

## ABSTRACT

This study was prompted by the highlighted remarks from the European Union (EU) Auditors Institution Assessment Reports that indicated the EAC Procurement Procedures required enhancement, the procurement rules and practices were not adequate and the overall project risk was high. The objective of the study therefore was to examine the procurement management process and practice at EAC, to find out how effective procurement management is at EAC, and to explore and analyze challenges influencing the effectiveness of procurement management at EAC in order to gain a deeper understanding of the factors hindering the effectiveness of procurement management in public organizations, using EAC as a case study.

Convinced that EAC is a regional international intergovernmental organization that employs highly professional staff, the researcher wanted to know the factors that explain the interplay. Informed by theories of effective public procurement management, the study hypothesized that the Procurement Process, methods, Organisation Structure and Workforce of EAC among others, has contributed to the factors hindering the effectiveness of Procurement Management at the EAC. In this context, the fundamentals of the effectiveness of public procurement management identified included: Value for Money, Transparency and Accountability.

In seeking to achieve the research objective, the study used the EAC Procurement Unit as a unit of analysis. The EAC factors hindering the effectiveness of procurement management was analyzed from the premise of: Procurement process, methods, organisation structure workforce, procurement rules and donor guidelines, supplier relationship, international institutions and political influence.

The case study utilized a quantitative and qualitative research design in data collection. This involved the design and distribution of questionnaires covering questions focused on the basic fundamentals of effective procurement management and how the EAC respond to them. Face to face interviews with EAC procurement key staff was conducted, so was the analysis of EAC official reports, policy documents, journals and newspaper articles.

