International Journal of
Public Policy and Administration
(IJPPA)

Diffusion and Adoption of e-Government Procurement in Kenya

CARI Journals

International Journal of Public Policy and Administration
ISSN: 2791-2493 (Online)
Vol. 8, Issue 1, pp 23 - 45, 2026
www.carijournals.org

Diffusion and Adoption of e-Government Procurement in Kenya

Dr. Nurwin Fozia – PhD, MCIPS< MKISM, CQP
Kaimosi Friends University
https://orcid.org/0000-0001-9012-5701

Accepted: 20th Dec, 2025, Received in Revised Form: 5th Jan, 2026, Published: 11th Jan, 2026

Abstract

Purpose: This study investigates the factors influencing the successful diffusion and implementation of Kenya's new end-to-end e-Government Procurement (e-GP) system, which is part of a mandatory digital transformation agenda for all public entities by July 1, 2025.

Methodology: Anchored by the Diffusion of Innovations (DOI) theory and Grounded Theory, the research employs a mixed-methods pragmatic approach to assess adoption across national government, county governments, and state agencies.

Findings: Findings reveal a high level of "symbolic adoption," where 80% of entities have onboarded the system, but 48.6% of respondents have never utilized it for daily activities. While 65.7% of users acknowledge the system's potential to reduce corruption, significant barriers persist, including inadequate training (57.1% dissatisfied), frequent power blackouts (65.7% necessitating manual reversion), and a total lack of participation from the supplier side.

Unique Contribution to Theory, Policy and Practice: The study concludes that for e-GP to achieve its projected annual savings of Ksh 150 billion, the government must address the digital divide and prioritize human capacity building beyond mere technical compliance.

Keywords: *Electronic Government Procurement (eGP), Public Procurement*

1. Introduction

Public procurement is globally recognized as a critical function, accounting for a significant portion of government expenditure. IN many countries, public procurement accounts for between 15-20% of the GDP and as such it spurs economic development and Kenya is no different. To enhance efficiency, transparency, and accountability, the shift from manual to electronic procurement (e-procurement or eGP) has become imperative more so in Kenya which is anchored in Sec 64(2) of the Public Procurement and Asset Disposal Act 2022 and Sec 49 to Sec 67 of the Public Procurement and Asset Disposal Regulations 2020 have guidelines on the eGP implementation. (Government of Kenya, 2022) (Government of Kenya, 2020).

The Government of Kenya is transitioning its public procurement functions to a new, end-to-end e-Government Procurement (e-GP) system, a critical component of its digital transformation agenda. This move replaces the fragmented electronic modules within the legacy Integrated Financial Management Information System (IFMIS). The transition is mandatory, with the Public Procurement Regulatory Authority (PPRA) and the National Treasury driving the full adoption across all Ministries, Departments, Agencies (MDAs), and County Governments by July 1, 2025. This innovation promises enhanced efficiency, transparency, and accountability, addressing endemic corruption associated with manual processes (Public Procurement Regulatory Authority [PPRA], 2024).

These eGP processes are not in isolation as countries all over the world have implemented the eGP. Governments need to adopt to technological changes while at the same time remain true to the tenets of public service as enshrined in the nations constitutions. Public procurement, often consuming 15-20% of a country's Gross Domestic Product (GDP), acts as the primary engine for national development, directly funding everything from infrastructure (roads and power) and social services (health and education) to fostering local economic growth and technological innovation (OECD, 2021; World Bank, 2024). However, its manual nature in many countries has historically made it a bottleneck for efficiency and a hotspot for corruption, leading to massive financial leakage and the failure to deliver essential public services, thus crippling development goals (World Bank, 2014). The introduction of e-procurement (e-GP) is designed to be the definitive solution, transforming this system into an enabler of development by creating a transparent, audit-ready digital trail for every transaction, from planning to payment, which drastically reduces discretion and fraud while simultaneously increasing competition, cutting costs, and accelerating the procurement cycle to ensure citizens receive timely, quality public goods and services. (World Bank, 2024).

However, successful adoption is challenged by several factors: resistance from stakeholders accustomed to manual procedures, significant digital literacy gaps among Small and Medium Enterprises (SMEs), and infrastructure inconsistencies, particularly in rural counties (Okeyo & Mwai, 2023). This study aims to analyze the factors influencing the successful diffusion and

implementation of the new e-GP system in Kenya, moving beyond simple compliance to assess true utilization and impact.

2. Problem Statement

The successful, universal, and mandatory adoption of Kenya's end-to-end Electronic Government Procurement (e-GP) system is significantly hindered by critical, interconnected challenges across technology, policy, and governance support. While the e-GP system aims to enhance transparency, efficiency, and accountability in public expenditure—a sector accounting for a substantial portion of the national budget—its current implementation risks creating a fragmented, inequitable, and inefficient public procurement landscape, particularly at the core of service delivery in the public sector. With public procurement accounting for between 15 – 20% of the GDP and corruption high, the auditors generals report for financial year 2023/2024 stating that there is widespread procurement irregularities across 32 Kenyan counties, totaling over Sh10 billion. (Auditor General, 2025).

The findings, detailed by Auditor General highlight systemic failures in adhering to procurement regulations, undermining transparency, fairness, and inclusivity in public spending has highlighted. While the National Treasury projects that full e-GP implementation could lead to annual savings of up to Ksh 150 billion by sealing these loopholes, its current rollout risks creating a fragmented, inequitable, and inefficient public procurement landscape that directly undermines service delivery at the core of the public sector. Many gaps are arising that affect the implementation of eGP which include technological challenges, financial challenges, capacity challenges, policy direction challenges and governance challenges among others. The spiral effect of the eGp has not yet been felt but due to capacity of rural suppliers, the implementation and maintenance of the reservations may be a hindrance as most sural suppliers may not conform to eGp requirements leading to reduced value for money and a gap in economic empowerment that affirmative action was meant to stem. Forcing a mandatory digital system without first ensuring universal access and digital literacy disproportionately disadvantages suppliers in remote areas.

This is a direct setback to the government's initiative to include women, youth, and persons with disabilities (AGPO) in public contracts, as these groups often have less access to the necessary technology. Despite clear government directives and the significant investment in the new e-GP platform, its implementation has been characterized by "symbolic adoption". Many public entities comply minimally by registering on the system but rely on manual workarounds, leading to system underutilization, continued delays, and a failure to curb corruption effectively (Kiboro, 2024). This divergence between policy mandate and operational reality suggests that the factors influencing user acceptance and organizational readiness—rather than mere technical functionality—are the primary barriers.

It is in this quantifiable backdrop of potential economic sabotage, service delivery paralysis, and the systematic exclusion of marginalized groups, that this research becomes essential. Given the

critical gaps in current literature—there are currently no published, comprehensive studies specifically quantifying the challenges affecting the current end-to-end e-GP rollout and its direct impact on service delivery in Kenya—this study aims to provide the evidence required to salvage a reform vital to the nation's financial integrity and development agenda.

3. Research Objectives

3.1 General Objective

To analyze the factors influencing the successful diffusion, adoption and implementation of the new e-GP system in Kenya's public sector.

3.2 Specific Objectives

1. To assess the influence of Relative Advantage and Compatibility on the e-GP system's adoption by public procurement officers.
2. To determine the effect of Perceived Ease of Use and Perceived Usefulness on suppliers' willingness to participate in the e-GP system.
3. To establish the Institutional Support on the e-GP implementation success.

4. Research Questions

1. How do the perceived Relative Advantage and Compatibility of the e-GP system influence its adoption rate among procurement officers in Kenyan public entities?
2. To what extent do Perceived Ease of Use and Perceived Usefulness affect supplier participation and compliance with the e-GP system?
3. What is the role of top management's Institutional Support in facilitating the successful implementation of the e-GP system?

5. Theoretical Framework

This study will be anchored by two complimentary theories to provide a robust analytical lens. This study employed a Pragmatic Hybrid Approach that leveraged the strengths of both the Deductive (DOI) and Inductive (GT) traditions, moving beyond the limitations of relying on a single theory to understand complex public sector innovation.

5.1 Diffusion of Innovations (DOI) Theory (Rogers, 2003)

DOI explains how, why, and at what rate new ideas and technology spread through cultures. It is ideal for analyzing the *organizational* and *social* aspects of implementation, particularly the resistance to change. The DOI theory identifies elements that influence the spread of an innovation which are Innovation, Relative Advantage, Compatibility, Complexity, Trialability, Observability, Communication Channels, Time, and The Innovation-Decision Process:

It further states the steps an individual goes through which include Knowledge, Persuasion, Decision making, Implementation and Confirmation of use of technological innovations. In the context of this study, eGP is the innovation. It represents the adoption of Information and Communication Technology (ICT) to manage the tendering and purchasing of goods and services by a government entity. DOI helps frame the investigation into the perceived characteristics of eGP that influence its adoption rate among government employees and business suppliers. The Diffusion of Innovations theory served as the deductive sensitizing framework, guiding the initial construction of the conceptual model and the quantitative survey instruments. This was the grounding theory for the study and it anchored the Independent variable.

5.2 Grounded Theory

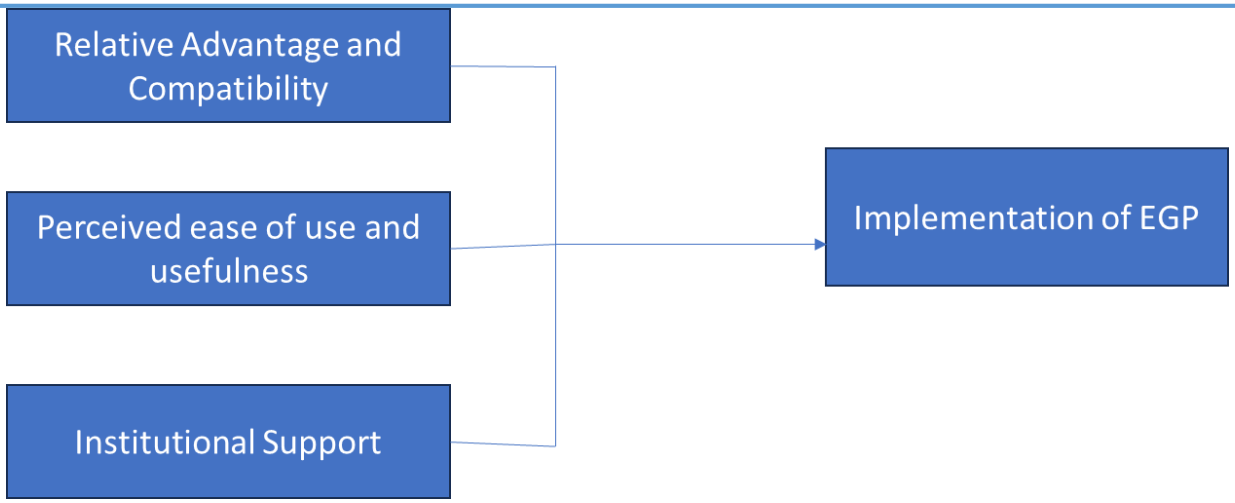
Grounded Theory was postulated by two American sociologists: Barney G. Glaser and Anselm L. Strauss in1965. Their research work, The Discovery of Grounded Theory: Strategies for Qualitative Research (1967), formally introduced the method. They criticized the prevailing deductive approach in much of qualitative research at the time, arguing for a methodology that moved beyond merely verifying pre-existing theories to one that generated new theory from the ground up. The central tenet of Grounded Theory is that theory should emerge from the data, not precede it. This is an inductive approach that relies on specific systematic procedures.

Grounded Theory, however, allows us to discover the complex, step-by-step process of adoption within the unique bureaucratic and political environment of eGP. It moves beyond simple linear relationships to explain how the process unfolds, what critical events trigger transitions, and how different actors interact. rounded Theory (GT) serves as the inductive methodology, ensuring that the qualitative data is not forced into the pre-defined categories of the DOI model.

GT's core tenet is that theory should emerge from the data, allowing the researcher to discover the complex, non-linear, and bureaucratic processes specific to Kenya's public sector. This theory shall be the grounding theory for the dependent variable.

6. Conceptual Framework

The framework illustrates the perceived relationships between the independent variables and the dependent variables.



For this research, the conceptual framework above shall show the perceived relationships guiding the study and the researcher in data collection and analysis.

7. Literature Review

Korea, one of the countries that has perfected eGP, started its transition in 2002, with the introduction of KONEPS. (Korean Online E-Procurement System) which made competition for public contracts fairer and more transparent, reduced administrative costs, and increased accountability. Although the project to develop KONEPS benefited from the support of successive presidential administrations and legislators, achieving sustained coordination across government agencies was not easy. KONEPS was envisioned as a governmentwide digital platform that would replace existing systems that were individually managed by different government agencies. (GLobal Delivery Initiative, 2021)

Since its launch in 2002, KONEPS has become central to Korea's public procurement system, contributing to the growth of a robust domestic e-procurement market. The total value of transactions on KONEPS increased from ₩36 trillion (approximately US$31 billion) in 2002 to ₩100 trillion (approximately US$86 billion) in 2019 (PPS 2019). While the domestic public procurement markets had been highly fragmented before the launch of KONEPS, the system came to be widely used at all levels of government and even among some private entities. For instance, the number of public organizations and suppliers using KONEPS were 57,534 and 434,000, respectively. (GLobal Delivery Initiative, 2021)

In the United States of America, the city of Sommerville in Massachusetts, has embraced eGP after the covid 19 pandemic that rendered manual procurement useless in the era of technology. (Waditwar, 2025). He has highlighted the importance and benefits associated with eGP and how it has transitioned the economy of the town. In Malaysia, eGp has been in use since the early 2000s and is the primary platform for government procurement. The system aims to enhance transparency, efficiency, and accountability in public procurement and is currently in active and ongoing use with continuous implementation and improvement. It is called ePerolehan and serves

both government buyers and suppliers through the various procurement processes. (Malaysia Government, 2023).

Bangladesh is another country that has embraced eGP and concretized it post covid 19 as it embraces technology. A study by Ahmed, Das, Rahman, Hossain, & Sundar, (2025), looked at challenges affecting the Bangladeshi eGP system and looked at the trajectory of changes in tenders invited through the eprocurement system which started at crore 24 in financial year 2012/2013 to crore 608,681.00 in financial year 2021/2022 showing the increase in users belief in the system.

In africa, Nigeria is adopting eGp focusing on the success stories of the private sector which has leveraged on technology while also learning on the stories on Malysia and Bangladesh success stories in adoption of eGP. (Mweshi & Kabamba, 2025). In Uganda, the eGp system developed in 2024, by the Public Procurement and Public Assets Disposal Authority of Uganda with an aim at reducing paper based transaction has also met a number of challenges in its implementation. The study identified challenges in three technological, organizational and contextual categories. (Scovia & Jonath, 2024).

Electronic Government Procurement started to change with the enactment of the Public Procurement and Disposal Act 2005 and further entrenched in the constitution of Kenya under article 227. (Government of Kenya, 2005) (Government of Kenya, 2010). This was further entrenched in the PPADA 2022 and the PPADR 2020 as processes to be used in procurement. The movement of procurement in Kenya to eGP is not in isolation as the process started with the integration of Integrated Financial Management Information Systems (IFMIS) into the financial management of public entities after the assent of the Public Finance Act of 2012. (Government of Kenya, 2012). The adoption of “Procure to pay” module on IFMIS lay the ground work for eGP in Kenya.

Most public entities in Kenya, while adopting the IFMIS, integrated their Enterprises Resources Planning (ERP) platforms to IFMIS bringing in the concept of electronic procurement (e-procurement) into public institutions where a number of procurement activities were done through the ERP so that payment can be done through the IFMIS. This rudimentary approach of e-procurement has led to the birth of eGP, a nation wide platform that is housed at the National Treasury. This eGP platform has incorporated all aspects of procurement from e-procurement planning, e-purchase requisitions, e-tender documents preparations, e-sourcing, e-evaluations, e-awards and debriefs, e-contract development and management, e-inspection and acceptance and e-payments among other e-procurement processes.

E-Government Procurement (E-GP) Implementation

E-Government Procurement (E-GP) is recognized as a fundamental reform in public finance management, leveraging digital technologies to automate and streamline the entire procurement process (Wu Chebili et al., 2022). The goal of E-GP implementation is to achieve significant

improvements in transparency, efficiency, accountability, and cost-effectiveness (Maiyaki et al., 2025; Warse, 2025).

However, current research, particularly from developing economies, highlights that implementation remains complex, often resulting in fragmented or inconsistent adoption due to a mix of technological, institutional, and human factors (Maiyaki et al., 2025; Waduu & Omido, 2025). Successful implementation is defined not just by the system's existence, but by its sustained and mandatory use across all government entities and transactions (Kenya Law Reform Commission [KLRC], 2025).

Relative Advantage

Relative Advantage (RA) is consistently validated as a primary driver of E-GP adoption, reflecting the perception that the new system is superior to manual methods (Rogers, 2003). Recent studies unequivocally show that E-GP systems outperform traditional systems in key areas. These include substantial gains in time efficiency, greater accuracy, enhanced transparency, and significant cost savings (Warse, 2025). The ability of E-GP to eliminate human intervention and provide real-time tracking is perceived as a critical advantage, directly improving accountability and integrity and minimizing the risk of corruption (Maiyaki et al., 2025; Warse, 2025). The benefits realized often amplify those already present in traditional systems, reinforcing the motivation for digitalization (Warse, 2025).

Compatibility

Compatibility refers to the degree to which the E-GP system aligns with existing procurement procedures, organizational structures, and the skills of the staff (Rogers, 2003). For E-GP to be successfully integrated, it must not drastically conflict with existing workflows. The successful adoption of E-procurement is shown to enhance supply chain performance by ensuring compliance with both internal and external standards, provided the system is integrated effectively into existing Enterprise Resource Planning (ERP) systems (Kazaara & Audrey, 2025). Conversely, significant hurdles to E-GP adoption in construction and public sectors include incompatibility issues with established manual processes and a reluctance to transition from traditional methods, especially where organizational inertia and resistance to change are high (Mwalukasa, 2024; Okuro & Paul, 2024; Scientific & Academic Publishing, 2025).

Perceived Ease of Use (PEOU)

Perceived Ease of Use (PEOU) is the belief that using the E-GP system requires minimal cognitive effort (Davis, 1989). A system's simplicity is a critical factor in user acceptance. Current research confirms that PEOU has a significant positive effect on system acceptance and usage intention (Utari & Wirakusuma, 2024; ResearchGate, 2025). An intuitive user interface, clear guidelines, and available user support are essential components that contribute to higher PEOU (ResearchGate, 2025). The goal in E-GP rollouts is to avoid systems that are not user-friendly, as

compulsory use alone is insufficient to guarantee long-term success and positive organizational change (Emerald Publishing, 2024).

Perceived Usefulness (PU)

Perceived Usefulness (PU) is the belief that using the E-GP system will enhance one's job performance and effectiveness (Davis, 1989). PU remains the strongest predictor of user acceptance, with recent studies showing a positive and significant relationship between PU and the acceptance of regional government information systems, which includes E-GP functions (ResearchGate, 2025). Users are more likely to adopt and consistently use E-GP if they believe it improves their productivity, enhances performance, simplifies complex tasks, and increases their overall effectiveness (ResearchGate, 2025). This aligns with the understanding that for technology to be adopted, it must demonstrate practical value to the end-user (MDPI, 2024).

Institutional Support

Institutional Support encompasses the internal and external frameworks (governance, legal, financial, and political commitment) necessary for E-GP implementation (Venkatesh et al., 2003). It is increasingly recognized as the single most critical factor, often trumping technology readiness alone (Maiyaki et al., 2025; Waduu & Omido, 2025). Recent findings emphasize that a robust institutional framework is paramount. This includes having clear legal and regulatory support and the political will to enforce mandatory use (Waduu & Omido, 2025; KLRC, 2025). Inconsistent policy implementation, institutional inertia, and a lack of political commitment are cited as primary factors hindering full E-GP success (Maiyaki et al., 2025; World Bank, 2022).

Institutional support must also be internal, focusing on management support and staff capacity. Successful implementation relies on top leadership providing resources, enforcing regulations, and ensuring continuous training to close the digital literacy and skill gaps among procurement officers (Waduu & Omido, 2025; IJERT, 2025). Institutional frameworks were found to have the strongest influence on E-GP implementation compared to technological or organizational support variables (Waduu & Omido, 2025).

8. Research Methodology

This study will adopt a methodological approach based on the Research Onion framework to ensure rigor and coherence. (Saunder *et al* 2009). The research Onion shall have several layers as follows:-

Philosophy (Epistemology)

The philosophy that is most suitable for applied research as it acknowledges that both observable, measurable data (positivism) and subjective interpretations (interpretivism) is pragmatism and it makes it necessary to understand a real-world problem like technology implementation.

Approach

Deductive Approach has been used. This began with established theories which were Diffusion of Innovation theory and Grounded theory and uses them to deduce data that has been tested.

Methodology

The research used mixed-methods research. Due to the large number of respondents, the research used included questionnaires for quantitative data and an interview schedule for qualitative data. This ensured that all respondent and their responses are recorded.

Techniques and Procedures

The Target Population was Procurement officers, Chief Finance Officers, County Executives, and registered suppliers.

Sampling: Stratified random sampling for procurement officers and purposive sampling for key informants so as to ensure that all strata of respondents are reached.

Data Analysis: Quantitative data was analyzed using Descriptive Statistics. Qualitative data will be analyzed using Thematic Analysis.

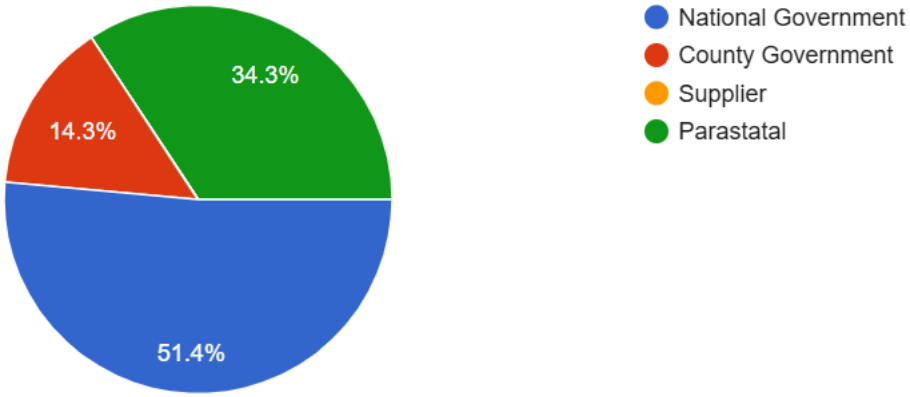
9. Data Analysis

The data collection started with demographic information. the questionnaire was circulated to respondents and we received 487 responses. This is a representative sample that can give information on how eGP is being implemented and who the players are.

9.1 Demographic Information

9.1.1 Type of Entity

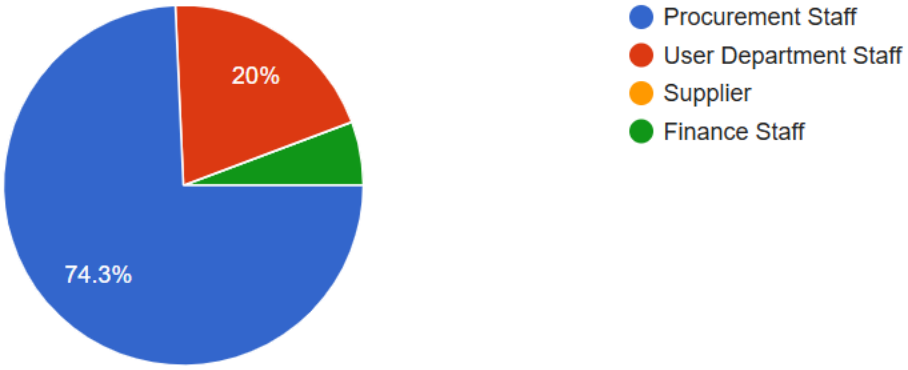
The researcher wanted to find out where the respondents were from in terms of how they interact with the eGP.



51.4% of the respondents worked with the national government, 14.3% worked with the county governments and 34.3% worked with the state agencies also called the parastatals. There were no

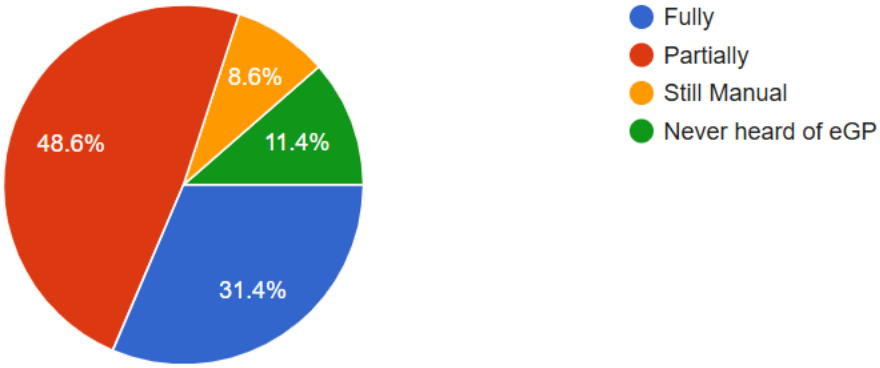
suppliers who filled the questionnaire regardless of it being circulated to them. This shows that most probably most of the small-scale suppliers are not on eGP and have not been sensitized. This gap is a cause of concern for the policy makers. It further shows that the eGP awareness is more in the national government followed by parastatals. However the private sector, the other half of the eGP ecosystem, is not covered and more research needs to be looked into from the supplier side.

9.1.2 Role of User of EGP



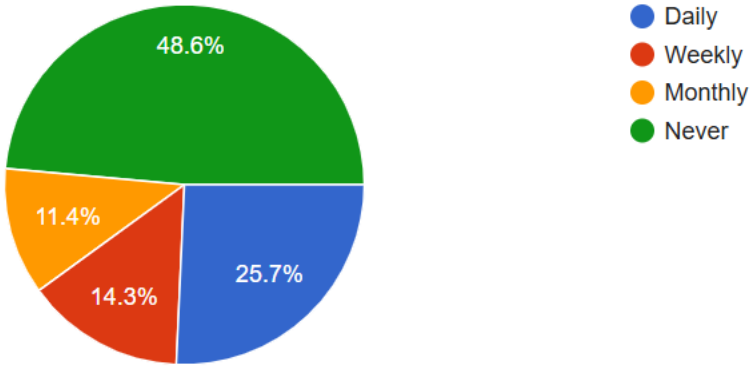
From the data collected, 74.3% of the respondents were staff from procurement department showing that procurement staff and departments are very aware of eGP. 20% of the respondents are user departments and this shows that awareness in user departments is still low which may hamper the eGP adoption. 5.7% of the respondents were from the finance offices which also showed a worrying trend as the eGP system has not been fully devolved to finance and other user departments. For suppliers, the response is zero showing that the other side of upstream supply chain is lacking on eGP. The government should do a lot more on sensitization and reaching of suppliers through supplier development programmes that can be done through the ministries, directorates and agencies.

9.1.3 Are you on eGP?



80% of the respondents have fully or partially on boarded on eGP. This shows commitment from the ministries, directorates and agencies to embrace eGP. 8.6% of the respondents stated they are still manual while 11.4% stated that they have never head of eGP. This is worrying as it shows that the eGP system is still not adopted by a number of government entities.

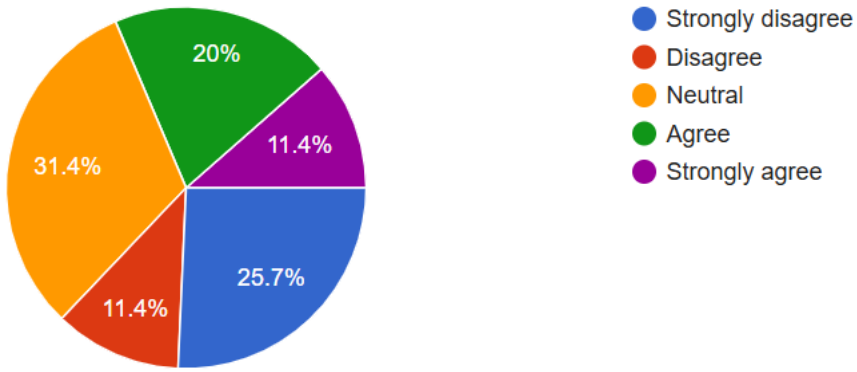
9.1.4 How often do you use eGP?



Despite having implemented eGP, 48.6% of the respondents have never used eGP. This shows that the awareness levels and usage is very low or limited to just very few personnel. The fact that 80% are either fully or partially onboarded and 48.6% don't use it tells us there is a gap that needs to be looked into. 25.7% of the respondents use eGP on a daily basis showing that the government ministries, directorates and agencies are adopting eGP. 14.3% of the respondents showed that they used eGP weekly while 11.4% of the respondents showed that they used eGP monthly. This basically means that a majority of the respondents were not using eGP on day to day running of procurement activities in the organizations they are placed in. this does not cover suppliers whom we could not confirm if they have been able to integrate eGP in their daily procurement activities or access tenders on eGP.

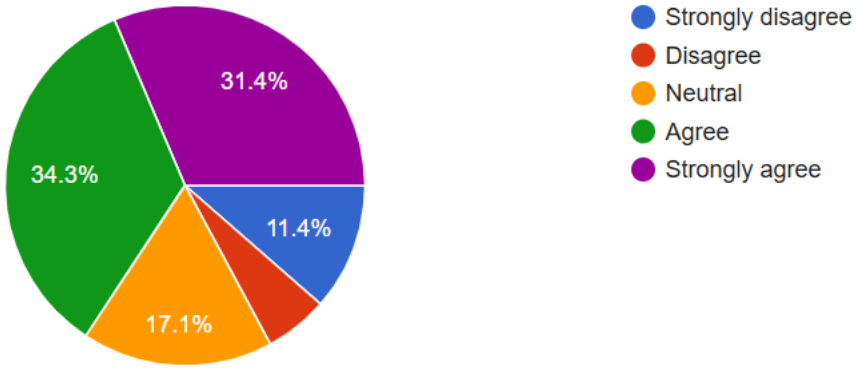
9.2 Relative Advantage and Compatibility of eGP to organizations

9.2.1 The e-GP system significantly reduces the time spent on bid submission/evaluation compared to the manual system



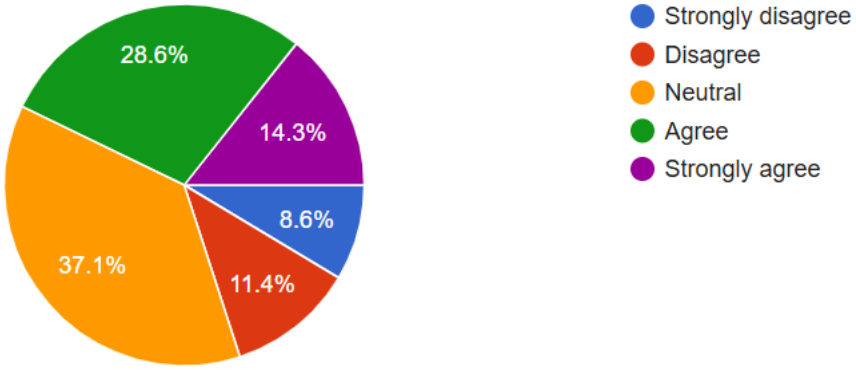
37.1% of the users disagreed that eGP reduces time spent on bid submission/evaluation compared to the manual system. Compared to users who use eGP daily, this number is big and is an indication that the processes on eGP need to be reviewed to make them less tedious. A staggering 31.4% were neutral on the time spent on eGP bid evaluation and submission and this could be attributed to the fact that most users still have not interacted with eGP or the user departments who don't interact with eGP a lot. However, 31.4% stated that they agreed that eGP has reduced times of bidding and evaluation showing hope in the system,

9.2.2 Using the e-GP system reduces the need for physical interaction, which limits opportunities for corruption



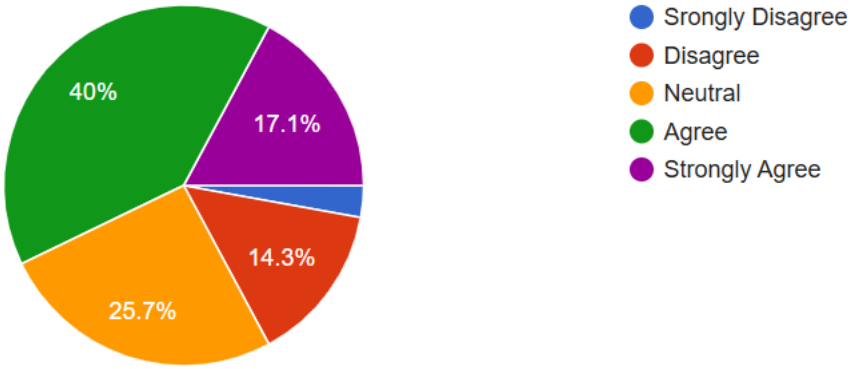
65.7% of the respondents agreed that the eGP system will curtail the need for physical interaction thus reducing opportunities for corruption achieving the value for money concept in the Public Procurement and Asset Disposal Act of 2015 reviewed in 2022. 17.1% of the respondents disagreed that eGP shall not reduce physical interactions and limit opportunities for corruption. This percentage though small, shows that there may be areas of concern that have not picked and may need more investigation to close any loophole. It can also mean that the respondents have not seen the interactions on eGP and thus cannot make an informed decision. However, 11.7% of the respondents were neutral on the subject and depending on their interaction with eGP can be swayed to whichever side. They need better interaction with eGP to give an objective opinion.

9.2.3 Our organization's existing internet infrastructure is reliably compatible with the new e-GP system.



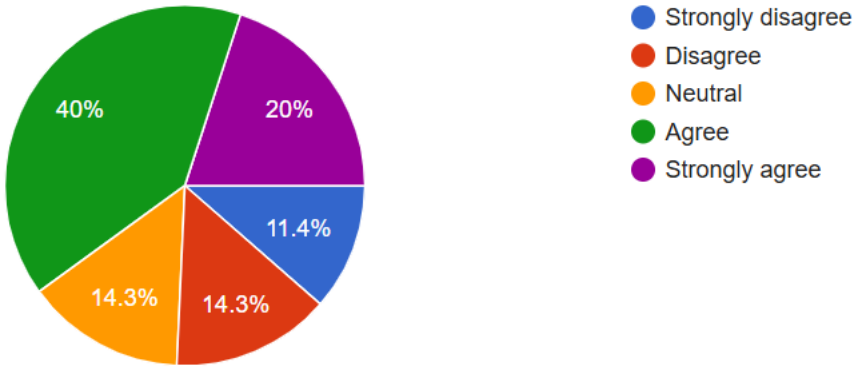
42.9% of the respondents agreed that the existing internet infrastructure in their organizations is reliable and compatible with the new eGP system. 37.1% were neutral while only 19% disagreed that the existing organizational internet infrastructure is not compatible with eGP. This is a positive trajectory showing that the eGP system shall be compatible with many government institutions internet infrastructure and can be further improved and integrated with institutions ERP systems.

9.2.4 The e-GP system integrates seamlessly with other required platforms like the KRA iTax system



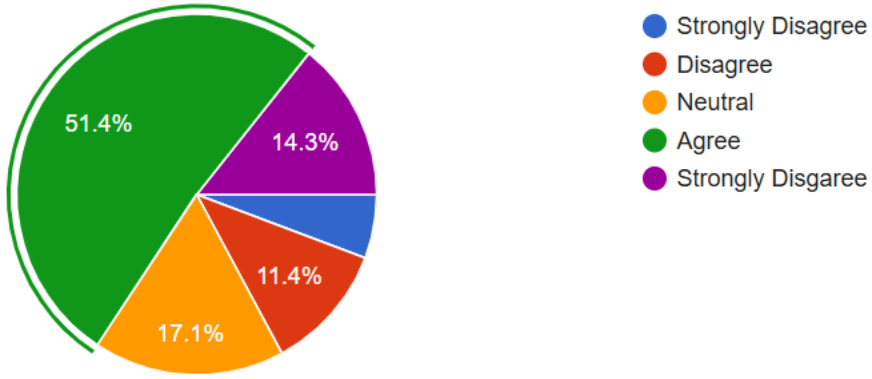
57.1% of the respondents agreed that the system will integrate with other systems like the iTax which shall improve tax collection for the country and ensure that all suppliers are compliant. 25.7% of the respondents are neutral on what is expected and thus this can be attributed to not interacting with the system well. However, 17.2% of the respondents did not agree that the system will be compatible with the other systems like the iTax system.

9.2.5 The e-GP system fits well with the procurement processes and laws used in our Institutions.



60% of the respondents agreed that the eGP system fits well with the procurement processes and laws used in institutions. This is so because the system is based on the PPADA 2015 reviewed in 2022 sec 64(2). 25.7% however disagreed that the system was not compatible with the laws and regulations as it was mandating the PPADA sec 64(2) while the law says its voluntary. 14.3% are neutral on the subject matter.

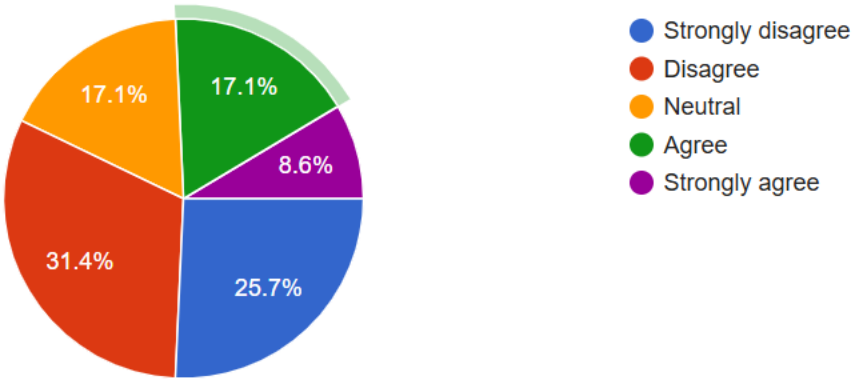
9.2.6 Frequent power blackouts or system outages disrupt e-GP use, forcing us to revert to manual processes.



65.7% of the respondents agreed that there is frequent interruption of eGP through backouts forcing institutions to revert to manual systems. This is a very high rate of response showing that the stability and success of the eGP system is pegged on ensuring uninterrupted supply of electricity, which is rare. Institutions therefore need to invest in reliable electricity supply for eGP to work effortlessly.

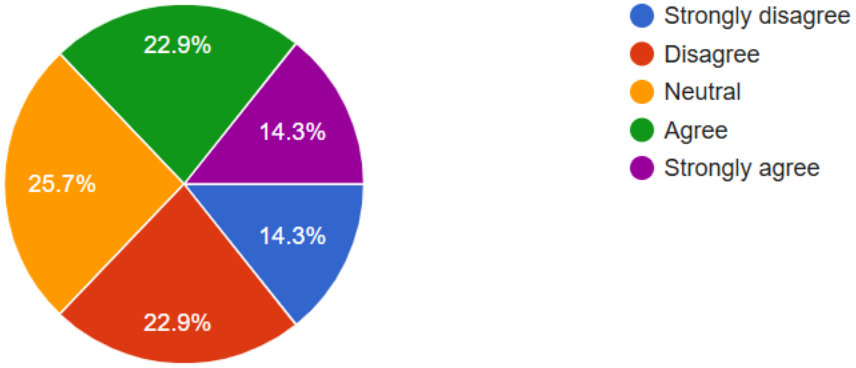
17.1% of the respondents were neutral to this question while 17.1% of the respondents did not agree with this statement.

9.2.7 The training provided on the e-GP system was adequate for its implementation.



57.1% of the respondents disagreed that the training provided on eGP was adequate. This shows that the respondents were not adequately prepared to implement the eGP system and cannot understand its capabilities well while addressing challenges that occur in their day to day transactions. 17.1% of the respondents were neutral on training provided on eGP use while 25.7% stated that the training given was adequate and thus they are comfortable with the use of eGP.

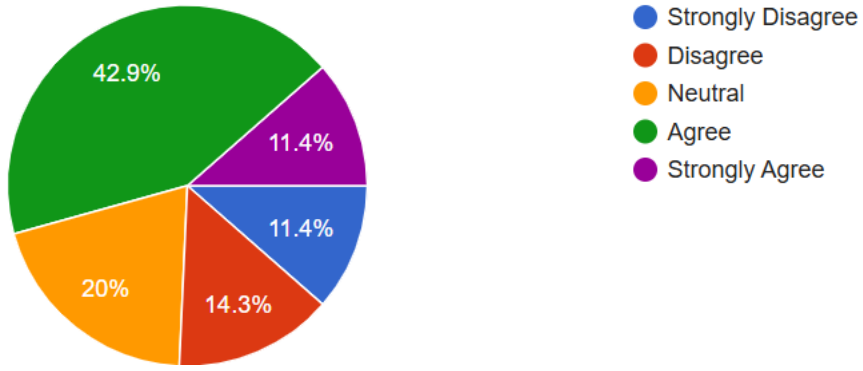
9.2.8 There are clear laws, policies and procedures that govern implementation of eGP



37.2% of the respondents agreed that there are relevant laws and regulations that govern the implementation and use of eGP. 25.7 were neutral while 37.2% stated that the they disagreed that there are relevant laws that govern the implantation and use of eGP. This can be attributed to those that agreed are pegging on the PPADA 2015 reviewed in 2022 while those that disagree are looking at internal policies, procedures and manuals that have not been reviewed to capture eGP.

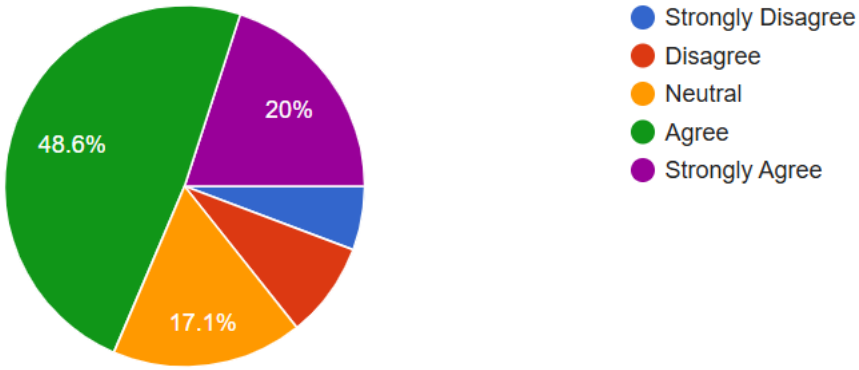
3.3. Compliance and Effectiveness of eGP

3.3.1 Using the e-GP system enhances my job effectiveness and helps me achieve compliance targets



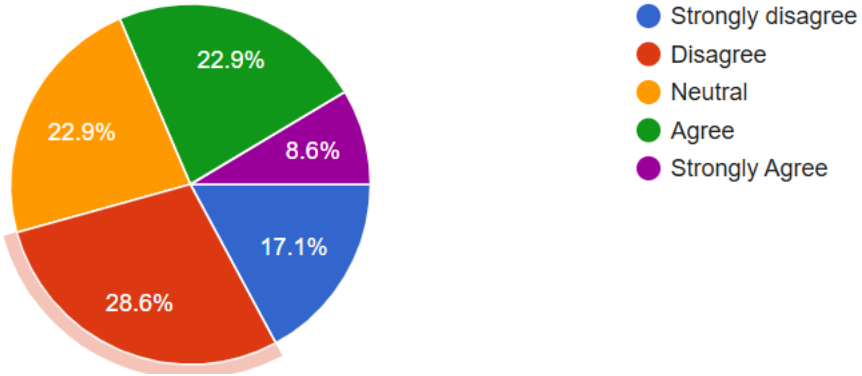
54.3% of the respondents agreed that the eGP system enhances job effectiveness and helps achieve personal work targets. This is a positive sign as that shows eGP implementation has improved overall performance of staff and organizational effectiveness. 20% of the respondents were neutral while 25.7% of the respondents disagreed that the system enhanced job effectiveness and helps achieve compliance targets. Many issues can be attributed to this from lack of capacity to inefficiencies in integration of the systems. Further research may be required.

3.3.2 I believe the e-GP system will lead to faster and more reliable payment processing



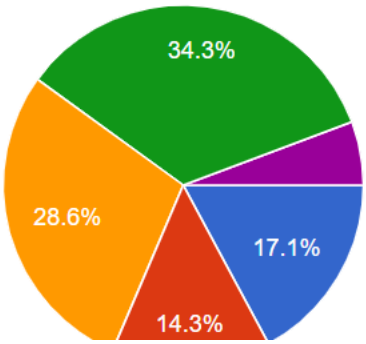
68.6% of the respondents agreed that the eGP system will lead to faster and more reliable payment to suppliers. This a very good response as it shows that the pending bills pandemic in the county governments shall be reduced and eliminated as no procurement shall be done without budgets and financial availability. 17.1% were neutral in their observations and 14.3% disagreed that the eGP shall lead to faster and more reliable payments.

3.3.3 Learning to operate the e-GP system is easy for me and my colleagues/staff



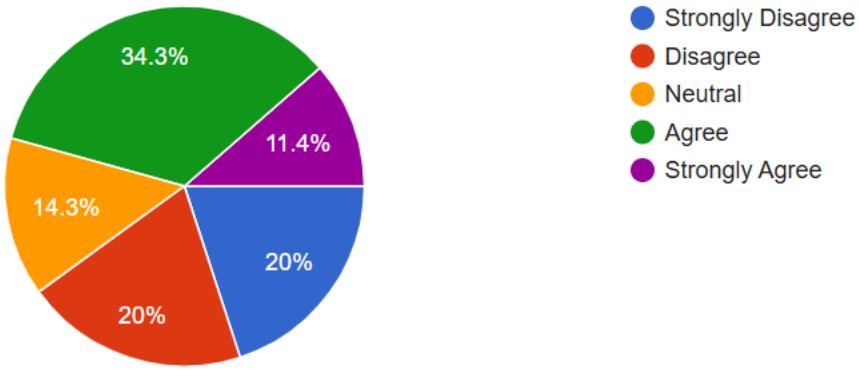
45.7% of the respondents disagreed that learning to operate the eGP system was easy. This is a big number and shows that many users are finding it hard to navigate the system. The system can be simplified or more capacity building is required on navigation of the system. 22.9% were neutral that navigation was simple while 31.5% agreed that the navigation of eGP was easy for them.

3.3.4 The e-GP supplier portal is intuitive and requires minimal technical skills to use effectively



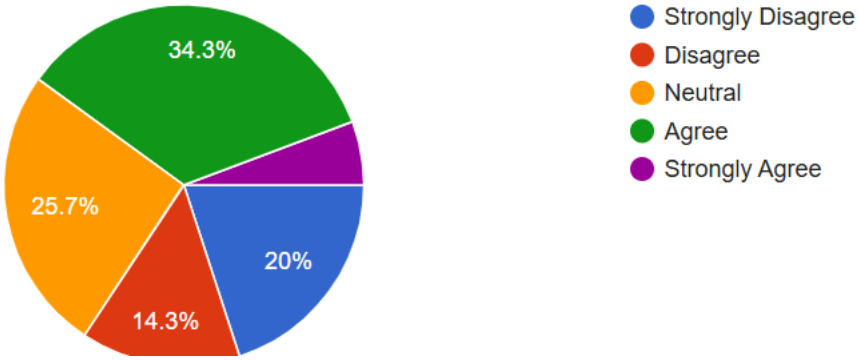
This section was answered by personnel in the procuring entities and not the suppliers. 40% of the respondents agreed that the supplier portal is intuitive and requires minimal technical skills to use efficiently. 28.6% were neutral while 31.4% disagreed that the portal was intuitive and required minimal technical skills to use effectively.

3.3.5 Over 80% of the processes are done on eGP



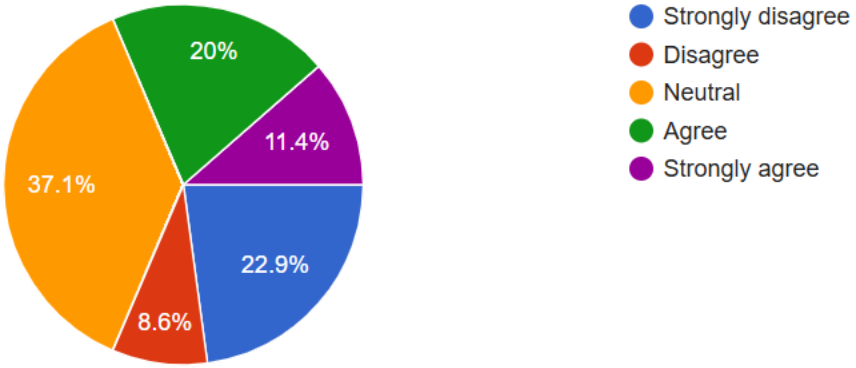
40% of the respondents disagreed that 80% of their processes are done on eGP while 45.7% agreed that that over 80% of their processes were on eGP and 14.3% were neutral on that question.

3.3.6 The e-GP system has reduced the average procurement cycle time (from request to contract award)



34.3% disagreed that the eGP system had reduced average procurement cycle while 40% agreed that the eGP system reduced the average procurement cycle. However, 25.7% had no opinion on the same.

3.3.7 We have observed a decrease in supplier complaints related to tender transparency since implementation



A very large number was neutral in this question at 37.1% which shows that complaints related to tender transparency from suppliers have not trickled into organizations. 31.4% agreed that the there has been a reduction in the rate of complaints from suppliers related to tender transparency and 31.5% disagreed that the complaints from suppliers regarding the tender transparencies have reduced.

4.0 Conclusion

The research concludes that while there is a high level of "symbolic adoption" of the e-Government Procurement (e-GP) system in Kenya, significant gaps remain between policy mandates and operational reality. Although 80% of surveyed public entities have partially or fully onboarded the system, nearly half of the respondents (48.6%) have never actually used it for daily procurement activities. This indicates that registration does not currently equate to meaningful utilization.

A significant majority (65.7%) of users recognize the system's potential to reduce physical interactions and curtail corruption. However, there is no consensus on efficiency, as 37.1% of users find the system more time-consuming for bid evaluation than manual methods.

While internal internet infrastructure is generally compatible with e-GP (42.9%), frequent power blackouts remain a critical barrier, with 65.7% of respondents forced to revert to manual processes during outages. This means that the system’s capacity in not effective and needs to be addressed.

Institutional support is currently undermined by inadequate training, with 57.1% of staff feeling ill-prepared to handle the system’s daily complexities. Furthermore, there is a total lack of participation from the supplier side, suggesting that the "upstream" portion of the supply chain has been largely excluded from the current rollout.

While the system aligns well with national laws like the PPADA 2015, many organizations have failed to update their internal manuals and procedures to reflect e-GP workflows, leading to confusion regarding compliance.

In summary, the transition to e-GP in Kenya is at a critical juncture. For the system to move beyond compliance to true impact, the government must address the "digital divide" affecting suppliers and invest heavily in both technical infrastructure and human capacity building. Without these interventions, the system risks remaining an underutilized digital shell that fails to deliver the promised Ksh 150 billion in annual savings. We can therefore state that the diffusion and adoption of eGP in Kenya is still at the infancy stages and needs a lot of support to have it grow and be embedded in all government entities.

5.0 Recommendations

a) **Supplier Sensitization:** The government should increase efforts to reach suppliers through development programs run by ministries and agencies, as there was zero participation from suppliers in the study.
b) **System Simplification:** Users reported difficulty navigating the e-GP platform, suggesting the system needs to be simplified or that more capacity building is required for users to navigate it effectively.
c) **Capacity Building and Training:** Over half of the respondents (57.1%) felt the training provided was inadequate, indicating a need for better preparation to handle daily transactions and system challenges.
d) **Infrastructure Investment:** Organizations must invest in reliable electricity and internet infrastructure, as frequent power blackouts (65.7%) often force a return to manual processes.
e) **Internal Policy Review:** Internal manuals and policies should be updated to specifically capture e-GP procedures, as many users felt current laws did not adequately govern its implementation.
f) **Further Research:** Additional investigation is recommended to understand why a significant number of users feel the system does not enhance job effectiveness or reduce the procurement cycle.

10. References

Ahmed, M., Das, S., Rahman, M., Hossain, A., & Sundar, S. (2025). *Challenges affecting the trajectories of e-procurement adoption: A case study of Bangladesh.* Journal of Electronic Government Research.

Auditor General. (2025). *Report on procurement irregularities across Kenyan counties for the financial year 2023/2024.* Office of the Auditor General, Kenya.

Davis, F. D. (1989). *Perceived usefulness, perceived ease of use, and user acceptance of information technology.* MIS Quarterly, 13(3), 319-340.

Emerald Publishing. (2024). *Ensuring long-term success in compulsory e-GP rollouts.* Emerald Insight.

Glaser, B. G., & Strauss, A. L. (1967). *The discovery of grounded theory: Strategies for qualitative research.* Aldine Publishing.

Global Delivery Initiative. (2021). *Case study: The success and coordination of Korea's KONEPS system.*

Government of Kenya. (2005). *Public Procurement and Disposal Act, 2005.* Government Printer.

Government of Kenya. (2010). *The Constitution of Kenya, 2010.* Government Printer.

Government of Kenya. (2012). *Public Finance Management Act, 2012.* Government Printer.

Government of Kenya. (2020). *Public Procurement and Asset Disposal Regulations, 2020.* Government Printer.

Government of Kenya. (2022). *Public Procurement and Asset Disposal Act, 2015 (Revised 2022).* Government Printer.

Kazaara, J., & Audrey, M. (2025). *The impact of ERP integration on supply chain performance and e-procurement compliance.* International Journal of Supply Chain Management.

Kiboro, G. (2024). E-procurement in the counties: The challenge of digital resistance and corruption. The Standard.

Maiyaki, A. S., et al. (2025). *Institutional and human factors influencing e-government procurement adoption in developing economies.* Journal of Public Finance and Management.

Malaysia Government. (2023). *ePerolehan: The national e-procurement service manual and status report.* Ministry of Finance Malaysia.

Mweshi, G., & Kabamba, M. (2025). *Leveraging private sector success for public sector e-GP adoption: Lessons from Nigeria.* African Journal of Procurement and Logistics.

Ndung'u, E., & Obino, A. (2022). The influence of perceived complexity on the adoption of e-procurement systems in state corporations in Kenya. Journal of Business Administration and Management, 10(1), 125-140.

OECD. (2021). *Public procurement for development: Strategic roles and economic impact.* OECD Publishing.

Okeyo, O., & Mwai, K. (2023). Infrastructure barriers and the diffusion of e-government services in developing countries: The case of Kenya. *International Journal of Electronic Governance, 14*(2), 178–195.

PPS. (2019). *Annual transaction report for the Korea ON-line E-Procurement System (KONEPS).* Public Procurement Service.

Public Procurement Regulatory Authority (PPRA). (2024). Annual report on the status of electronic procurement implementation in the public sector, 2023/2024. PPRA.

Rogers, E. M. (2003). Diffusion of innovations (5th ed.). Free Press.

Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson Education.

Scovia, A., & Jonath, P. (2024). *Technological and organizational hurdles in Uganda's e-GP implementation.* East African Journal of Information Technology.

The National Treasury. (2025,). Guidelines for the mandatory migration to the Integrated Government Procurement Platform (IGPP). The National Treasury.

Utari, N. K., & Wirakusuma, M. G. (2024). *Perceived ease of use and its effect on system acceptance in regional government information systems.* Journal of Accounting and Digital Transformation.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). *User acceptance of information technology: Toward a unified view.* MIS Quarterly, 27(3), 425-478.

Waduu, J., & Omido, K. (2025). *The role of institutional frameworks in the successful implementation of e-GP in Kenya.* Journal of Governance and Public Policy.

Warse, S. (2025). *Efficiency gains and corruption reduction through e-government procurement systems.* Global Journal of Transparency and Accountability.

World Bank. (2024). *Global trends in e-government procurement: Transparency and auditability.* World Bank Group.