delays in disbursement, constrained allocations, and the burden of pending bills, all of which undermine predictability in procurement planning. This resonates with Scott's (2021) observation in Ghana that reliable fiscal flows strengthen planning and compliance, as predictable cash enables entities to tender and pay on time. In agreement with Kabir and Musonda (2021), the county experience shows that adequate budgets are central to sustaining procurement reforms, particularly for meeting payment obligations and financing system improvements. Similarly, Osei and Boateng (2023) underscore that sufficient funding reinforces enforcement and minimizes contract slippage, a concern echoed by informants who described how pending bills erode credibility and slow implementation. Collectively, these findings suggest that under PPADA, 2015, financial resources are not simply background support but a decisive factor shaping the consistency and effectiveness of county procurement systems.

4.6 Diagnostic Tests

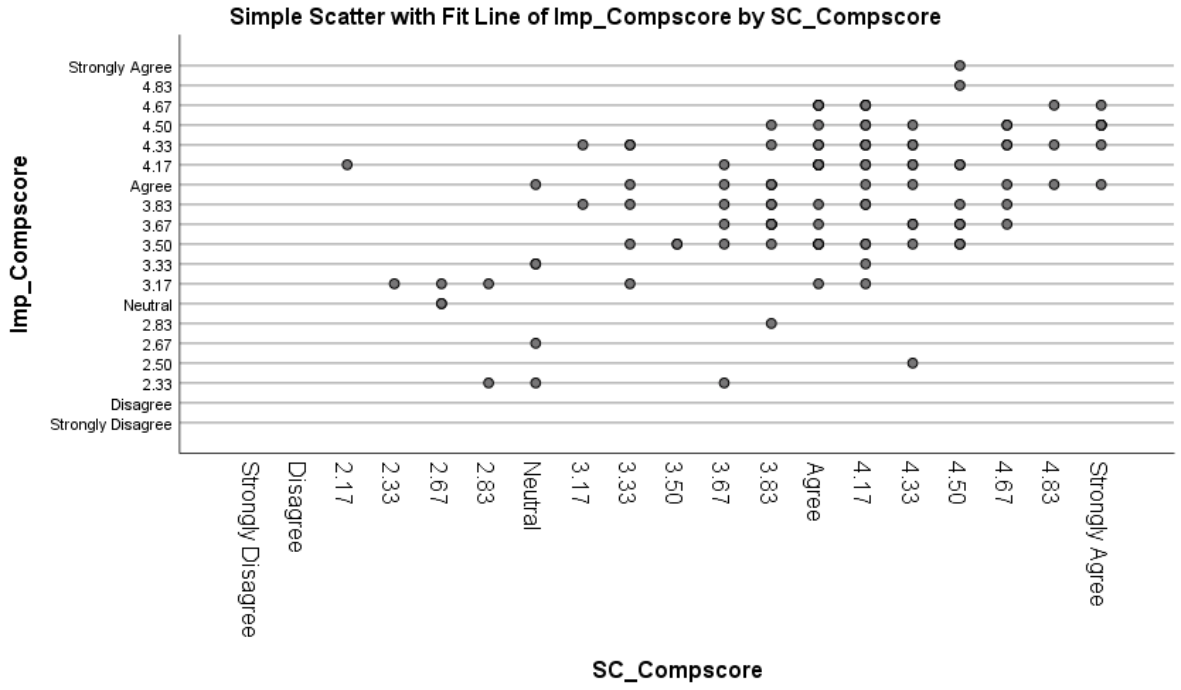
Three diagnostic tests were performed to ensure that the data met the assumptions of regression analysis, namely linearity, normality, and multicollinearity tests.

4.6.1 Linearity Test

A linearity test assessed whether the independent variables (top county leadership, staff competence, technological infrastructure, and financial resources) exhibited a linear relationship with the dependent variable (implementation of the Public Procurement & Disposal Act, 2015) (Hair et al., 2021). Composite scores were computed to allow the analysis. Scatter plots in figures 4.8 – 4.11 are shown below.

FIGURE 4.8

Scatter Plot for Implementation and Top County Leadership

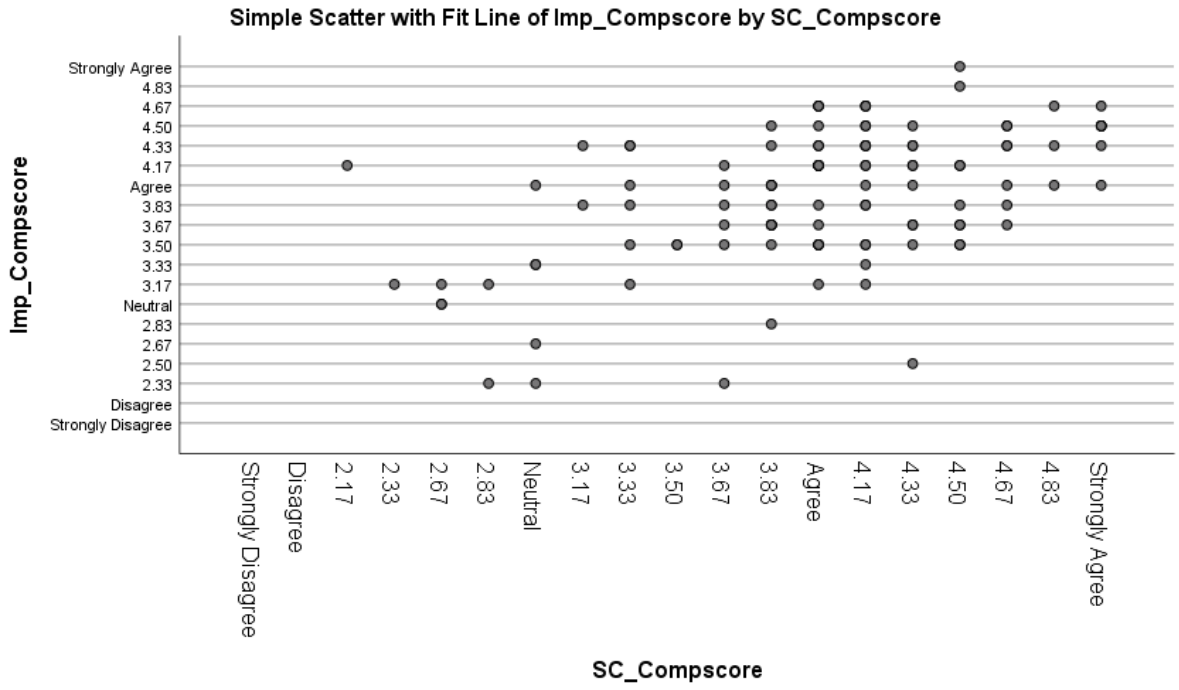


The scatter plot suggests a weak relationship between TCL_Compscore and Imp_Compscore. Although there is some association, the horizontal spread of the data points,

combined with the flat nature of the fit line, indicates that linearity is weak. Further analysis was needed for a deeper understanding of the relationship.

FIGURE 4.9

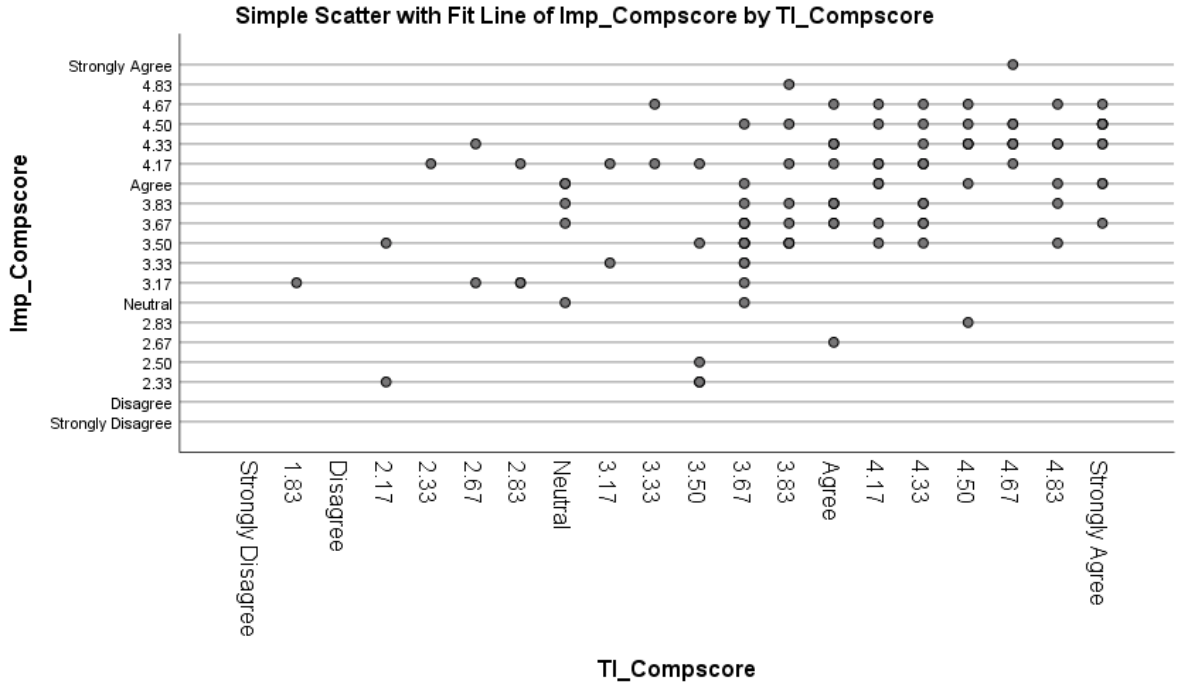
Scatter Plot for Implementation and Staff Competence



The scatter plot suggests a moderate positive linear relationship between technological infrastructure and procurement implementation. As technological infrastructure improves, so does the perceived implementation of PPADA, but there is still some variability. Further analysis could explore the strength and potential factors that influence this relationship.

FIGURE 4.10

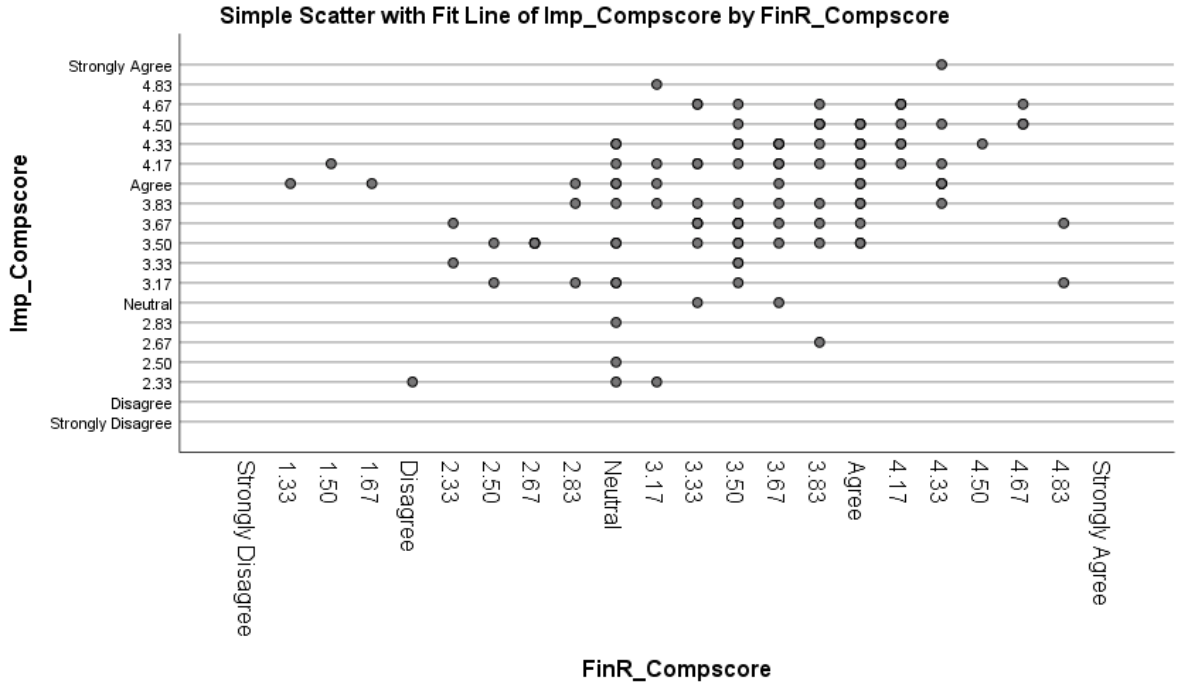
Scatter Plot for Implementation and Technological Infrastructure



The scatter plot clearly shows a positive linear relationship between technological infrastructure and procurement implementation. As technological infrastructure improves, the implementation of procurement also improves, though some variability remains.

FIGURE 4.11

Scatter Plot for Financial Resources



The scatter plot indicates a moderate positive linear relationship between financial resources and procurement implementation. As financial resources are rated more favourably, there is a corresponding improvement in the implementation of procurement processes. However, some variability exists, indicating that other factors might be influencing the results.

With a linear relationship having been detected, the study proceeded with other diagnostics.

4.6.2 Normality Test

The Shapiro-Wilk Test was used to test for normality, and the results are shown in Table 4.11.

TABLE 4.11

Shapiro-Wilk Test

Variable	W	df	Sig.
Implementation of PPADA (Imp_Compscore)	.344	100	.121
Top County Leadership (TCL_Compscore)	.327	100	.145
Technological Infrastructure (TI_Compscore)	.355	100	.182
Financial Resources (FinR_Compscore)	.356	100	.164
Staff Competence (SC_Compscore)	.350	100	.065

A Shapiro–Wilk test indicated no significant departures from normality for the five composites (all $p > .05$), suggesting that the variables approximate normal distributions and are suitable for parametric analysis.

4.6.3 Multicollinearity Test

Multicollinearity occurs when independent variables are highly correlated, which can distort regression estimates (Hair et al., 2021). The Variance Inflation Factor (VIF) was used to test for multicollinearity.

TABLE 4.12

Variance Inflation Factor

Variable	Tolerance	VIF
Top County Leadership (TCL_Compscore)	0.543	1.841
Staff Competence (SC_Compscore)	0.524	1.907
Technological Infrastructure (TI_Compscore)	0.444	2.253
Financial Resources (FinR_Compscore)	0.637	1.571

The Variance Inflation Factors were inspected and found to be within acceptable bounds (VIF < 5; Tolerance > .20), which corroborates the diagnostics above.

4.7 Correlation Analysis

Table 4.13 presented a pair-wise result of the variables correlated, which were the independent variables and the dependent variable.

TABLE 4.13

Correlation Of Institutional Capacity and the Implementation of the PPADA

Variable	Implementation of PPADA	Top County Leadership	Staff Competence	Technological Infrastructure	Financial Resources
Implementation of PPADA	1.00	.558**	.497**	.478**	.379**
Top County Leadership	.558**	1.00	.600**	.614**	.471**
Staff Competence	.497**	.600**	1.00	.607**	.382**
Technological Infrastructure	.478**	.614**	.607**	1.00	.552**
Financial Resources	.379**	.471**	.382**	.552**	1.00

The correlation results reveal important relationships between key factors influencing the implementation of the Public Procurement and Asset Disposal Act (PPADA) in county governments. First, the Implementation of PPADA is moderately positively correlated with Top County Leadership (r = 0.558), suggesting that as top leadership commitment to procurement reforms increases, the implementation of PPADA becomes more effective. Similarly, the Implementation of PPADA is also positively correlated with Staff Competence (r = 0.497) and Technological Infrastructure (r = 0.478), indicating that higher levels of staff competence and improved technological infrastructure contribute to better implementation of procurement processes in the county.

In addition, Top County Leadership is strongly positively correlated with both Staff Competence (r = 0.600) and Technological Infrastructure (r = 0.614). This suggests that strong leadership in the county is closely linked to better-trained procurement staff and more advanced technological systems. The positive correlation between Staff Competence and Technological Infrastructure (r = 0.607) further supports this idea, indicating that counties with more competent staff tend to also have better technological systems to support procurement activities.

Lastly, Financial Resources shows moderate positive correlations with Implementation of PPADA (r = 0.379), Top County Leadership (r = 0.471), and Technological Infrastructure (r = 0.552). This suggests that adequate financial resources are important for supporting effective leadership, competent staff, and technological advancements in the procurement process.

In summary, the findings highlight that Top County Leadership, Staff Competence, and Technological Infrastructure are all crucial institutional capacity factors contributing to the successful implementation of PPADA, with financial resources also playing a supportive role in these outcomes.

4.7 Regression Analysis

Having satisfied all the necessary assumptions for regression, including tests for normality, multicollinearity, and linearity, the study proceeded to conduct a regression analysis to ascertain the influence of Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources on the Implementation of the Public Procurement and Asset Disposal Act, 2015. The regression model aimed to determine the strength and significance of these predictors in explaining the variation in PPADA implementation, as well as to identify any potential relationships between these institutional capacity indicators and

factors that could impact the implementation of PPADA within the counties in the Central Region Economic Bloc.

4.7.1 Model Summary

The regression analysis was conducted to determine the influence of various predictors on the Implementation of the Public Procurement and Asset Disposal Act, 2015. The values obtained from the regression model, including R, R^2, Adjusted R^2, and the Standard Error of the Estimate, are recorded in Table 4.14 below. These statistics provide an overview of how well the independent variables (Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources) explain the variation in the dependent variable (Implementation of PPADA,2015).

TABLE 4.14

Model Summary for Predictors of Implementation of PPADA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633	.400	.375	.45123

The regression model results, as shown in Table 4.14, provide key statistics that help assess the overall fit of the model and the explanatory power of the predictors. The R value of 0.633 indicates a moderate positive relationship between the independent variables (Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources) and the dependent variable (Implementation of the Public Procurement and Asset Disposal Act). The R-square value of 0.400 suggests that 40% of the variation in the implementation of PPADA can be explained by these four predictors.

The Adjusted R-squared value of 0.375 accounts for the number of predictors and provides a more accurate estimate of how well the model generalizes to the population. The

Standard Error of the Estimate is 0.45123, indicating the average distance that the observed values fall from the regression line.

4.7.2 Analysis of Variance

The Analysis of Variance (ANOVA) in Table 4.15 evaluates the overall significance of the regression model used to predict the Implementation of the Public Procurement and Asset Disposal Act, 2015. It tests whether the independent variables, including Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources, as a group, significantly explain variations in PPADA, 2015 implementation.

TABLE 4. 15

Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.905	4	3.226	15.845	.000
Residual	19.343	95	0.204		
Total	32.248	99			

The ANOVA results further assess the overall significance of the regression model. The F-statistic of 15.845 is significant at the 0.000 level, as indicated by the Sig. Value of 0.000, which is well below the standard alpha level of 0.05. This suggests that the model as a whole provides a statistically significant explanation for the variation in the implementation of PPADA, 2015.

These results indicate that the combined influence of Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources has a significant effect on the implementation of the Public Procurement and Asset Disposal Act in the counties.

4.7.3 Regression Coefficients

To further understand the relative importance of each institutional capacity factor, the study examined the regression coefficients for Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources. The coefficients provide both the magnitude and direction of influence of each predictor on the implementation of PPADA, 2015, while also indicating which variables have a statistically significant effect when considered alongside the others. Table 4.16 summarizes these results.

TABLE 4. 16

Regression Coefficients

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
Constant	1.329		3.097	.003
Top County Leadership (TCL)	0.278	0.326	2.978	.003
Staff Competence (SC)	0.174	0.192	1.780	.083
Technological Infrastructure (TI)	0.106	0.133	1.299	.266
Financial Resources (FinR)	0.100	0.110	1.098	.272

Table 4.16 presents the regression coefficients for the factors influencing the Implementation of the Public Procurement and Asset Disposal Act, 2015, in the counties. These coefficients indicate the degree to which each independent variable impacts the implementation of PPADA, 2015, with all four independent variables being assessed: Top County Leadership, Staff Competence, Technological Infrastructure, and Financial Resources. The values show

how much the Implementation of PPADA, 2015 (the dependent variable) is expected to change as each factor changes. The constant value of 1.329 indicates the baseline or starting level of PPADA Implementation when all independent variables are set to zero. In other words, this is the predicted level of implementation when factors such as leadership, staff competence, infrastructure, and financial resources are absent or not accounted for.

The first specific objective evaluated the role of county top leadership on the implementation of PPADA, 2015, in CEREB Counties. Based on the regression results, Top County Leadership had a coefficient of 0.278. This means that for every one-unit increase in Top County Leadership, the implementation of PPADA increases by 0.278 units. This result is statistically significant, with a p-value of 0.003, suggesting that Top County Leadership plays a crucial role in influencing PPADA Implementation in the counties. This variable has the strongest effect compared to the others, emphasizing the importance of leadership in the procurement process.

The interviews highlighted the critical role of Top County Leadership in driving the implementation of the Public Procurement and Asset Disposal Act, 2015, within the counties of the Central Region Economic Bloc. Consistent with the regression results, the key informants unanimously agreed that strong leadership is crucial for successful procurement reforms. KII1 emphasized that effective leadership ensures that the right structures and qualified personnel are in place to support procurement processes, directly contributing to enhanced compliance with the PPADA. This view was echoed by KII2, who noted that county leaders are instrumental in setting the agenda and prioritizing procurement reforms, which helps align the county's procurement practices with the legal requirements of the Act.

The interviews also revealed that while leadership is universally recognized as vital, its impact can be influenced by varying levels of political pressures and competing priorities within counties. KII3 observed that strong leadership ensures the proper allocation of resources

and oversight, thus facilitating more effective procurement practices. However, KII4 cautioned that political demands sometimes divert attention and resources away from procurement reforms, which can limit their effectiveness. Despite these challenges, the overall consensus from the key informants aligns with the regression results, which clearly show that leadership remains the most influential factor in driving PPADA implementation. The findings underscore the importance of top county leadership in shaping procurement strategies, emphasizing that when leaders prioritize and actively engage in procurement reforms, the implementation of the PPADA is significantly strengthened.

The regression results also addressed the second objective, which investigated how staff competence influences the implementation of PPADA, 2015, in CEREB Counties. Staff Competence also shows a positive effect on PPADA Implementation, with a coefficient of 0.174. This means that an increase in staff competence by one unit would result in an expected increase of 0.174 units in PPADA Implementation. However, the relationship is only marginally significant with a p-value of 0.083, indicating that while Staff Competence has a positive impact, it is not as strong or reliable as Top County Leadership in explaining the variation in PPADA Implementation.

The interviews provided valuable insights into the role of Staff Competence in the implementation of the Public Procurement and Asset Disposal Act, 2015, in CEREB counties. KII1 observed that while staff skills and qualifications are essential, their impact on procurement practices depends heavily on the support provided by leadership. This sentiment aligns with the regression results, where Staff Competence showed a positive relationship with PPADA implementation (coefficient = 0.174), suggesting that improved staff competence contributes to more effective procurement practices. However, KII2 added that while training programs are available, the effects are not always consistent, especially in counties facing staffing shortages or limited training opportunities. This is reflected in the regression's

marginal significance (p = 0.083), indicating that staff competence has a positive influence but is less decisive than leadership in driving procurement reforms.

KII3 emphasized that while technical expertise is important, it can only lead to significant improvements when the leadership provides the necessary resources and fosters a culture of continuous development. This aligns with the regression finding, where Staff Competence is positively associated with PPADA, 2015 implementation, but is not as strong a predictor as Top County Leadership. KII4 pointed out that although there are efforts to build capacity through training and workshops, the lack of sufficient resources and inconsistent support can limit the effectiveness of these initiatives. Collectively, the interviews suggest that while staff competence is an important factor in procurement outcomes, its impact is contingent upon the broader leadership and institutional support, reinforcing the regression results that indicate staff competence plays a positive but secondary role in driving the successful implementation of PPAD, 2015, in CEREB counties.

For the third objective, which assessed the influence of technology infrastructure on the implementation of PPADA, 2015, in CEREB Counties, Technological Infrastructure had a coefficient of 0.106. This indicated a positive relationship with PPADA, 2015 Implementation. This suggests that improved infrastructure could lead to better implementation, but the impact is not statistically significant, with a p-value of 0.266. This result suggests that, while Technological Infrastructure is likely a contributing factor, it does not have a strong enough influence to be considered a major driver of PPADA, 2015 Implementation in the counties.

The interviews provided valuable perspectives on the role of Technological Infrastructure in the implementation of PPADA, 2015, in CEREB counties. KII1 highlighted that while basic technological infrastructure, such as computers and internet access, is available in many counties, inconsistent connectivity often hinders the smooth execution of procurement activities. This aligns with the regression results. KII2 noted that while some counties have

adopted procurement software and integrated it with the IFMIS, the overall effectiveness of these systems is limited by issues such as poor bandwidth and lack of regular updates. These challenges reflect the regression result that suggests infrastructure improvements can contribute to better procurement outcomes, but they are not strong enough to drive significant change in the PPADA, 2015 implementation.

KII3 added that while technological infrastructure is an essential component of digital procurement, its impact remains constrained by the lack of consistent updates and uneven adoption across different departments. KII4 further observed that although e-procurement platforms are in place, many departments continue to rely on manual processes due to unfamiliarity with digital systems or resistance to change. This highlights the gap between infrastructure availability and its effective use in implementing PPADA, 2015. Collectively, the interviews suggest that Technological Infrastructure does play a role in the procurement process, but its impact is hindered by factors such as poor internet connectivity, inadequate system updates, and uneven adoption. These insights support the regression findings, which indicate that while infrastructure is a contributing factor, it does not yet serve as a major driver of PPADA implementation in CEREB counties.

Similarly, Financial Resources shows a positive correlation with PPADA Implementation, with a coefficient of 0.100. However, just like Technological Infrastructure, the p-value of 0.272 indicates that Financial Resources do not have a statistically significant impact on PPADA Implementation in this study.

The regression results show that Top County Leadership has the most substantial and statistically significant impact on the implementation of the PPADA, 2015, with a positive coefficient of 0.278 ($p = 0.003$). This finding supports existing comparative studies that emphasize how leadership sets the tone and direction for procurement reforms. For instance, Ribeiro and Nascimento (2018) in Brazil demonstrated that executives who prioritized

procurement integrity cultivated a culture of accountability that boosted efficiency. Similarly, Shukla and Kumar (2020) found in India that when state leaders visibly supported digital reforms, it led to improvements in transparency and timeliness. The current results align with these findings by showing that county executives in Kenya play a crucial role in shaping procurement compliance through agenda-setting, oversight, and resource allocation. This study also echoes findings from Nigeria and Kenya, reported by Olubunmi (2017) and Kimani and Muturi (2021b), where leadership attention helped reduce inefficiencies by enforcing adherence to procurement rules. What this research adds is evidence from devolved systems, illustrating that leadership is not only pivotal at federal or ministerial levels but also within county structures. Coordination among executives, committees, and departments at the county level can either boost or hinder the momentum of reforms.

Staff Competence, although positively related to PPADA implementation with a coefficient of 0.174, is only marginally significant ($p = 0.083$). This indicates that while competence does play a role, it is not as influential as leadership. This observation is in line with Zhang and Liu (2019), who argued that technical expertise improves procurement outcomes when leadership and institutional culture support its effective use. Similarly, Shukla and Kumar (2020) found in India that while staff training during e-procurement rollouts improved compliance, its impact was inconsistent where digital skills were lacking. The marginal significance of staff competence in this study may be attributed to staffing shortages and limited training resources in Kenyan counties, as noted by Musumbu and Nyang'au (2017), which undermine enforcement despite the presence of skilled officers. When compared to Kabir and Musonda (2021) in South Africa, who emphasized the stabilizing role of professionalization programs, the CEREB context shows that competence alone is insufficient without supportive leadership and adequate institutional resources.

Technological Infrastructure also showed a positive but statistically insignificant effect on PPADA implementation, with a coefficient of 0.106 ($p = 0.266$). This suggests that while technology plays a role, it has not yet emerged as a decisive driver of reform outcomes in the counties studied. Lee (2019) in China and Santos and Pereira (2021) in Brazil showed that robust e-procurement platforms can enhance transparency, speed, and accuracy. However, Smith and Gordon (2022) in the UK cautioned that technology alone cannot ensure compliance unless it is integrated into existing workflows. The results of this study align with Kenyan findings from Musumbu and Nyang'au (2017), who observed that poor ICT uptake limited the effective implementation of procurement laws across several counties. This implies that in devolved systems like CEREB, the impact of technology depends on factors such as connectivity, integration, and staff capability, which may explain why technology has not yet emerged as a significant driver of compliance.

Financial Resources similarly showed a positive but statistically insignificant effect with a coefficient of 0.100 ($p = 0.272$), indicating that while funding is important, it is not sufficient on its own to ensure procurement compliance. This finding is consistent with Wanjiru and Kihara (2023), who found that financial resources help implement procurement laws more fully, especially when they also support training and internal audit functions. In contrast, Kabir and Musonda (2021) in South Africa and Osei and Boateng (2023) in Ghana found that adequate funding had a more pronounced effect on reform uptake and enforcement. The weaker effect in this study may reflect fiscal constraints and delayed disbursements, as suggested by the descriptive findings, which indicated that while financial resources were deemed adequate, they still required improvement. This aligns with the findings of Mugisha and Nkurunziza (2020) in Rwanda, who argued that autonomy in budget management can accelerate procurement processes, but only when combined with leadership attention and institutional competence.

Overall, the regression results confirm that institutional capacity is multi-dimensional, with leadership emerging as the most significant factor, though it does not operate in isolation. The strong and significant impact of leadership shows that procurement reforms gain momentum when senior officials prioritize procurement and provide clear direction. At the same time, the positive, though weaker, effects of staff competence, technology, and financial resources suggest that these elements can enhance procurement outcomes when they are supported by leadership. This finding echoes the work of Kabir and Musonda (2021), who emphasized that budgets, skills, and systems need to be coordinated for effective reforms, and Osei and Boateng (2023), who noted that enforcement capacity improves when resources and professional development go hand in hand. This study advances the literature by demonstrating that, in devolved Kenyan counties, leadership either amplifies or diminishes the impact of other capacity variables. The findings suggest that successful PPADA implementation depends not on isolated factors but on the combined and coordinated efforts of leadership, staff competence, infrastructure, and resources.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

The purpose of this chapter is to provide a summary of the findings that are in accordance with the particular objectives of the study, as well as the conclusions that were formed and the recommendations that were made for the study, which include suggested areas of subsequent study to enrich relevant previous knowledge.

5.2 Summary of the Findings

5.2.1 County top leadership for implementation of PPADA

The findings of this study emphasize the significant role of County Top Leadership in the implementation of the Public Procurement and Asset Disposal Act, 2015. The regression analysis revealed that Top County Leadership is one of the strongest predictors of PPADA implementation, with a positive and statistically significant relationship ($B = 0.278$, $p = 0.003$). This suggests that as the commitment of the county governor and leadership increases, the effective implementation of procurement regulations also improves. The study highlights that county leadership actively supporting procurement reforms, aligning policies with development goals, and ensuring regular monitoring of procurement activities directly contribute to successful PPADA implementation. The involvement of county leadership in regular audits and reviews was found to be crucial in ensuring accountability, thereby facilitating greater transparency and efficiency in procurement processes. These results underscore the critical importance of having strong and committed leadership at the county level to ensure the effective execution of procurement laws.

5.2.2 Staff competence for implementation of PPADA

The study findings reveal that Staff Competence plays a significant, though marginal, role in the implementation of the Public Procurement and Asset Disposal Act, 2015. The regression analysis showed a positive relationship between staff competence and PPADA implementation (B = 0.174), although it was only marginally significant (p = 0.083). This indicates that while skilled and knowledgeable procurement staff contribute to the effective execution of procurement processes, their influence is somewhat weaker compared to other factors, such as top county leadership. Regular training and development programs for staff were found to enhance their understanding and application of the PPADA, suggesting that ongoing professional development is key to improving procurement practices. However, the findings seem to imply that staff competence alone may not be sufficient without strong leadership support and adequate technological infrastructure to facilitate smooth procurement processes.

5.2.3 Technological infrastructure for implementation of PPADA

The findings of this study indicate that Technological Infrastructure has a positive, but insignificant, relationship with the Implementation of the Public Procurement and Asset Disposal Act, 2015. The regression analysis revealed a coefficient of 0.106 and a p-value of 0.266, suggesting that while technological resources such as computers, internet access, and procurement software contribute positively to the procurement processes, their impact on the implementation of PPADA is not statistically significant. This suggests that technological infrastructure, while necessary, alone does not significantly drive the successful implementation of PPADA. Instead, the effectiveness of these technological tools may be dependent on the presence of other factors such as strong leadership, staff competence, and adequate financial resources to support and utilize these technologies effectively.

5.2.4 Financial resources for implementation of PPADA

The study findings show that Financial Resources have a positive, though insignificant, effect on the Implementation of the Public Procurement and Asset Disposal Act (PPADA). The regression analysis revealed a coefficient of 0.100 and a p-value of 0.272, indicating that while the availability of adequate financial resources is positively related to the implementation of PPADA, this relationship is not statistically significant. This suggests that sufficient funding, while important for supporting procurement activities, does not play a major role in the effective implementation of PPADA on its own. The lack of statistical significance implies that other factors, such as leadership commitment and staff competence, may have a more substantial impact on the successful execution of procurement processes, even when financial resources are available

5.3 Conclusions

5.3.1 County top leadership for implementation of PPADA

The study concludes that County Top Leadership plays a crucial role in the successful implementation of the Public Procurement and Asset Disposal Act, 2015. The strong commitment and active support from the county governor and leadership team significantly enhance the procurement process. Regular monitoring, alignment of procurement policies with county development goals, and ensuring accountability through audits and reviews were identified as key elements that contribute to effective PPADA implementation. This highlights the importance of having strong, proactive leadership at the county level, which directly influences the efficiency and transparency of procurement practices. Therefore, the success of PPADA implementation is largely dependent on the leadership's ability to prioritize and support procurement reforms within the county.

5.3.2 Staff competence for implementation of PPADA

When staff competence is high, the study holds that implementation of PPADA will be smooth, consistent, and compliant. Competence here means officers understand the law and procedures, apply them correctly, and can use the required digital systems with confidence. Regular training, clear job expectations, mentoring, and adequate staffing help reduce errors, delays, and disputes. Strengthening these capacities across procurement teams, therefore, supports the steady execution of PPADA in the counties.

5.3.3 Technological infrastructure for implementation of PPADA

The study holds that dependable, secure, and integrated technological infrastructure supports smoother and more predictable implementation of PPADA. Systems linked to IFMIS and e procurement, backed by adequate hardware, stable connectivity, and current software, reduce processing times, strengthen audit trails, and support compliance. Role based access, regular backups, and routine maintenance limit errors and downtime. With timely user support and practical training, these tools become daily enablers across the procurement cycle, leading to steadier implementation across counties.

5.3.4 Financial resources for implementation of PPADA

The study concludes that dependable, secure, and integrated technological infrastructure enables smoother and more predictable implementation of PPADA. Linkages to IFMIS and e-procurement, supported by adequate hardware, stable internet, and current software, facilitate timely processing, accurate records, and compliance. Role based access, regular backups, and routine maintenance limit errors and downtime. With responsive user support and practical training, these systems act as daily enablers across the procurement cycle, reinforcing steady implementation in the counties.

5.4 Recommendations

To enhance the effectiveness of PPADA's 2015 implementation, the study suggests that the Treasury and PPRA continue supporting county procurement reforms through regular capacity-building workshops and clear guidance on procurement policies. To address the current challenges with eGPS adoption, the study recommends that the Treasury and PPRA collaborate with counties to tap into existing institutional capacity by providing targeted support and training. This would include offering practical resources, addressing technical barriers, and promoting awareness of eGPS's potential to improve procurement efficiency. By strengthening these efforts, counties can better integrate eGPS and support the objectives of PPADA, 2015.

For county top leadership, the study recommends issuing an annual directive linking procurement plans to the county's development goals. Quarterly reviews using data from IFMIS and eGPS will ensure timely tracking of procurement performance. The study proposes that leadership establish a compact with clear performance targets, such as cycle time, compliance rates, and payment timelines, ensuring alignment with PPADA, 2015 objectives and promoting continuous improvement in procurement practices.

For county procurement staff, the study recommends implementing monthly training sessions focused on the latest procurement regulations and best practices. Pairing new staff with experienced mentors for their first three tenders will provide practical learning. The study proposes using a one-page checklist for key procurement stages, ensuring consistency and efficiency. Additionally, counties should activate existing e-procurement, IFMIS, and eGPS systems to enhance transparency and reduce procurement delays before considering new tools. Providing standardized templates, job aids, and a quick support channel will further optimize staff performance.

5.5 Suggestions for Further Research

i. Future research could explore further the impact of leadership commitment on the successful implementation of PPADA, 2015, particularly in areas such as interdepartmental coordination and the integration of procurement practices with broader county development goals.

ii. Additionally, while this study touched on the role of technology, future research could delve deeper into how emerging technologies, such as eGPS, are influencing procurement processes at the county level and the strategies needed to enhance their adoption.

iii. Furthermore, investigating the relationship between financial resources and procurement efficiency would provide valuable insights into optimizing resource allocation for improved implementation.

iv. Lastly, future studies could examine the effects of ongoing capacity-building efforts on the long-term sustainability of PPADA, 2015 reforms in counties, especially as they continue to adapt to evolving challenges.

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APPENDICES

Appendix I: KCAUSERC Data Collection Introduction Letter to NACOSTI

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BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025 *Date: Friday, July 11, 2025*

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION (NACOSTI)
P.O BOX 30623-00100
NAIROBI

Dear Sir/Madam,

RE: CAROLINE WANGUI MUTURA - REG NO. 19/04150

It is my distinct pleasure to introduce Caroline Wangui Mutura, a student at our institution pursuing a Master of Business Administration Human Resources Management degree in the School of Business. Caroline is conducting research on the topic: ***"Institutional capacity and implementation of the public procurement and asset disposal act in central region economic bloc counties"*** Her study has been reviewed and approved by the University's Ethics Review Committee Approval No. KCAUSERCSOB050. The Approval period is 20th March 2025- 20th March 2026.

Any assistance accorded to her is highly appreciated.

Yours faithfully,

DR. JACKSON NDOLO
DIRECTOR, BOARD OF POST GRADUATE STUDIES

Appendix II: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **667820**

Date of Issue: **30/July/2025**

RESEARCH LICENSE

This is to Certify that Ms.. Caroline Wangui Mutura of KCA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Embu on the topic: INSTITUTIONAL CAPACITY AND IMPLEMENTATION OF THE PUBLIC PROCUREMENT AND ASSET DISPOSAL ACT IN CENTRAL REGION ECONOMIC BLOC COUNTIES for the period ending : 30/July/2026.

License No: **NACOSTI/P/25/4177618**

667820

Applicant Identification Number

Ag. Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix III: KCA Introduction Letter to Study Participants

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BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025 *Date: Friday, July 11, 2025*

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: CAROLINE WANGUI MUTURA - REG NO. 19/04150

It is my distinct pleasure to introduce Caroline Wangui Mutura, a student at our institution pursuing a Master of Business Administration Human Resources Management degree in the School of Business. Caroline is conducting research on the topic: ***"Institutional capacity and implementation of the public procurement and asset disposal act in central region economic bloc counties"*** which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

DR. JACKSON NDOLO
DIRECTOR, BOARD OF POST GRADUATE STUDIES

Appendix IV: Appendix I: Appendix I: Introductory Letter

To Whom It May Concern,

Subject: Request for Participation in Research Study

I am CAROLINE WANGUI MUTURA, a Master's Student at KCA University, currently conducting a study titled *"Institutional Capacity for Implementation of the Public Procurement and Asset Disposal in Central Region Economic Bloc Counties"*. This research work seeks to understand how top county leadership, staff competence, technological infrastructure, and financial resources in the procurement process. The feature of your participation is critically important for this research.

The reason you were selected is because of your acknowledged background in procurement at your county. Your information is well protected and all provided information is intended strictly for academic purposes only. Your cooperation will be highly appreciated, and any clarification regarding this message, kindly contact 0706533822. I am pleased to thank you for your contribution which has been valuable for this essential investigation

Yours sincerely,

CAROLINE WANGUI MUTURA

Appendix V: Questionnaire for Procurement Staff

Instructions:

1. Please answer all questions honestly.
2. For each statement, choose the option that best reflects your opinion or experience.
3. Your responses will remain confidential and will be used solely for academic purposes.

Section A: Demographic Information

1. What is your gender? ☐ Male ☐ Female ☐ Other
2. What is your age bracket?
   ☐ 18–25 ☐ 26–35
   ☐ 36–45 ☐ 46–55
   ☐ 56 and above
3. What is your highest level of education?
   ☐ Certificate/Diploma ☐ Bachelor's Degree
   ☐ Master's Degree ☐ Doctorate
   ☐ Other (please specify): _____
4. How many years of experience do you have at the County?
   ☐ 1–5 years ☐ 6–10 years ☐ Over 10 years
5. How many years of experience do you have in public procurement?
   ☐ Less than 1 year ☐ 1–5 years
   ☐ 6–10 years ☐ 11–15 years
   ☐ Over 15 years
6. How many years of experience do you have in public procurement at the current county?
   ☐ Less than 1 year ☐ 1–5 years
   ☐ 6–10 years
   ☐ Over 10 years

Section B: Implementation of the Public Procurement and Asset Disposal Act

7. Using a scale of 1-5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, rate the following statements about the implementation of the Public Procurement and Asset Disposal Act by the County Government?

Statement	**1**	**2**	**3**	**4**	**5**
Procurement activities are completed within the timelines set by the Public Procurement and Asset Disposal Act.					
Procurement processes achieve value for money.					
Implementation rates of procurement regulations is high in the county					

There is sufficient oversight to ensure transparency in procurement activities.					
Monitoring and evaluation frameworks are in place to assess implementation with the Public Procurement and Asset Disposal Act.					
The procurement processes in the county are continuously improving					

8. How would you rate overall implementation of the Public Procurement and Asset Disposal Act in the County?

☐Very Poor ☐Poor ☐Fair ☐Good ☐Very Good

Section C: Top County Leadership

9. Using a scale of 1-5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, indicate to what extent do you agree with the following statements regarding institutional capacity in the county government?

Statements on Top County Leadership	**1**	**2**	**3**	**4**	**5**
The County Governor demonstrates a strong commitment to implementing procurement reforms.					
CEC members actively support the implementation of procurement regulations.					
There is clear leadership support for aligning procurement policies with the county's development goals.					
County leadership ensures policies are updated to address evolving procurement challenges.					
The county leadership regularly monitors the implementation of procurement laws.					
County leadership ensures accountability in the procurement process through regular audits and reviews.					

10. How would you rate overall top county leadership in the county?

☐Very Poor ☐Poor ☐Fair ☐Good ☐Very Good

Section D: Staff Competence

11. Using a scale of 1-5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, indicate to what extent do you agree with the following statements regarding procurement staff competence in the county government?

Procurement staff competence Statements	1	2	3	4	5
The countyhas adequately skilled personnel to effectively implement the PPAD Act.					
County staff involved in procurement activities regularly receive training to enhance their understanding of the PPAD Act.					
Training and development programs are regularly offered to County staff to improve their ability to comply with PPADA requirements.					
There is a clear career development path for county staff involved in procurement, encouraging ongoing skills development.					
Staff involved in procurement processes in the county have a strong understanding of procurement laws and regulations as outlined in PPADA.					
The County Government allocates resources for staff training to ensure they remain up-to-date on procurement best practices and PPADA updates.					

12. How would you rate overall procurement staff competence in the county?

☐Very Poor ☐Poor ☐Fair ☐Good ☐Very Good

Section E: Technological Infrastructure

13. Using a scale of 1-5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, indicate to what extent do you agree with the following statements regarding procurement technological infrastructure in the county government?

Statement	1	2	3	4	5
The county has technological infrastructure (computers, internet) to facilitate procurement					
The County Government has appropriate procurement software					
ICT systems in the county are regularly updated to support procurement					
The County Government has integrated digital procurement platforms with IFMIS					
There is a well-established system for e-procurement that is effectively used to handle procurement activities					
The ICT infrastructure available in the county is compatible with the					

14. How would you rate overall procurement technological infrastructure at the county?

☐Very Poor ☐Poor ☐Fair ☐Good ☐Very Good

Section F: Financial Resources

14. Using a scale of 1-5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, indicate to what extent do you agree with the following statements regarding financial resources in the county government?

Statement	**1**	**2**	**3**	**4**	**5**
The budgeting cycle in the county is timely and facilitates the smooth execution of procurement processes.					
The county allocates sufficient financial resources as per procurement needs					
Procurement funds are transferred in a timely manner					
Supplementary budgets for urgent procurements are approved on time.					
The county has substantial pending bills					
The county has allocated enough funds for development					

How would you rate overall financial resources in the county?

☐Very Poor ☐Poor ☐Fair ☐Good ☐Very Good

Thank You for Your Time and Responses

Appendix VI: Key Informant Interview Guide

Introduction

Good [morning/afternoon], _____Thank you for making the time to speak with me today.

My name is Caroline. I have been authorized By KCA University and NACOSTI to conduct key informant interviews as part of a study titled "*Institutional Capacity for Implementation of the Public Procurement and Asset Disposal Act in in Central Region Economic Bloc Counties*." Your insights will directly enrich my Masters research project.

This interview will take approximately 20 minutes.
With your permission, let's begin.

Background and Role

Could you briefly describe your role and responsibilities at the County, particularly as they relate to procurement and implementation of the Public Procurement and Asset Disposal Act (PPADA), 2015.

Leadership Commitment to Procurement Reforms

In your view, how committed is the county leadership towards achieving the objectives set by the PPADA, especially in terms of transparency and accountability?

Impact of Leadership on Procurement Processes

In what ways does the leadership of the county influence day-to-day procurement activities and decisions in your department or unit?

Staff Capacity and Competence

Can you elaborate on the training programs available for staff involved in procurement? How are they contributing to the overall efficiency of procurement processes in the county?

Financial Resources for Procurement

What challenges, if any, do you face in securing timely financial resources to support procurement activities, and how does this impact procurement execution in the county?

Technological Infrastructure

How effectively are technology and ICT systems being used in procurement within your department? Are there any improvements or challenges related to these systems?

Thanks a lot for your views and insights.