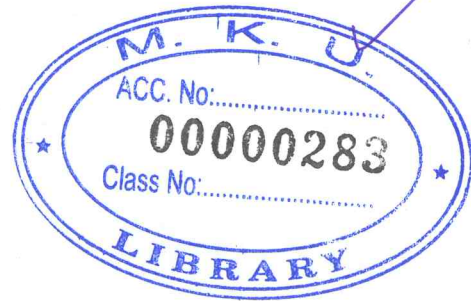


ASSESSMENT OF MANAGERIAL CHALLENGES AFFECTING THE
PERFORMANCE OF TENDER COMMITTEES IN PUBLIC SECONDARY SCHOOLS
IN IMENTI SOUTH DISTRICT



BY

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ABSTRACT

The central problem of this study is that despite the adoption of KESSP program in secondary schools where every school is required to have a functional tender committee the procurement process has not improved in a number of secondary schools in Imenti South District. This research sought to find out the managerial issues that have challenged the tender committees in their work. The study was guided by three objectives: to find out how secondary schools procure for goods and services; to investigate the level of implementation of Public Procurement and Disposal Act 2005; and to investigate the challenges facing managers as they use public procurement process in schools. The research was guided by three research questions: what procurement methods do secondary schools use to procure for goods and services?; to what extent have schools complied with PPDA 2005?; and what are the challenges facing public procurement (tendering) in schools? The significance of the study was to determine ways of improving the effectiveness of public procurement in secondary schools. This could be achieved by providing possible solutions to challenges identified. The study was guided by Fielder's Contingency Theory on Leadership which measures the effectiveness of a group performance. In the study the conditions under which the tender committees operate formed the independent variable while the performance of these committees makes up the dependent variable. Extensive literature review was conducted under the following subheadings: secondary school management and administration, management styles, procurement process and a review of related studies in Kenya. The research adopted descriptive research survey in its research method. The research targeted 20 schools out of the 70 schools in Imenti South District. Purposive sampling technique was used to sample the schools, Principals and the Deputy Principals. Simple random sampling technique was used to sample the 3 teachers out of the six who are members of the tender committee. Questionnaires were employed as the main instrument for collecting information. Before carrying out the actual study piloting was conducted to determine the validity of the instruments. Split-half method was used to determine the reliability of the instruments. Data was collected by the researcher with the help of an assistant. Questionnaires were issued and collected after two weeks. Data was analyzed using Statistical Package for Social Sciences version 10.0 program. This was done with the assistance of a computer programmer. From the analysis, it was established that direct procurement is the most commonly used procurement method. This is against the requirement of PPDA2005. It was also established that although most schools have tender committee, schools do not fully follow up the required procedure in procuring goods and services. The study also established that schools are facing challenges like: untrained members of the tender committee; financial problems; principals not fully making use of the tender committee in making procurement decisions; lack of planning and to a small extent external interference lack of integrity on the part of members. Finally, this study recommends that to improve public procurement in secondary schools: training of members of the tender committee should be done regularly, timely financing of schools by the government and parents, regular auditing of school procurement process, amending the Public Procurement and Disposal Act 2005 to enable it serve the needs of schools and other institutions having similar challenges.