

**CHALLENGES AFFECTING PUBLIC PROCUREMENT RECORDS MANAGEMENT PRACTICE IN PUBLIC ENTITIES IN KENYA: A CASE OF THE NATIONAL TREASURY****Lusuli Antony Lung'aho**

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**ABSTRACT**

Records of any kind are a very important asset to any organization for they keep vital information for proper decision making. Weaknesses in records keeping, particularly in regard to procurement records include failure to comply with the procurement law, fragmentation of procurement files; maintenance of informal records which affects effective procuring process. Dysfunctional records management undermines transparency and accountability hence creating room for corruption or collusion leading to loss of public funds which results in stalling of economic development. Proper records management is therefore geared towards ensuring that all procurement records are managed and maintained in accordance with records management policies and practices to curb cases of corruption in public entities. This study sought to determine challenges affecting procurement record management practices in public procuring entities in Kenya with focus on top management support, training, technology and records management policy as factors influencing records management. The study will be of benefit to the management of the public procurement entities, Government of Kenya and other researchers. The study was a descriptive research and the target population of the study was 80 staff members working in National Treasury with a sample size of 40 respondents from procurement, human resource management, ICT and records management officers. Questionnaires were the main data collection instruments. The study employed both quantitative and qualitative research in its data analysis. Data was presented using tables, pie charts and bar graphs. The study established that there is poor public procurement record keeping systems which has led to corrupt practices and lack of accountability.

**Key Words:** *public procurement records, management practice, public entities, Kenya National Treasury*

## Introduction

Record management in procurement process is based on the premise that records require managing from creation, preservation and maintenance to disposal in order to preserve the history and activities of an organization (Venter, 2004). Effective records management enables government to document procurement operations and improve delivery of services and to promote accountability and transparency. In essence, sound records management is the foundation any government needs to provide services, to fulfill its obligation of accountability towards its citizens (Ngoepe, 2008).

Fust & Graf (2002) argue that proper management of records is the foundation any government needs to provide public services, to fulfill its obligation of accountability towards its citizens and economic development. Chinyemba & Ngulube (2005) assert that procurement units have a general responsibility for maintaining procurement records, complete documentation and maintaining of all procurement activities, contracts and agreements entered into. Practicing proper records management leads to effective public procurement process because government activities are based on access to information contained in records (Michael, 2009)

According to De Wet & DuToit (2000), it is essential for government procurement departments to manage records more effectively with other information management functions so that records management becomes a strategic management function towards attaining a competitive advantage. Lowell (1994) records that Government records have a unique character that imposes special responsibilities on the procurement agencies that preserves and manages them. He established that records derive from information they contain and evidence they provide. State records not only document past decisions, they often establish and protect current rights and responsibilities of both the government and the governed. He concludes that procurement records provide a source of public accountability of how public officials conduct official business.

According to Venter (2004) the state of records in all the provinces in South Africa was in a very bad state and disarray that it was not easy conduct audit trail hence lack of accountability and transparency. Tumusiime (2003) reports that in the "Hoima" Police probe, the staff of Hoima court including the Grade one Magistrate was arrested due to missing files. Ssemujju (2002) adds that "police keeps vital records in sacks and this is due to inadequate accommodation facilities. Musonye (2011) asserts that most court clerks are corrupt as a result of not keeping proper records or missing of records. It is argued that the absence of a computerized filing system in most courts had given corrupt clerks an opportunity to play around with the filing systems. Olupot (2003) adds that the Uganda lawyers appealed to the government of Uganda to upgrade registries by computerizing them to save them from collapsing. They singled out the Land registry that operated on paper based records. It asserts that many land documents in Kampala land registry were in a tattered condition which caused disappearance of land information.

Abbot (2007), Ndenje-Sichalwe (2011) states that government ministries of Tanzania faced poor records management practices in procurement failing to foster accountability in the implementation of public procurement sectors reforms due to lack of reliable and readily available records. Many developing countries lack systematic approach to managing records. Ngulube (2006) argued that accurate and readily accessible records of judicial rulings reduce the potential for illicit manipulation resulting in delays, corruption, and inaccuracies. Dysfunctional records management undermines legal and judicial reform creating room for corruption or collusion between court officials and lawyers (Thurston, 2005). This negatively affects enforcement of rules and reduces compliance with the law.

Weaknesses in records keeping, particularly in regard to procurement records management, include failure to comply with the procurement law, fragmentation of procurement files, maintenance of informal records which affects effective procuring process (Kihara, 2009). It has also been observed that procurement records are often viewed as falling outside the jurisdiction of procurement managers where they have been appointed in procuring entities as records management is an independent discipline not related to procurement.

In Kenya attainment of effective public procurement has not been achieved even after enactment of Public Procurement and Disposal Act 2005 which emphasized on systematic and organized approach to the management of records. However, in spite of legal requirements indicating the importance of proper records management practice in procurement management, there is a proposition that the situation is not reflected in practice (Patrick 2010). In Kenya, for example, in certain cases government procuring departments handle recorded information carelessly without realizing that records constitute a major resource similar to finance, people, money and equipment (Odhiambo, 2003). Inadequate filing system, records, data and documentation relating to the procurement processes in selected government institution reveals that it affects effective procuring process causing some delay in public service delivery (PPOA, 2010). A review of the public procuring entities in Kenya in the year 2011-2012, out of 132 works contracts which constitute an important part of public expenditure indicated that about 84% incurred cost-overruns of up to 30% of the initial amount in public entities due to lack of information on procurement of goods and services (PPOA, 2010).

### **The Procuring Entities in Kenya**

Procuring entities is any entity that uses public funds in acquiring goods and services for use in rendering services to the public. The National social security Fund, the Kenya Institute of Administration (KIA), Communications Commission of Kenya (CCK), Government Ministries and departments and Parastatals are public entities that undertake government procurement process. Section 27(1) of the Public Procurement and Disposal Act 2005 provides that a public entity shall ensure that this Act, the Regulations, and any directions of the PPOA are complied with respect to each of its procurements hence the importance of the requirement to maintain and keep proper procurement records as stipulated by the act.

Public procurement is wide ranging and encompasses mostly goods, works and services for use to render services to the public. Items most often procured include food, pipes, vehicles and vehicle supplies, electrical items, pharmaceuticals, chemicals, uniforms, IT requirements, stationery, tools, fuel, and services such as security, catering and vehicle repairs,(Patrick 2010). Works most often includes building or road maintenance and other construction projects. The enactment of the Public Procurement and Disposal Act in 2005 and the subsidiary Public Procurement and Disposal Regulations 2006 and the establishment of the Public Procurement Oversight Authority are part of the government's efforts to reform public procurement in Kenya. The overall goal is to make the public procurement process more transparent to ensure accountability and to reduce wastage of public resources (Patrick, 2010). The new Public Procurement and Disposal Act and the Subsidiary Regulations require procuring entities to manage procurement records properly and effectively (PPDA, 2005).

According to PPOA (2008), the Procurement Records Management Procedures Manual for procurement entities aims to address the weaknesses in the management of procurement records and provides guidelines and direction for best practices. The manual advocate's use of information technology alongside the paper based records management system. However, despite the above guidelines, the underlying weaknesses of procurement records management still exist. Poor public procurement record keeping systems as argued by the World Bank has led to corrupt practices and lack of accountability and poor governance structures in public entities, (OECD 2005).

### **Statement of the Problem**

Records play a crucial role in the operations of any organization since they enhance transparency and accountability which is mostly lacking yet required in public entities. According to KENAO(2012),during the financial year 2010-2011,an audit in Public spending entities revealed that a total of Ksh 8 billion was not accounted for due to lack of procurement records and other documents to support the expenditure amongst them the National Treasury with Ksh 141 million unaccounted for. The auditor general in the same report further notes that a total of Kshs 3 billion was excluded from the final accounts with the National Treasury accounting for Ksh. 226 million due to unavailability and inadequate maintenance of records. The report, KENAO (2012) concludes that in the absence of records and documentation, the propriety of such expenditures totaling the above amounts could not be ascertained.

In a report on review of Public Procurement entities by PPOA (2010), it was reported that the state of procurement filing in all public procurement entities including the National Treasury was in disarray. The procurement records were fragmented between various files hence made it difficult for records retrieval and caused delays in audit trial of procurement processes (PPOA, 2010).

According to a report by PPOA (2010) on improving compliance with the PPDA 2005, a review in public procuring entities including the National Treasury found that the most area of non compliance was failure to keep and maintain procurement records. In a circular by PPOA(2009) addressed to all accounting officers of public entities, it was noted that the responsibility for ensuring that a procuring entity properly documents procurement proceedings and managing records had not received adequate attention leading to loss of procurement records and inability to access crucial information when required hence loss of public funds.

Various studies have been undertaken on procurement challenges by Hunja (2003), Oanda (2008), GOK (2006), Aketch (2005), Kinyanjui (2010), PPOA (2010), KISM (2008), and OECD (2007). However, none of the studies has addressed what makes procurement departments not to maintain proper procurement records. This indicates that there is limited literature available on record management in public entities especially procurement records hence a gap amongst procurement professionals on how to manage procurement records.

### **Objectives of the Study**

This study therefore sought to determine challenges affecting public procurement record management in procuring entities in Kenya and the main objective was to find out challenges affecting public procurement record management practice in public entities in Kenya with the following objectives:

1. To determine how top management support affects procurement records management in public entities.
2. To assess how training in records management amongst procurement practitioners affects record management in public entities.
3. To assess how technology affects procurement records management in public entities.
4. To determine how policy affects procurement records management in public entities.

### **Theoretical Review: Principal Agent Theory**

The principal agent theory is an agency model theory developed by economists that deals with situations in which the principal is in a position to induce the agent to perform some tasks in the principal's interest, but not necessarily in the agents interest (Health & Norman, 2004). Donahue (1989) explains that procurement managers including all public servants concerned with public procurement must play the agent role of appointed representatives. As cited by Krawiec (2003), compliance may represent a principal-agent problem). When compared with Festinger (1957) it is inferred that when someone is forced to comply, dissonance is created between their cognition (I do not want to do this) and their behavior ([did it]). Forced public law compliance on maintenance and keeping of procurement records therefore can end up into dissonance (Langevoort, 2002).

Public risk management is becoming accepted and promoted by practitioners, scholars and government in the public sector (Ferraz & Frederico 2007). As discussed by Ferraz & Frederico (2007), there are enough reasons to apply risk management to public organizations; the economization of financial loss and time, the prevention of human life loss and the accomplishment of strategic objectives among others. Additionally, risk management decisions are concerned primarily with a specific step in risk management processes, which is through selecting the techniques or strategies that will be used for the risks that have been identified and measured.

### **Human Capital Theory**

Human Capital Theory by Becker (1962) is the overriding perspective on-the-job training. This theory views training as an investment; it raises expected future productivity but at a cost. The key distinguishing feature of a human capital investment as opposed to an investment in capital concerns property rights. A machine can be sold, but in modern society, men cannot (Ngoepe, 2008). As individuals have the discretion over the deployment of their own human capital, workers and firms will need to agree on an exchange in the labour market. This implies that how the costs and returns on training are shared between workers and firms is a central concern in the on-the-job training literature.

Armstrong (2008) on training says that continuous employee training contributes towards improvement of the level of employee's competency in the execution of their respective jobs, task and functions. According to David (2007), competency is a standard requirement for an individual to properly perform a specific job. It includes a combination of skills, knowledge and behavior used to improve performance. Competency can be said to be that state of being adequately or well qualified and having the ability to perform a specific or several roles.

Training can therefore lead to higher productivity, adaptability and flexibility and quick responsiveness to changes and innovation. It can be regarded as a means of engaging the commitment of employees to the organization (Armstrong, 2008)

### **Records Management Theory**

The theory was developed by Vakkari and Cronin (1992) and has attempted to construct a model for the current status of RM. RM has, in the past, been formed on a framework of two relevant bodies of knowledge. One views RM as a management technique (under the umbrella of RM), whilst the other is influenced by the archival point of view. These conceptual frameworks are well defined and continue to underlie present RM practice (Hare and McLeod, 1997).

Records management serves a firm or other organization. The mission of a records management service needs to be related to and supportive of the mission of the organization as a whole (Popoola, 2000). The role of the records management program needs to be articulated with the roles of other parts of the organization: the roles, needs, and activities of employees needing

access to records; the roles of other information-related programs such as Management Information Systems, data processing, the library, and the archives. The effect is that, records management theory is likely to be sterile or incomplete unless it is related to a view of the organization as a whole (Gross, 2002). This helps public institutions to create a greater awareness of what is available; where it is held; how to match information to needs and what information can be used to add new value for the customer. Information management, for that matter, is a methodology for identifying all existing information resources within an organization, providing data to enable the assessment of available sources, and to help priorities decisions for better delivery, improved organization and accessibility of that information (Enwere, 1992).

The record management theory indicates that management of electronic records poses many challenges. One of the biggest challenges is the ability to anticipate future developments in technology (Baje, 1998). Records managers need to be far sighted enough to be able to decide what hardware, software, storage media and documentation techniques need to be employed in preserving records. Media and format should not hinder access to the records. The solution to this problem, as suggested by Bearman (1993), is that standards must be established for intellectual control and documentation that rise above software dependent norms. In addition, the value of an electronic record should be identified before a record is created. This means that records having enduring value as archives will need to be identified even before the moment of their creation. Erlandsson (1997) refers this to as the pre-creation or conception stage. Failure to identify records in this way means that records may not survive (Langemo, 1999).

### **Institutional Theory**

Institutional theory describes the effects of external institutional pressures on organizations and defines institutions as regulatory structures, government agencies, laws, courts, and professions, as well as interest groups and public opinion (Lowell, 1994). The rules and norms set out by the institutions in an environment are endorsed by various actors. When speaking of actors and institutional environment in this research project, reference is made to the norms represented by the actors in the environment and the pressure that these norms exert on other actors in the environment.

A strength attributed to institutional theory is its ability to explain non-choice behavior of organizations how they conform to norms without questioning them and undertaking public function (Lowell, 1994).

According to Scott (2003), institutions are composed of cultural-cognitive and regulative elements that together with associated activities and resources give meaning to life. The author explains the three pillars of institutions as regulatory (policy), normative and cultural cognitive. The regulatory (policy) pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism with emphasis on compliance. The normative pillar refers to norms-how things should be done and the values preferred desired. The cultural pillar rests on shared understanding

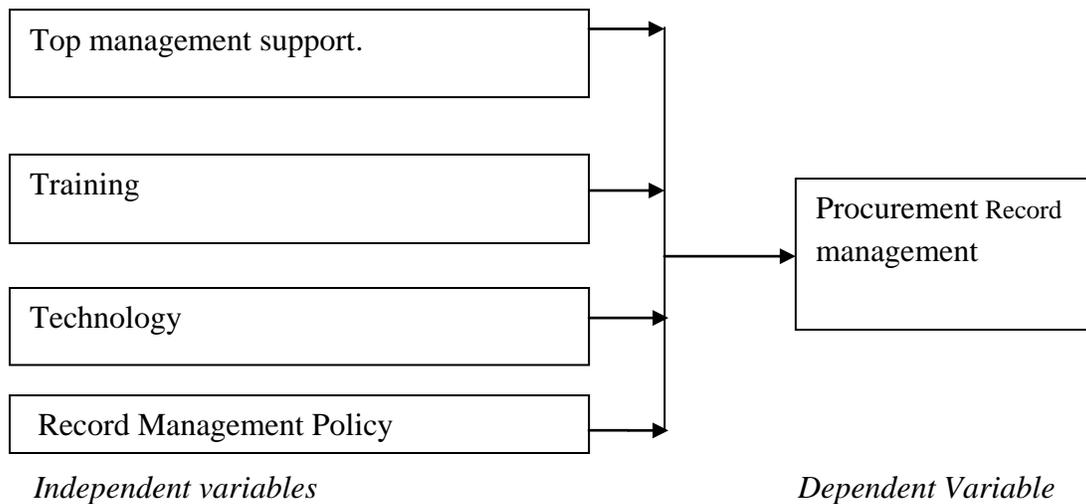
(common beliefs, symbols, shared understanding).The PPDA(2005) requires that proper maintenance and keeping of records be implemented in all public procuring entities hence need to have policies, norms and rules to the effect.

Borrowing from this theory, public procuring entities are guided by rules and regulations like the PPDA (2005), PPDR (2006) and policies to be used in implementing the act as well as the regulations hence policies on records management. From the three pillars of institutions propounded by Scot (2003) such as organizational culture, social influence, organizational incentives and enforcement are identified as antecedents of compliance to procurement records management.

**Conceptual Framework**

In the conceptual framework, the independent variable will be top management support, technology; training and policy framework that support effective procurement record management while the dependent variable will be procurement records management (Ngoepe, 2008).

**Figure 2.1: Conceptual Framework**



**Empirical review**

Lipchak (2002), an independent information consultant, based in Toronto, Canada, argues that good public procurement based on transparency, accountability and trust has become a shared goal among governments around the world. The surveys conducted by Mnjama (2003) revealed that there was no top management support for records management functions in the public institutions, which resulted in the records managers not having the necessary authority or backing to enforce proper purchasing records management practices .Twenty-seven respondents (51.9%) indicated that they were not sure whether the policy had been endorsed by top management. As a result, some were not managing records according to the policy.

Piggot (1994) found that without access to good records, officials are forced to take decisions on an ad hoc basis without the benefit of institutional memory. Fraud in procurement cannot be proven, meaningful public audits cannot be carried out and government actions are not open to review (PPOA, 2010). There are several reasons in the context of good governance why governments need to manage and maintain records properly.

The quality of procurement record keeping systems continues to be a major weakness of many African governments in spite of the relationship that exists between records management and public sector management. Katuu (2009) analysis of education and training of record practitioners in African countries indicated that little had been done in terms of education and training specifically for procurement RM.

A survey conducted by McKinley (2003) on causes of ineffective procurement process in government in 2002 found that the public procurement in Thailand had not been properly or consistently implemented because of low levels of awareness and information of the requirements set out in the Procurement Act. It was found that where implementation had taken place it had been partial and inconsistent and almost half of the public procurement employees interviewed had not heard of the Act (McKinley 2003),(PPOA2010)

## **Research Methodology**

### **Research Design**

The study adopted descriptive research design. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This helps in seeking the individual's real perceptions, behaviour, attitudes and or values to determine in reporting the way the situation is in relation to associated target population. According to Ngechu (2006), the descriptive survey method if well used, will provide reliable, valid and theoretical meaningful information. The design was also suitable because the researcher sought to collect quantitative and qualitative data. The descriptive research design was suitable to establish challenges affecting public procurement record management practice in procuring entities in Kenya.

### **Target Population of the Study**

A population is considered to be any group of people, events, or items that are of interest to the researchers that they wish to investigate (Kothari, 2008). Target population is a complete set of individual, cases or objects with some common observable characteristics (Mugenda and Mugenda, 2003). For this study, the population of interest was 80 public officers working at the National Treasury who included Procurement Officers, Record officers, ICT, Finance and Accounts and Human Resources.

### **Sample and Sampling Technique**

Stratified sampling and simple random sampling techniques was applied in selection of respondents. First, the functional units within the National Treasury were treated as strata upon which the respondents were selected. Stratification was used because the population was structured into various non-homogenous units, hence the need for sample diversity. Secondly, a sample of 50% was drawn from each stratum through simple random sampling. According to Kothari (2008) a representative sample is one which is at least 10% of the population thus the choice of 50% was considered as representative

### **Data Processing and Analysis**

After fieldwork, the questionnaires were edited and coded for purposes of transcribing the findings into the computer. The coded data was then processed using the Statistical Package for Social Sciences. Data analysis was done using descriptive statistics. Quantitative data analysis involved generation of descriptive statistics namely frequencies and percentages. Qualitative data analysis was performed through segregation of field notes according to the themes of the study and presented in prose form. The data was presented using tables, charts and cross tabulations. Tables were used to present responses and facilitate comparison. Cooper and Schindler (2003) notes that the use of percentages is important because it simplifies data by reducing all the numbers and translates the data into standard form with a base of 100 for relative comparisons.

Descriptive statistics mean and standard deviation were used to determine the extent to which challenges affects public procurement record management practices in procurement entities. Inferential statistics, regression and correlation was applied to determine the challenges on procuring record management in procurement entities while correlation analysis was carried out to examine the association between the variables.

### **Findings and Discussion**

The study was conducted with the aim of establishing challenges affecting public procurement records management practice in public entities in Kenya. The effects of independent variables; top management support, training, technology and records management policy on the dependent variable procurement records management was studied.

Top management support as was informed by the respondents indicates that 68% stated the institution management does not support records management as compared to 32% of the respondents who indicated that institution's management supports record management. The study further sought to determine the level at which respondents agreed or disagreed to statements below relating to top management support in records management at the institution.

From the findings, majority of the respondents strongly agreed that poor support from top management hinder effective record management and increases corruption, poor records management undermines procurement record management and the management has not been implementing effective records management systems as indicated by mean values of 4.93, 4.82 and 4.79 with standard deviations of 0.70, 0.63 and 0.70. Most of the respondents agreed that failure by management to allocate resource for management of record and poor handling of record management issues at institution affects procurement record management as indicated by mean values of 4.65 and 4.51 with standard deviations of 0.53 and 0.43.

Also revealed was that the level of trained officers in records management was low at 64% not trained as compared to 36% trained. The study sought to assess the extent to which respondents agreed or disagreed with statements below concerning influence of training in record management at the institution.

From the respondent's majority of the respondents strongly agreed that lack of training staff on importance of records, failure to train employees on record management and lack of record management training especially to procurement officers hinders effective management of procurement record at the institutions as indicated by a mean of 4.92, 4.90 and 4.84 and supported by 0.85, 0.88, and 0.75 standard deviations

Further the study sought to assess whether the entity use modern technology in storing of records. From the findings, 42%) of the respondents indicated that public entities use modern technology in storing of records where as 58% of the respondents said that public entities do not use modern technology in storing of records. The study also sought to assess the extent to which respondents agreed or disagreed with the following statements concerning the technology used at the institution.

From the findings, majority of the respondents indicated that complicated record technology systems, low technological knowledge and weak intellectual property protection lead to poor implementation of effective record management technology to a very great extent as indicated with mean values of 4.67, 4.61 and 4.57 with standard deviations of 0.69, 0.56 and 0.60. The study also found that most of the respondents were neutral on whether the technology structures adopted in record management are ineffective, hinder efficient record management, hinders authenticity and reliability of the record and makes records preservation difficulty as indicated by mean values of 3.67, 3.60, 3.50 and 3.46 with standard deviations of 0.19, 0.21, 0.16 and 0.12.

Finally the study got responses which highlighted the availability of records management policy at the institution. From the findings, all the respondents indicated that they have a record management policy at the institution; however respondents stated that there is lack of effective records-management policy. The study further sought to determine the extent to which

respondents agreed or disagreed on statements below on how they affect records management at the institution.

From the findings, majority of the respondents indicated that non implementation of record management policies, the outdated regulations governing record management at institution and weak records regulatory framework affected the procurement record management policy at the institutions to a very great extent as indicated by mean values of 4.81, 4.70 and 4.56 with standard deviations of 0.78, 0.74 and 0.61. Most of the respondents indicated that poor record management systems and policies adopted on record management and ineffective storage of the records on procurement processes affected the procurement record management policy at the institutions to a great extent as indicated by mean values of 4.40 and 4.32 with standard deviations of 0.37 and 0.32.

From the findings, there is lack of top management support in records management in public entities with the findings of McKinley, (2003) who established that despite the crucial role played by records management, top management in government departments pay little attention to management of records. Lack of effective management of procurement records is affected by lack of training as supported by Mnjama, (2003) who stressed that effective procurement management of public sector records must be supported by a team of well trained staff in records management. These findings are further supported by Yusuf & Chell,(1998) who established that technology plays a critical role in records and information management hence lack of effective use of technology in records management has a negative effect on records management. Griffin, (2003) observed that in many government department, policies and guidance in managing procurement records are often nonexistent and if available never implemented. It was truly found out that there are procurement records management available in the institution but no framework for implementation

### **Regression analysis**

Adjusted R2 is called the coefficient of determination and tells us how the challenges that affects public procurement record management practices in procurement entities varies with variation in procurement record management. As shown in Table 1, the value of adjusted R2 is 0.615. This implies that, the variation in the regression model is 61.5% explained by the independent variables. Hence this is a fairly good model. Thus, there was a variation of 61.5% of procurement record management with variation in challenges affecting procurement record management practices in procurement entities which were top management support, training, technology and record management policy at a confidence level of 99.95%. The unexplained variation could be attributed to other factors not included in the model as well as random factors.

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.776 <sup>a</sup>	.602	.615	1.20561	.945	719.412	46	234	.01(b)

- a. Predictors: (Constant), =Top management support, training, technology, record management policy
- b. Procurement record management

**ANOVA<sup>a</sup>**

The strength of variation of the predictor variables affects the independence of the procurement record management variable at 0.03 significant levels, which in effect is statistically significant

**Table 2: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.335	2	6.584	4.530	.03 <sup>b</sup>
	Residual	104.652	35	1.454		
	Total	130.987	37			

- a. Predictors: (Constant), =Top management support, training, technology, record management policy
- b. Procurement record management

**Coefficients**

$$Y = 5.628 - 0.646X_1 - 0.091X_2 - 0.065X_3 - 0.096X_4$$

Where X<sub>1</sub>= Top management support, X<sub>2</sub>=Training X<sub>3</sub>=Technology and X<sub>4</sub>=Record management policy. From the above regression model, it was found that procurement record management would be at 5.628 holding challenges that affect public procurement record management practices in procurement entities constant which were top management support, training, technology and record management policy. A unit increase in lack of top management support affects public procurement record management by factor of 0.646 with a P Value of 0.01, a unit decrease in training would affect public procurement record management practices in

procurement entities by factor of 0.091 with a P Value of 0.02, a unit decrease in technology would lead to decrease in public procurement record management practices by factor of 0.065 with a P Value of 0.06 while a unit decrease in record management policy affect public procurement record management practices by factor of 0.096 with a P Value of 0.07. This clearly indicates that there existed a strong relationship between the procurement record management and the challenges that affects public procurement record management practices in procurement entities as they were statistically significant with a P-Value of less than 0.05 at 95% confidence level.

**Table3: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.628	1.165		4.830	.000
Top management support	-.646	.182	-.410	-3.550	.013
1 Training	-.091	.084	.014	-1.076	.022
Technology	-.065	.146	-.048	-.447	.031
Record management policy	-.096	.306	-.036	-.314	.044

Dependent Variable: Procurement record management

- a. Predictors: (Constant), =Top management support, training, technology, record management policy

### Correlation analysis

Correlation analysis was used to establish the strength of association between the variables. The strength of association between top management and training was strong and positive having scored a correlation coefficient of 0.765 at 95% precision level. The correlation was statistically significant since it had a P- Value of 0.001 which is less than 0.05 hence statistically significant.

The study established that the strength of association between training and technology was strong and positive having scored a correlation coefficient of 0.612 at 95% precision level. The correlation was statistically significant since it had a P- Value of 0.001 which is less than 0.05. There existed a positive correlation between training and record management policy with a correlation coefficient of 0.491. The correlation was statistically significant since it had a P< 0.05 at 0.001. The study found that there existed a weak association between top management

level and record management policy with a correlation coefficient factor of 0.254 a P-Value of 0.000 less than 0.05. The study found that there existed a positive association between record management policy and technology with a correlation coefficient of 0.382. The correlation was moderately significant with a P-value of 0.037 less than 0.05

**Table 4: Correlation analysis**

Independent Variables	Top management support	Training	Technology	Record management policy
Top management support	1			
Sig. (2-tailed)	0.001			
Training	.765(**)	1		
Sig. (2-tailed)	0.001	.000		
Technology	0.541(**)	.612(**)	1	
Sig. (2-tailed)	0.03	.001	.000	
Record management policy	0.254(*)	.491(**)	.382(*)	1
Sig. (2-tailed)	0.000	.001	.037	.000

## Conclusions

From the findings and discussion of the study, the study concludes that there was not much evidence of the management's support for records management activities. Involvement of the institution top management in the public procurement record keeping is essential. Therefore when records managers are not given the necessary authority to enforce proper records management practices, the procurement entities lack effective record management. The study concludes that it is necessary to implement records management programmes in order to reduce the risks associated with loss of public funds and especially in procurement where most of public funds are spent. Lack of effective record management training program, lack of records management training for staff working in the public procurement department, failure to enforce maintenance and keeping of procurement records greatly affects achievement of proper record management in public procuring entities. Lack of use of current technology in storing of records has contributed to loss of records whenever needed.

## Recommendations

The institutions should create, approve and enforce policies and practices regarding records management including the responsibilities in procurement offices. Top management should offer full support to all the departments, i.e. administration, accounts and finance, procurement among others in records management. Organizations should increase the investment in training

activities; ensure that training leads to desired work outcomes such as increases in job, performance ensure a supportive training for procurement officers in record management. Management should ensure that there is adequate communication and consultation at each stage of the risk management process, where risks are identified, assessed and evaluated.

The study recommends that adoption of modern technology in records management be implemented. Use software like the e-records be purchased and installed for eases and safety of storing records. Officers be trained on use of current technology in records management. Sensitize procurement staff and other internal users on the strategic role of procurement. Putting in place legislation and instituting regulatory mechanisms on records management for their operations so as to have transparency and accountability especially in procurement. There must also be regulations set to compel both government and private sector to manage records well. In order to succeed, support for records management should start at the top and all top management be trained in records management so as to appreciate the importance of sound records. The top management will then be able to allocate resources to records management in order to implement activities for records management including training and purchase of other facilities to make it efficient and effective.

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