



INFLUENCE OF PUBLIC PROCUREMENT REFORMS ON SERVICE DELIVERY IN THE COUNTY GOVERNMENT OF BUNGOMA

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ABSTRACT

The general objective of the study was to establish the influence of public procurement reforms on service delivery in Bungoma County Government. The study adopted a descriptive research design to conduct the study across a target population of 77 employees working in four key departments in the county government of Bungoma; Procurement, Finance, ICT and Monitoring and Evaluation. The study adopted the census technique to incorporate all the target employees in the four departments. Primary data was collected using structured questionnaires administered through drop and pick method. Data was analyzed using SPSS where descriptive and inferential statistics were computed. Analyzed data was presented in form of tables and graphs. Both descriptive and inferential analysis revealed that all the study' conceptualized variables (AGPO implementation, public participation, public advertisement of tenders and implementation of IFMIS) significantly influenced service delivery (dependent variable). The study concluded that one, AGPO implementations increases access to government procurement opportunities which is paramount for effective service delivery, two, public participation in the procurement process encourages transparency and openness in the county government's procurement system which can be trusted by all stakeholders and bidders and three, public advertisement of tenders and eventual award wins public trust in the county government's procurement process. The study recommended that one, the county government procurement committee must effect implement AGPO principles to ensure women, youths and people abled differently access government procurement opportunities, two, there should be effective public participation in the procurement process to win public trust in the county government procurement system, three, there should be public advertisement of tenders and the eventual award of those tenders to confirm to the public that those awarded tenders won through a competitive procurement process; and four, county government should effectively implement the IFMIS platform to minimize procurement costs associated with the manual procurement system and enhance service delivery in the county government.

Key Words: AGPO Implementation, Public Participation, Public Advertisements, IFMIS Implementation. Service Delivery

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INTRODUCTION

It is difficult to give detailed information about public procurement reforms across all areas of the globe because the world does not have global public procurement standards. However, a common trend can be noted across areas of the world with public procurement (Thai, 2001). Governments have the mandate to perform four major economic activities regarding public financial management. The government provides the regulatory structure for economic undertakings, redistributes income via taxes and expenditure, and provides public goods such as infrastructure and public safety for its citizens and to purchase public goods, services and capital assets (Kettl, 2000; Van, Bouckaert & Halligan, 2010).

Public procurement enables the government to purchase and provide public goods for its citizens (McCrudden, 2004). According to the European Commission (2018), government spending on public procurement in developed economies such as European countries and the United States stands between 10% and 14% of GDP. The spending on public procurement represents up to fifty percent or more of the government expenditures (UNICTRAL, 2011).

Kenya's public procurement structure has developed from a simple system at the time of independence to a well-regulated system from the beginning of the millennium. The pre-independence set up consisted of a Central Tender Board, an institution which did not have any formal structures until 1960 when a treasury circular created many changes to its format, location, structure and responsibilities (Ochieng & Muehle, 2014). In the post-independence period, apart from a few reforms, government supplies continued as before independence. These included: the Supplies Manual of 1978, the reunion of CTB and the Supplies branch in 1980, issuance of the District Focus for Rural Development Strategy in 1981 and the restructuring of CTB back to the Treasury in 1983.

Service delivery is a crucial and critical responsibility of county governments and government institutions

to make sure that the public's welfare is maintained and improved. Service delivery often involves dealings between two parties: a service provider and a client (Lodorfos, Kostopoulos & Kaminakis, 2015). While the provider offers either a service or information, the client anticipates finding value from the service provision. As per the new constitution of 2010, good service delivery is anticipated to provide the public with value so as to capture the benefits of the devolved services.

Bungoma County is one of the forty seven counties created as the Kenyan devolved into 47 county governments in a bid to bring power and resources closer to the people. Located in Western Kenya, the formation of the new county received overwhelming support from Bungoma residents with the hope and expectation for greater participation in governance and more effective service delivery. Just like the rest of the other counties, the County Government of Bungoma is mandated to provide services in the functions of education, agriculture, health, environmental preservation, public works, cultural and entertainment activities, transport, among others.

Statement of Problem

Citizens of any country who labor and pay taxes must receive good services from their county. With devolved systems, service delivery is facilitated through the various departments in the county governments. The county governments were designed to bring services closer to the people. However, the dream of bringing services closer to the people might not be achieved if the reported rampant corruption in the County Governments is not addressed. Procurement has prominently been at the center of most corruption scandals with procurement cases accounting for 8 in 10 corruption scandals with issues such as weak oversight, lack of transparency, delays, inefficient use of public resources and poor procurement record-keeping experienced across Kenyan counties (Gichio, 2014; Ethics and Anti-Corruption Commission, 2015 & The Africa Centre for Open Governance, 2015). Bungoma County, in particular,

has prominently been in the limelight due to issues of procurement malpractice in the wheelbarrow saga and inflation of process of other supplies such as metal hooks, cattle cradles, handle rails and inspection racks (Magudah, 2015) With these malpractices in procurement, there has been widespread misuse of public resources and delays in project implementation thus inhibiting efficient service delivery to the county residents. Other papers have studied the influence of public procurement reforms on service delivery but none has focused on the county government of Bungoma (Thuo & Njeri, & Mutava, 2010). Besides, only a limited number of the public procurement reforms have been explored leaving the four reforms of interest of in this study unexplored especially in Bungoma County. These include; AGPO Implementation, public participation, public tender and award advertisements and IFMIS Implementation. This study sought to evaluate the influence of public procurement reforms on service delivery in the county government of Bungoma.

Research Objectives

The general objective of the study was to examine the influence of public procurement reforms on service delivery in Bungoma County Government. The specific objectives were;

- To evaluate the influence of AGPO implementation on service delivery in Bungoma County Government.
- To determine the influence of public participation on service delivery in Bungoma County Government.
- To determine the influence of public advertisements of tenders and awards on service delivery in Bungoma County Government.
- To assess the influence of the implementation of IFMIS on service delivery in Bungoma County Government.

The research hypotheses were;

- **H₀₁** There is no significant relationship between AGPO implementation and service delivery in Bungoma County Government.

- **H₀₂** There is no significant relationship between public participation and service delivery in Bungoma County Government.
- **H₀₃** There is no significant relationship between public advertisements of tenders and awards and service delivery in Bungoma County Government.
- **H₀₄** There is no significant relationship between implementation of IFMIS and service delivery in Bungoma County Government.

LITERATURE REVIEW

Agency Theory

Agency theory analyses the effects of contractual behavior between two parties: principal(s) and agent(s). The agency relationship is a contract, under which the principal engages another person (the agent) to perform specific projects on its behalf, delegating decision-making rights. The agency relationship involves the appropriate selection of legal and organizational solutions that reduce the asymmetry of information and/or encourage the agent's activities to be consistent with the principal's expectations (Eisenhardt, 1989). The theory assumes that the two parties namely, principal and agent both have self-interests that motivate them towards certain practices and decisions (Hill & Jones, 1992).

On the broader scale, the county government acts as an agent acting on behalf of the national government (principal) in facilitating service delivery to the citizens. Procurement staff also play an agent role on behalf of their employer (the county government) in ensuring efficient service delivery to other departments and the locals. This is done through the purchase and provision of public goods and services. Additionally, the county government is entrusted by the public to make decisions and coordinate functions such as housing, planning, construction of roads and social amenities on their behalf.

These relationships are not always harmonious. Agency conflicts arise when the agent uses their authority for their own benefits, rather than that of

the principal (Ekanayake, 2004). For effective performance, it is important that the interests of the principals and the agents are aligned (Eisenhardt, 1989). For this paper, it was important to remember that the public procurement system does not act as an autonomous function, but does so on behalf of the national government and the county government agenda for their electorate.

Technology Acceptance Model (TAM)

The TAM is a theory proposed based on that of reason Action of 1986 by Fred Davis. Broadly speaking, the theory is consolidated around the issue of technology acceptance and usage. It posits that two main factors affect the acceptance and usage of technology once it is presented to people. One factor is the perceived usefulness of the innovation (Dadayan & Ferro, 2005). This describes the extent to which the individuals believe that the innovation would enhance their job performance. The second factor is perceived ease of use, which describes the extent to which individuals believe that the innovation use would be effortless (Dadayan & Ferro, 2005). However, critics refute the sufficiency of the constructs under the TAM model suggesting other external variables that would equally influence the acceptance and usage of technology such as individual differences among users.

For a long time, public procurement in Kenya relied on papers and manual systems. However, as the country became more digitalized, electronic procurement was introduced by the PPDA 2015 Act which entails the processing of procurement transactions using electronic channels. IFMIS is one of the electronic systems legalized in the processing of procurement and other financial transactions within public transactions (Authority, 2007). The system is intended to reduce overall cycle times, reduce costs and increase efficiency and effectiveness (Lundu & Shale, 2015). This theory was crucial in illuminating on IFMIS implementation patterns within the county government. According to the theory, by assessing the perceived ease of use and usefulness of the IFMIS platform, the

implementation patterns of IFMIS within Bungoma County government can be well-understood.

Stakeholder Theory

The stakeholder theory is a widely accepted theory first proposed by Edward Freeman (Freeman, Harrison & Wicks, 2010). The theory is based on the assumption that the core reason for doing business is to create value. The shared desire to create value is therefore the reason that brings together various stakeholders. Traditionally, business scholars believed that a company was beholden only to its shareholders. Hence, the business had to create value for the shareholders. Through this theory, Freeman postulates that shareholders are merely one of a businesses' stakeholders (Donaldson & Preston, 1995). A businesses' stakeholders include everyone affected, involved and invested in the business, and thus, a business' success is tied to the creation of value and satisfaction of all the parties who are stakeholders of the business.

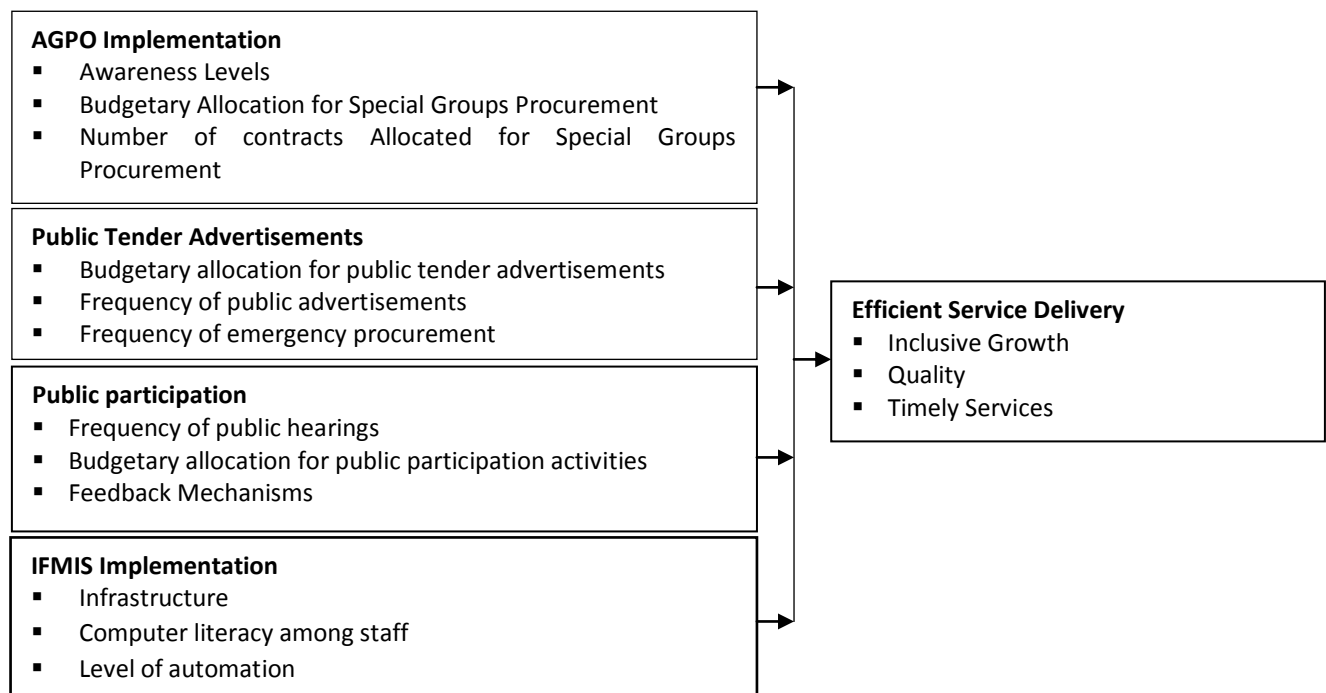
In the context of the county government, the stakeholder theory advocates for the creation of value through efficient service delivery to all its stakeholders. These include three categories of people: those investing in the county government, those affected by activities of the county government and those involved in the activities of the county government (Mugambi & Theuri, 2014). Those investing in the company include tax payers who finance the activities of the county government and donor organizations who inject resources in form of credit and grants. Those affected include the community members and the general public. Those involved in the activities of the county government include religious leaders, county employees, civil society organizations, farmers, doctors and other members of the public. As illustrated by Freeman, the county government is only as successful as the degree to which it creates value for all these stakeholders (Freeman, Harrison & Wicks, 2010). Thus, as the study sought to assess the influence of public procurement reforms, efficiency of service delivery was assessed from the perception of all its stakeholders.

Deontological Theory

The deontological theory is a theory that contrasts the utilitarian school of thought. Proposed by Immanuel Kant in the 18th century, the theory is consolidated around the concept of the rule of law, emphasizing the importance of an action rather than the resulting consequences of an action. The theory depends on a predefined set of rules that govern how a system should function within an environment (Ross, 1954). Actions taken are evaluated on basis of the actor's duty and supposed intention without any regard for human happiness. Therefore, any action taken while performing a task is considered moral or right only if it fulfills the checklist of predefined rules (Gibson, 2000).

In the procurement context, procurement reforms are documented in various documents such as the

PPDA 2015 and the Constitution 2010, which are considered law. Thus, any actions taken by procurement professionals while completing any task are judged by the extent to which they conform to the rule of law, regardless of their consequences. Besides, procurement entities are governed by moral norms and code of ethics which are considered ethical. Thus, professionals are required to follow these laws and norms, failure to which their behavior is considered improper. County governments have service charters that declare their duty to their customers, who in this case are the local citizenry in their bid to attaining service delivery. These service statements on these charters are derived from the national regulations and thus, can be used to define what is morally right or wrong.



Independent Variables

Dependent Variable

Figure 1: Conceptual framework

Empirical Literature

Implementation of AGPO and Service Delivery

A study by Mwangi (2017) sought out to study the AGPO opportunities and the factors that determine an institution's levels of compliance. Mwangi (2017)

adopts a mixed research design targeting supply chain officers in public universities within Kenya. The sample population consisted of 62 respondents who were randomly selected across the diverse sampling frame. The data is collected through questionnaires, interviews and from published

reports. The findings of the study demonstrate a .815, .824, .848, .841 and 822 reliability on the prequalification, selection, contract management, internal control and level of compliance respectively. These results indicate that all the above factors do influence an organization's compliance with the AGPO requirement. The study recommends a review of the above factors within each organization to ensure that each of them is designed to optimize their compliance with AGPO.

Another study by Sumba (2015) affirms to these findings by demonstrating the positive impact of AGPO. The study is conducted Muranga south sub county by assessing four key areas: information availability, training, competition and credit provision. The descriptive study avails surveys to 83 youth owned businesses retrieved from the Directorate of Youth. These participants are sampled through stratified sampling diving them into five categories: government, ICT, Agriculture, small works and professional businesses. The findings of the study illustrated that only 425 agreed to provision of sufficient information, 245 on training, 39.4% on competition and 24.6% on credit provision. On the whole, 9.2% agreed that AGPO opportunities provided opportunities for business growth. Even though it was anticipated that business growth should have been impacted significantly, the findings illustrate that the desired level of impact has not been realized.

A study by Kinuthia, Odundo and Nyagah (2018) explores various public procurement reforms and their subsequent effect on management of public expenditures focusing on tender advertisements. The study is carried across secondary schools in Kenya targeting public schools that are particularly situated within Nairobi County. The secondary schools under study were those that have been in existence before 2001 when the procurement reforms under study were first initiated. Among the 78 targeted schools, 39 National, County and sub-county schools were purposively selected. Primary data was collected through interviews and questionnaires administered to deputy principals,

PTA and BOM members and secondary data was collected through content analysis of annual financial reports, student enrollment reports, among others. The findings of the research indicated that the annual; expenditure reduced by 35% after the public tender advertisements. 35, 7 and 4 schools recorded small, medium and large variations respectively in annual procurement expenditure as a result of the procurement reform. The study recommends further training for procurement staff about tender advertising to adopt cost effective strategies of doing so, so as to reduce overall procurement expenditures.

Citizens have the capability of detecting, preventing and reducing resource wastage and malpractice in public procurement by being actively involved in the procurement cycle and public hearings. A study by Sheppard and Cantera (2012) on 2010 Organization for Economic Co-operation and Development (OECD) survey results demonstrates that OECD member countries have acknowledged the importance of civilian oversight in public procurement as a tool for enhancing integrity. Fifty-three percent of the countries have progressively and proactively chosen to reveal information regarding budgets and documentation that facilitates accountability of staff. 12 out of 32 disclosed information internal procurement procedures, manuals and guidelines. The information was provided through online portals. Further, civilians are involved in procurement of high value and complex goods and services. In Mexico, over 120 public procurements valued at \$14 billion involved public witnesses.

A descriptive study by Matunga, Nyanamba and Okibo (2013) on the influence of electronic procurement on efficiency levels in procurement processes in public hospitals determined that Kisii Level 5 hospital uses electronic tendering, electronic quotations and electronic sourcing as the key electronic procurement applications. The study sought to determine the challenges encountered by 6 departmental heads when using electronic markets. The challenges identified include:

insufficient funds, the establishment's incapacity to manage change and inadequate training and competency levels of users expected to use the system.

A descriptive study by Chirchir (2009) across 24 state corporations in Kenya indicates that 64% of the respondents agreed that e-procurement led to cost reductions while 36% were not sure. Moturi (2016) affirms these findings through a descriptive study across 54 commercial state corporations that indicates that the use of electronic procurement strategies has improved the performance of these firms. This has been facilitated through the reduction of the total time taken to complete procurement cycles and enhancing the identification of bidders to provide goods or services. In another descriptive study by Ndunge (2016) carried out across a population of 20 government ministries, similar findings were established. The study posits that electronic procurement does positively impact the overall performance of governmental ministries. In yet another correlational study in carried out in Kericho County, it is indicated that electronic procurement is positively linked to superior county government performance (Rotich & Okello, 2015). The study recommends adoption of more e-procurement policies and provision of resources to support e-procurement implementation at the county level.

METHODOLOGY

A descriptive research design was used in this study. The target population for this study was all the technical employees in procurement

department and key informants from Finance, Monitoring and Evaluation and ICT department. The target population consisted of a total of 77 employees from the four departments. The main instruments for data collection in this research was through questionnaires. Primary data was collected using structured questionnaires which contained both closed questions based on likert-scale type of questions to determine the influence of public procurement reforms on the organization's service delivery. The questionnaires were administered using the drop and pick method. The study used quantitative data. Quantitative analysis was done using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 19.0. The multiple regression model took the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

β_0 = Constant

Y= Service Delivery

X1= AGPO Implementation

X2= Public Tender and Award Advertisements

X3= Public Participation

X4= IFMIS Implementation

β_1 = Coefficients of regression for the independent variables X1 (for i= 1, 2, 3, 4, 5)

e= error term

FINDINGS

AGPO implementation

These were summarized responses on whether AGPO implementations influenced service delivery in Bungoma County Government. The descriptive results were presented in table 1.

Table 1: Descriptive statistics: AGPO implementation and service delivery

Statement	5	4	3	2	1	mean	Std.dev
1 The management carries out frequent training sessions to enhance the awareness of women, youth and people living with disabilities about procurement opportunities.	3(4.0)	29(38.7)	10(13.3)	28(37.3)	5(6.7)	3.48	0.949
2 There are adequate budgetary allocation for the procurement opportunities for special groups on women, youth and people living with	4(5.3)	37(49.4)	7(9.3)	24(32.0)	3(4.0)	3.41	0.943

disabilities								
3 Contracts set aside for special interest groups like women, youth and people living with disabilities are fully awarded to them	5(6.7)	25(33.3)	8(10.7)	33(44.0)	4(5.3)	3.35	0.992	
4 There is high level of awareness about procurement opportunities in Bungoma county government	4(5.3)	27(36.0)	10(13.3)	31(41.4)	3(4.0)	3.37	0.850	
5 Generally, full AGPO implementation significantly influences service delivery in Bungoma County Government	10(13.3)	41(54.6)	5(6.7)	14(18.7)	5(6.7)	3.43	0.997	

Valid listwise 75

Grand mean = 3.41

From table 1, there were mixed reactions on the statement that the management carries out frequent training sessions to enhance the awareness of women, youth and people living with disabilities about procurement opportunities; that is, 38.7% agreed while 37.3% disagreed to the statement, implying that there are cases where training sessions to enhance the awareness of women, youth and people living with disabilities about procurement opportunities are not done.

Secondly, 49.4% and 32.0% agreed and strongly disagreed respectively that there were adequate budgetary allocation for the procurement opportunities for special groups on women, youth and people living with disabilities, implying that either there are meagre budgetary allocations or the budgetary allocations are never utilized for the benefit of special groups on women, youth and people living with disabilities due to may be corrupt practices in the county procurement system. This is affirmed by most respondents (44.0%) who disagreed that contracts set aside for special interest groups like women, youth and people living with disabilities are fully awarded to them.

More so, most respondents (41.4%) disagreed that there is high level of awareness about procurement

opportunities in Bungoma county government, implying that there is minimal training sessions and public awareness on public procurement matters which minimizes access to government procurement opportunities.

Lastly, most respondents agreed (54.6%) that generally, full AGPO implementation significantly influences service delivery in Bungoma County Government. This is supported by PPDA (2015) assertion that through the AGPO program, the three minority groups get a chance to engage and participate in government opportunities, thus promoting fairness. That is, the level of the participation of minority groups in AGPO opportunities can be evaluated by assessing the number of contracts administered to women, youth and people with disabilities, the outstanding figure in the number of contracts that should have been allocated to women, the budgetary allocation for training special interest groups, youth and people with disabilities.

Public participation and service delivery

This are summarized responses on whether public participation influenced service delivery in Bungoma County Government. The descriptive results were presented in table 2.

Table 2: Descriptive statistics: Public Participation and service delivery

Statement	5	4	3	2	1	mean	Std.dev
1 The county government procurement committee organizes for public hearings where the public can be informed and	5(6.7)	23(30.7)	6(8.0)	37(49.3)	4(5.3)	3.39	0.998

give feedback on county government procurement								
2 The county government sets aside budgetary allocation for public participation activities in the procurement processes	6(8.0)	27(36.0)	10(13.3)	24(32.0)	8(10.7)	3.57	0.828	
3 The county government procurement committee provides feedback mechanisms for stakeholders or interested bidders to provide feedback about its procurement processes.	8(10.7)	31(41.3)	8(10.7)	23(30.6)	5(6.7)	3.40	0.899	
4 All interested bidders are given equal attention during the public participation process	9(12.0)	29(38.7)	6(8.0)	27(36.0)	4(5.3)	3.49	0.873	
5 Generally, public participation in the tendering process improves service delivery in the county government	10(13.3)	37(49.4)	4(5.3)	19(25.3)	5(6.7)	3.63	0.849	

Valid listwise 75

Grand mean = 3.496

From table 2, most respondents disagreed (49.3%) that the county government procurement committee organizes for public hearings where the public can be informed and give feedback on county government procurement, implying that county procurement committee is not really implementing public awareness as a requisite for access to government procurement opportunities.

Secondly, there were mixed reactions about budgetary allocations because while 36.0% agreed, 32.0% disagreed that the county government sets aside budgetary allocation for public participation activities in the procurement processes, implying that there is some level of uncertainty about budget allocations which could definitely be hampering participations in public awareness in accessing government procurement opportunities.

Thirdly, only 41.3% of respondents agreed while 30.6% disagreed that the county government procurement committee provides feedback mechanisms for stakeholders or interested bidders to provide feedback about its procurement processes. This implies that feedback mechanism has not been really well implemented to incorporate stakeholders or interested bidders' views that could increase public awareness in

accessing government procurement opportunities. This was reinforced by 36.0% of respondents who disagreed that all interested bidders are given equal attention during the public participation process.

Lastly, most respondents agreed (49.4% and strongly agreed (13.3%) that generally, public participation in the tendering process and awards improves service delivery in the county government. This implies that public participation though good in creating awareness and support; it has not really been fully implemented in Bungoma county government, thus affecting public awareness in accessing government procurement opportunities. This was supported by PPDA (2015) assertion that public participation is the extent to which citizens and the general public engage in the planning, budgeting and oversight of the activities of the national and county governments and aims to improve transparency and accountability in procurement and financial processes.

Public advertisements of tenders and service delivery

This are summarized responses on whether Public advertisements of tenders influence service delivery in Bungoma County Government.. The descriptive results are presented in table 3.

Table 3: Descriptive statistics: Public Tender Advertisements

Statement	5	4	3	2	1	mean	Std.dev
1 The county government sets aside a budget to cater for public tender advertisements	6(8.0)	38(50.6)	9(12.0)	17(22.7)	5(6.7)	3.54	0.893
2 The county government advertises 100% of its tenders and 100% of its tender awards on the county website	4(5.3)	30(40.0)	6(8.0)	32(42.7)	3(4.0)	3.43	0.792
3 There is public participation in emergency procurement of goods and services from time to time	7(9.3)	28(37.4)	3(4.0)	30(40.0)	7(9.3)	3.38	0.880
4 All tenders from all departments are publicly advertised and competitively awarded	8(10.7)	27(36.0)	7(9.3)	29(38.7)	4(5.3)	3.53	0.808
5 Generally, public tender advertisements significantly influences service delivery in Bungoma County Government	9(12.0)	36(48.0)	8(10.7)	17(22.6)	5(6.7)	3.57	0.909
Valid listwise 75							
Grand mean = 3.49							

From table 3, most respondents agreed (50.6%) and strongly agreed (8.0%) that the county government sets aside a budget to cater for public tender advertisements, but interestingly, most respondents disagreed (42.7%) that the county government advertises 100% of its tenders and 100% of its tender awards on the county website, implying conspiracy in tender awards despite public advertisement of tenders.

More so, most respondents disagreed (40.0%) and strongly disagreed (9.3%) that there is public participation in emergency procurement of goods and services from time to time, implying that though tenders are publicly advertised, there is no public participation in emergency procurement of goods and services, thus negating the very purpose of public participation if tenders are secretly given.

To further reinforce conspiracy in award of tenders, most respondents disagreed (38.7%) and strongly disagreed (5.3%) that all tenders from all departments are publicly advertised and competitively awarded, implying conflict of interest in internal tender advertisements and eventual award. This further shows that the county government procurement committee conspires in

public procurement matters which minimize access to government procurement opportunities.

Lastly, most respondents agreed (49.0%) and strongly agreed (12.0%) that generally, public tender advertisements significantly influences service delivery in Bungoma County Government; that is, if there is honesty in public tender advertisements and awards, then the competitiveness in public advertisement and genuine tender awards will really boost service delivery in Bungoma County Government. This is supported by Fortuin (2010) whose study in Ward 28, Cape Town revealed a link between public participation and service delivery. However, Public participation was minimal; therefore, the impact was negligible, thus, recommended evaluation of public participation policies, training of officials on public participation and community capacity building to improve public participation.

Implementation of IFMIS and service delivery

This are summarized responses on whether \implementation of IFMIS influence service delivery in Bungoma County Government. The descriptive results are presented in table 4.

Table 4: Descriptive statistics: Implementation of IFMIS and service delivery

Statement	5	4	3	2	1	mean	Std.dev
1 The county government has fully adopted IFMIS platform to enhance service delivery	7(9.3)	26(34.7)	8(10.7)	25(33.3)	9(12.0)	3.47	0.873
2 All staff members from relevant departments have been trained about the use of IFMIS to enhance their awareness and ease of use of the system	10(13.3)	33(44.0)	3(4.0)	21(28.0)	8(10.7)	3.59	0.848
3 The procurement committee uses electronic system to enhance the procurement process	11(14.7)	34(45.4)	10(13.3)	13(17.3)	7(9.3)	3.34	0.881
4 The IFMIS software is secure, frequented upgraded so as to avoid system compromise and system failure to deliver tasks	10(13.3)	35(46.7)	9(12.0)	16(21.3)	5(6.7)	3.51	0.830
5 Generally, implementation of IFMIS has significantly improved service delivery in the county government	8(10.7)	39(52.0)	7(9.3)	17(22.7)	4(5.3)	3.65	0.846
Valid listwise 75							
Grand mean = 3.51							

From table 4, while 34.7% of respondents agreed that the county government had fully adopted IFMIS platform to enhance service delivery, 33.3% disagreed to the statement, implying that there could be departments that are not fully utilizing the IFMIS platform so as may be to advance their corrupt malpractices.

Secondly, though most respondents agreed (44.0%) that all staff members from relevant departments have been trained about the use of IFMIS to enhance their awareness and ease of use of the system, 28.0% disagreed implying there are cases where some staffs do not really understand the operation of IFMIS, thus negatively affecting IFMIS implementation which definitely has a bearing on service delivery in Bungoma County government.

Thirdly, most respondents agreed (45.4%) and strongly agreed (14.7%) that the procurement committee uses electronic system to enhance the procurement process. This is reinforced by most respondents who agreed (46.7%) and strongly

agreed (13.3%) that the IFMIS software is secure, frequented upgraded so as to avoid system compromise and system failure to deliver tasks, which definitely ensures non-tampering of the IFMIS platform.

Lastly, most respondents agreed (52.0%) and strongly agreed (10.7%) that generally, implementation of IFMIS has significantly improved service delivery in the county government. This is supported by Chirchir (2009) who studied 24 state corporations in Kenya where 64% of the respondents agreed that e-procurement led to cost reductions while 36% were not sure. Moturi (2016) affirms these findings through a descriptive study across 54 commercial state corporations that indicated that the use of electronic procurement strategies has improved the performance of these firms. This has been facilitated through the reduction of the total time taken to complete procurement cycles and enhancing the identification of bidders to provide goods or services.

Inferential statistics

Table 5: Correlation analysis

		AGPO Implementation	Public participation	Public advertisements of Tender	Implementation of IFMIS	Service delivery
AGPO implementation	Pearson					
	Correlation	1				
	Sig. (2-tailed)					
	N	75				
Public participation	Pearson					
	Correlation	.656**	1			
	Sig. (2-tailed)	.000				
	N	75	75			
Public advertisements of Tenders	Pearson					
	Correlation	.568**	.599**	1		
	Sig. (2-tailed)	.000	.000			
	N	75	75	75		
Implementation of IFMIS	Pearson					
	Correlation	.585**	.589**	.613**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	75	75	75	75	
Service delivery	Pearson					
	Correlation	.837**	.853**	.847**	.792**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	75	75	75	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Secondly, multicollinearity tests whether two or more conceptualized independent variables are highly correlated with each other. This leads to problems with understanding which independent variable contributes to the variance explained in the dependent variable, as well as statistical problems in calculating a multiple regression model. This assumption was tested using correlation analysis. Most researchers insist that if correlation coefficient, (r) is close to 1 or -1, then there is multicollinearity but if correlation coefficient (r) is not above 0.9, then there is no multicollinearity In this study (table 5 on correlation analysis), the highest correlation coefficient between all pairs of independent variables (AGPO implementations, public participation, public advertisement of tenders, and implementation of IFMIS) is 0.853,

which is below the threshold of 0.9, thus multicollinearity assumption was checked and met.

Thirdly, normality test assumption asserts that data must have a normal distribution and this was tested by the use histograms with normal curve. The results (appendix V) show histograms with bell-shaped normal curves indicating that data was approximately normally distributed, thus met this assumption.

Lastly, as a statistical rule, since the researcher collected categorical data on independent and dependent variables, the collected categorical data was first summated and transformed into continuous data using SPSS to allow running of correlations, linear and multiple regressions analyses.

Table 6: Multiple regression analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.922 ^a	.850	.841	.49195	.850	98.860	4	70	.000

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.702	4	23.926	98.860	.000 ^b
	Residual	16.941	70	.242		
	Total	112.643	74			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Implementation of IFMIS, AGPO Implementation, Public Advertisements of Tenders, Public participation

Multiple regression analysis in table 6 showed the multiple regression results of the combined influence of the study's independent variables (AGPO implementation, public participation, public advertisement of tenders and implementation of IFMIS). The model's R squared (R^2) is 0.850 which shows that the study explains 85.0% of variation in the service delivery in Bungoma county government, while other factors not in the conceptualized study model accounts for 15.0%, hence, it is a good study model.

Additionally, Analysis of Variance (ANOVA) showed the mean squares and F statistics significant ($F = 98.860$; significant at $p < .001$), thus confirming the fitness of the model and also implies that the study's independent variables (AGPO implementation, public participation, public advertisement of tenders and implementation of IFMIS) have significant variations in their contributions to service delivery in Bungoma county government.

Further, the values of unstandardized regression coefficients with standard errors in parenthesis indicated that all the study's independent variables (AGPO implementation; $\beta = 0.240$ (0.098) at $p < 0.05$; public participation; $\beta = 0.583$ (0.127) at $p < 0.05$; public advertisement of tenders; $\beta = 0.694$ (0.117) at $p < 0.05$, implementation of IFMIS; $\beta = 0.549$ (0.154) at $p < 0.05$) significantly influenced service delivery in Bungoma county government (dependent variable).

In this regard, the study's final multiple regression equation was;

$$(v) y = 0.402 + 0.240X_1 + 0.583X_2 + 0.694X_3 + 0.549X_4$$

Where;

y= service delivery in Bungoma county government

X_1 = AGPO implementation

X_2 = public participations

X_3 = public advertisements of tenders

X_4 = implementation of IFMIS

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.402	.114		3.523	.001
	AGPO Implementation	.240	.098	.231	2.453	.017
	Public Participation	.583	.127	.563	4.584	.000
	Public Advertisements of Tenders	.694	.117	.706	5.942	.000
	Implementation of IFMIS	.549	.154	.532	3.575	.001

a. Dependent Variable: Service Delivery

Hypothesis testing

First, study hypothesis one (H_{01}) stated that there is no significant relationship between AGPO implementation and service delivery in Bungoma County Government. Multiple regression results indicate that AGPO implementations have significant relationship with service delivery in Bungoma County Government ($\beta = 0.240$ (0.098) at $p < 0.05$). Hypothesis one was therefore rejected. The results indicated that a single improvement in feasible AGPO implementations led to 0.444 unit increase in service delivery in Bungoma County Government.

Secondly, study hypothesis two (H_{02}) stated that there is no significant relationship between public participations and service delivery in Bungoma County Government. Multiple regression results indicated that public participations have significant relationship with service delivery in Bungoma County Government ($\beta = 0.583$ (0.127) at $p < 0.05$). Hypothesis two was therefore rejected. The results indicated that a single improvement in effective public participations will lead to 0.583 unit increase in service delivery in Bungoma County Government.

Thirdly, study hypothesis three (H_{03}) stated that there is no significant relationship between public advertisements of tenders and service delivery in Bungoma County Government. Multiple regression results indicated that public advertisements of tenders have significant relationship with service delivery in Bungoma County Government ($\beta = 0.694$ (0.117) at $p < 0.05$). Hypothesis three was therefore rejected. The results indicated that a single improvement in effective public advertisements of tenders would lead to 0.694 unit increase in service delivery in Bungoma County Government.

Lastly, study hypothesis four (H_{04}) stated that there is no significant relationship between implementation of IFMIS and service delivery in Bungoma County Government. Multiple regression results indicated that implementation of IFMIS have significant relationship with service delivery in Bungoma County Government ($\beta = 0.549$ (0.154) at $p < 0.05$). Hypothesis four was therefore rejected.

The results indicated that a single improvement in effective implementation of IFMIS will lead to 0.694 unit increase in service delivery in Bungoma County Government.

CONCLUSIONS AND RECOMMENDATIONS

First, the study concluded that AGPO implementations increases access to government procurement opportunities which is paramount for effective service delivery. Secondly, public participation in the procurement process encourages transparency and openness in the county government's procurement system which can be trusted by all stakeholders and bidders. Thirdly, public advertisement of tenders and eventual award wins public trust in the county government's procurement process. Lastly, effective implementation of IFMIS platform reduces procurement costs and encourages public trust in county government's procurement system.

The study recommended that the county government procurement committee must effectively implement AGPO principles to ensure women, youths and people abled differently access government procurement opportunities. There should be effective public participation in the procurement process to win public trust in the county government procurement system. Thirdly, there should be public advertisement of tenders and the eventual award of those tenders to confirm to the public that those awarded tenders won through a competitive procurement process. Lastly, the county government should effectively implement the IFMIS platform to minimize procurement costs associated with the manual procurement system and enhance service delivery in the county government.

Areas for further studies

A similar study can be done to assess the effectiveness of public procurement reforms on service delivery from the perspective of the county local citizens. A comparative study can be done to assess the effectiveness of electronic procurement system on service delivery by county governments in selected counties in Kenya.

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