

FACTORS AFFECTING PROCUREMENT PLANNING IN BUNGOMA COUNTY GOVERNMENT IN KENYA

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Abstract: The efficiency of the public procurement plays a significant role in the quality of services provided by government institutions and in responsiveness of the government to the public needs. Literature suggests that procurement performance is an issue that needs to be highly addressed more so where it affects the public sphere. Therefore, procurement planning is a key factor that affects effective implementation of procurement practices makes an entire organization well prepared and responsible in some way for procurement. The current study sought to examine factors affecting procurement planning in Bungoma County Government in Kenya. The objectives were to examine the effect of resource availability on procurement planning, to establish the effect of government procurement regulations on procurement planning and to determine the effect of service delivery standards on procurement planning in Bungoma County Government. A target population of 43 included procurement County officers and staff from Bungoma County Government. A sample of 22 was selected using 50% and 10 of them were individuals purposely involved in procurement and planning at the County. Both primary and secondary data was collected by use of questionnaire and document analysis guide respectively. Validity of the instrument was done through pilot study and subjective judgments by the experts/supervisors while reliability was determined by Cronbach's alpha coefficient set at .70 or more. Results in regression analysis established statistical significance relationship between independent variables; resource availability, government procurement regulations and service delivery standards on procurement planning. Hence the estimated model: $y = 0.844 + 0.153X_1 + 0.233X_2 + 0.256X_3$ Model: X_1 = Resource availability; X_2 = Government Procurement Regulations; X_3 = Service Delivery Standards. These results imply that service delivery standards contribute more to procurement planning (0.256 unit increase) followed by government procurement regulations (0.233 unit increase) while resource availability (0.153 unit increase) contributes the least to procurement planning at the County Government of Bungoma. All independent variables x_1 - x_3 were significant predictors of credit after adjusting for the effect of other independents in the variable in the model. R^2 -adjusted = 0.661 which implied that 66.1% of the variations in factors affecting procurement planning is explained by the independent variables while other factors not studied in this study contribute 33.9% of the procurement planning at the County Government of Bungoma. Durbin-Watson statistic is within the thumb rule value of 1 to 2, thus F-value of 136.811 with a p value of 0.00 significant at 5% indicate that overall regression model is significant. Based on the above findings, the researcher therefore recommends that effect of financial management regulations on procurement planning, the role of public participation on procurement planning, Factors affecting procurement planning not studied in this research (33.9%) in the County Government, Bungoma and other counties to generalize study findings and effect of implementation of PPAD Act 2015 and the Public Procurement and Disposal Regulations, 2014 on procurement planning. These study findings may be beneficial to all state corporations since they would enhance the realization on strategic planning measures that are majorly employed. Furthermore, they may also provide a useful reference document to stake holders in County Governments and academic institutions in their endeavors to formulate work plans to meet their performance targets and to policy makers in formulation of procurement policies.

Keywords: Procurement Planning, Service delivery.

1. BACKGROUND OF THE STUDY

Public Procurement in Kenya is guided by the PPAD Act 2015 and the Public Procurement and Disposal Regulations, 2014. These provide specific guidelines for all activities carried out with regard to procurement and disposal of assets and staff involved in the procurement process. It is concerned with how public sector organizations spend taxpayers' money on goods and services (Hall, 2009). It is guided by principles of transparency, accountability, and achieving value for money for citizens and taxpayers. Globally, in many developed nations, public sector expenditure is substantial. Government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (OECD, 2006). The close relationship between procurement and development demonstrates that there is need for effective procurement planning that is transparent and accountable in the manner in which procurement processes and procedures are conducted (Muindi, 2014). A key factor that affects effective implementation of procurement practices is making an entire organization department well prepared and responsible in some way for procurement (Simpson & Power, 2007).

According to Roodhooft and Abbeele (2006), public bodies have always been big purchasers, dealing with huge budgets. Mahmood, (2010) also reiterated that public procurement represents 18.42% of the world GDP. In the UK, public procurement expenditure is approximately £150 billion (DEFRA, 2007). Government is often the single biggest customer within a country, and governments can potentially use this purchasing power to influence the behavior of private sector organizations (Charles, 2007). In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. For example, public procurement accounts for 60% in Kenya, 58% in Angola, 40% in Malawi and 70% of Uganda's public spending (Mwangi, 2014); Government of Uganda, 2006) as cited in Basheka and Bisangabasaija (2010) and public procurement spending represents 29 per cent of South Africa's GDP (Letsoalo, 2013). These are extremely huge figures compared to the global average of 12-20%. The competitiveness of the government at both the central and in the devolved structure is affected by the procurement function (Kariuki, 2013).

Public procurement operates in an environment of increasingly intense scrutiny driven by technology, programme reviews, and public and political expectations for service improvements (Mungai, 2014). Procurement is central to the government service delivery system, and promotes aims which are, arguably, secondary to the primary aim of procurement such as using procurement to promote social, industrial or environmental policies. Due to the colossal amount of money involved in government procurement and the fact that such money comes from the public, there is need for accountability and transparency (Hui et al, 2011). Therefore, a well-functioning procurement system based on effective procurement planning, transparency, competition, economy, efficiency and accountability is critical for good economic management and addressing leakages of government funds, improving the effectiveness of public expenditure in poverty reduction and enhancing the public's confidence in government intentions and programmes. Failure to properly plan and manage the procurement process and systems can lead to wasted effort and poor development results consequently increased poverty and deprivation of social and economic rights of the citizenry (Nyakundi et al., 2012).

Inadequate procurement planning can have adverse effects to the organizational operations especially in public entities which deal with numerous operations. Ineffective procurement planning can lead to delays in requisition of goods and services thus leading to hindering of the service delivery. Procurement planning must be prepared by the "right" personnel and accorded the importance it deserves. Thai (2009) maintains that forms and procedures may be convenient and useful tools, but the planning effort will succeed only with the complete commitment and involvement of top management, along with appropriate personnel that have a stake. This implies that, without thorough procurement planning, the subsequent procurement processes will not yield benefits (Thai, 2009). A study by Munene (2012) identified that procurement planning is affected by lack of transparency and inadequate resources.

According to Wanyama (2010), procurement expenditure could be minimized through proper implementation of procurement practices. However, the study did not look into factors affecting procurement planning in public procurement. A study by Ngugi and Mugo (2010) on internal factors affecting procurement process of supplies in

government ministries in Kenya revealed that accountability, ICT adoption and ethics affected procurement process of healthcare supplies in the public sector to a great extent. The study recommended that adequate controls should be put in place reducing opportunities for corruption. A study by Kiage (2013) on Factors Affecting Procurement Performance: A Case of Ministry of Energy was conducted through a descriptive design using a cross sectional survey within Kenya's Ministry of Energy workforce at the Nairobi head office. The study employed purposive sampling to select the sample and sample elements. This resulted to a sample size of 72 staff. Findings indicate that procurement planning has a significant impact on procurement performance. From the study conclusions made based on the model depicts that procurement Planning accounts for 26.9% of variations in procurement performance, second resource allocation accounts for 17.2%, third, staff competency accounts for 20.1 % and lastly contract management accounts for 23.3% of variations in procurement performance. Despite the numerous studies on implementation of procurement practices, the aspect of service delivery in relation to procurement planning has been largely neglected it is against this background that the current study determined the factors affecting procurement planning in Bungoma County Government, Kenya.

Objectives of the Study:

The general objective of the study was to investigate the factors affecting procurement planning in Bungoma County Government in Kenya.

The specific objectives of the study were:

1. To examine the effect of resource availability on Procurement Planning in Bungoma County Government in Kenya
2. To establish the effect of government procurement regulations on procurement planning in Bungoma County Government in Kenya
3. To determine the effect of service delivery standards on procurement planning in Bungoma County Government in Kenya

Significance of the Study:

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on procurement planning on service delivery in county governments in Kenya to enable them remain competitive. This study may also be beneficial to all state corporations since they would enhance the realization on strategic planning measures that are majorly employed. The findings may also provide a useful reference document to stake holders in the County Governments and academic institutions in their endeavors to formulate work plans to meet their performance.

The research may be helpful in identifying further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies. The study may also highlight other important relationships that require further research; this may be in the areas of relationships between procurement planning and service delivery. It may help the policy makers within public and private sectors in identifying crucial areas in their organizations and make appropriate decisions to ensure that strategic planning is critically emphasized on. Also, through this study, leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions that are meant to facilitate and sustain high organizational performance, and manage organizational and national resources so that corporations and societies can benefit from them in future.

2. LITERATURE REVIEW

Theoretical Framework:

Defee et al., (2010) stated that, good research should be grounded in theory (Mentzer et al., 2008). The study incorporated the Institutional Theory, Linear Policy Model and the Hegelian Dialectic Theory

Institutional Theory:

This study was guided by institutional theory and socio-economic theory. The institutional theory is the traditional approach that is used to examine elements of public procurement (Obanda, 2010). There is no single and universally agreed definition of “institution” or “institutional theory”. According to Scott (2004), institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life. The author explains the three pillars of institutions as regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance. The normative pillar refers to norms (how things should be done) and values (the preferred or desirable), social obligation being the basis of compliance. The cultural-cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding). In Kenya, public procurement is guided by the PPAD Act (2015), regulations and guidelines which are from time to time issued by the PPOA Authority only and which must be complied with to the latter by all PPOA and providers.

Sutinen and Kuperan (1999) propounded the socio-economic theory of compliance by integrating economic theory with theories from psychology and sociology to account for moral obligation and social influence as determinants of individual decisions on compliance. According to Lisa (2010) psychological perspectives provide a basis for the success or failure of organizational compliance. Wilmshurst and Frost (2000) also add that the legitimacy theory postulates that the organization is responsible to disclose its practices to the stakeholders, especially to the public and justify its existence within the boundaries of society. This theory, which focuses on the relationship and interaction between an organization and the society, provides a sufficient and superior lens for understanding government procurement system (Hui et al., 2011). From this theory, the perceived legitimacy of procurement planning and service delivery rules has been identified as one of the antecedents of public procurement compliance behaviour.

Linear Policy Model:

This model was developed by Grindle and Thomas (2000) also referred to as rational model and is the most widely-held view of the way in which policy is made. It outlines policy-making as a problem solving process which is rational, balanced, objective and analytical. In the model, decisions are made in a series of sequential phases, starting with the identification of a problem or issue and ending with a set of activities to solve or deal with it. The policy model phases include; recognizing and defining the nature of the issue to be dealt with; identifying possible courses of action to deal with the issue; weighing the advantages and disadvantages of each of these alternatives; choosing the option which offers the best solution; implementing the policy and possibly evaluating the outcome (Grindle & Thomas, 2000).

This model assumes that policymakers approach the issues rationally, going through each logical stage of the process, and carefully considering all relevant information. If policies do not achieve what they are intended to achieve, blame is often not laid on the policy itself, but rather on political or managerial failure in implementing it (Findlay, 2009). Failure can be blamed on a lack of political will, poor management or shortage of resources that eventually hinders formulation and effective implementation of procurement practices (Findlay, 2009). Linear Policy Model determines the process under which policies are made and implemented in an organization. The model assumes that failure in policy implementation can be blamed to poor management and shortage of resources and this implies that management support and budgetary allocation plays a key role in supporting policy implementation. Implementation of procurement policies is greatly determined by procurement planning, management support, budgetary allocation, and preparation of procurement progress reports, procurement records management and the employed procurement methods. Borrowing from this model, the current study sought to establish the effect of Government procurement regulations on procurement planning in Bungoma County Government, Kenya.

Conceptual Framework:

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Biklen 2003). In conducting the study, a conceptual framework was developed to show the relationship between the independent variables and dependent variable. In this study, dependent variable was procurement planning and independent variables were; resource availability, government procurement regulations and service delivery standards. The constructs and relationships between research variables are illustrated in figure 1.

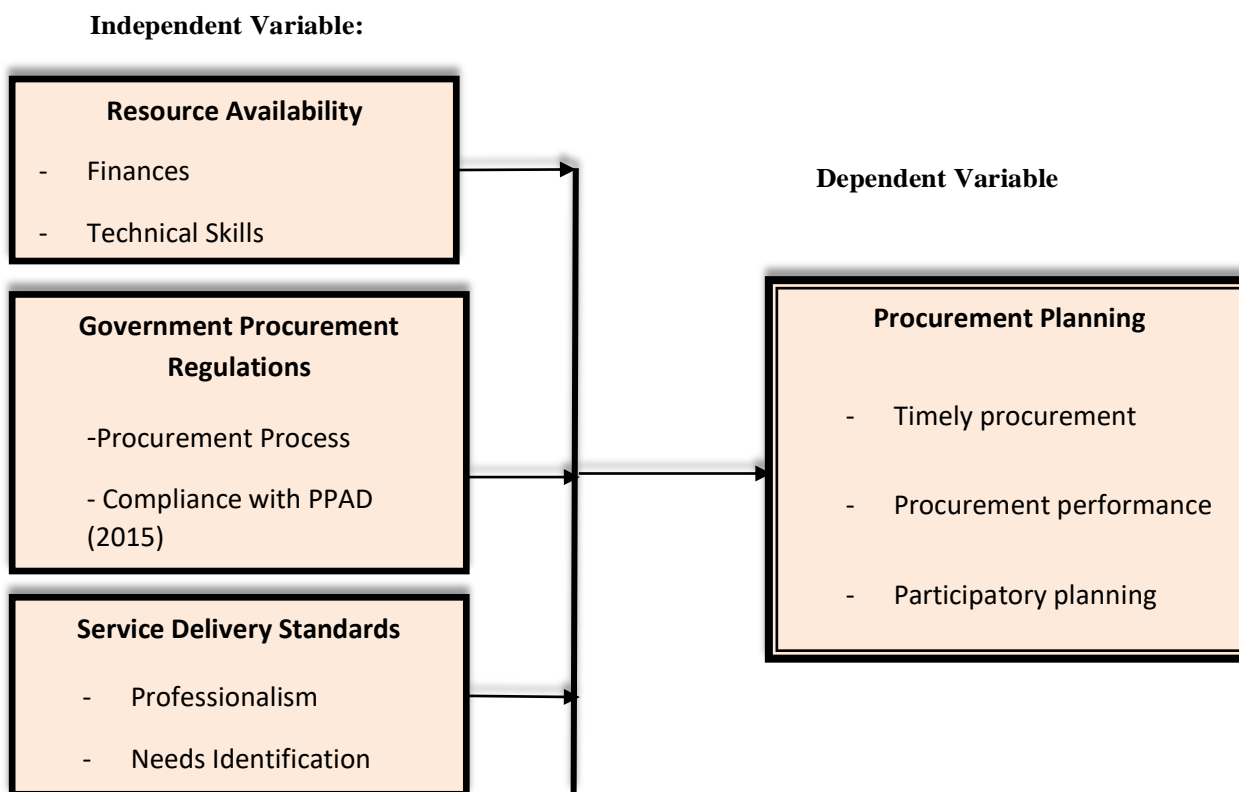


Figure 1: Conceptual Framework

Procurement Planning:

Across the globe the procurement services can determine the success or failure of any organization. According to Agabaet al, (2007), procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement planning process. Economic commission of Africa (2003) defines procurement planning as the purchasing function through which organizations obtain products and services from external suppliers. Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of public institution's operations and improved service delivery (Basheka, 2008). It is a function that sets in motion the entire acquisition/procurement process of public institutions. A procurement plan must be integrated into annual sector expenditure programs to enhance financial predictability (PPOA, 2007) and Public Procurement and Disposal General Manua; Section 26 (3) of the Act and Regulations 20 and 21 make procurement planning mandatory. The procurement plans are prepared as part of the annual budget preparation process as they are necessary to inform the cash flow preparation. The annual procurement planning is an integral part of the budget processes. Therefore, it is important to appropriately plan multiyear procurement and to integrate them into the medium term budgetary frameworks(Basheka& Mugabira, 2008).

Purpose of procurement planning is to avoid emergency procurement wherever possible, to aggregate its requirement wherever possible, both within the procuring entity and between procuring entities, to obtain value for money and reduce procurement costs, to make use of framework contracts wherever appropriate to provide an efficient, cost effective and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period of time, to avoid splitting of procurement to defeat the use of appropriate procurement methods unless such splitting its to enable wider participation of local consultants, suppliers or constructors in which case the Authority shall determine such an undertaking and integrate its procurement budget with its expenditure programme. According to Edler and Georghiou (2007), procurement plans serve as a road map and the goal should be to enable efficient use of available resources. The ultimate goal of any public procurement is to satisfy the public interest as entrusted in the public procurement Act (Ouma &Kilonzo, 2014).

Resource Availability:

Several challenges affect the implementation of the public procurement practices and procedures. The public procurement involves massive use of resources and there is often a temptation of unethical behaviours. Failure to conveniently employ available resource or delayed implementation of recommended performance standards has resulted in unnecessarily high operation costs, uncoordinated public activities, and failure to attract and retain experienced and skilled personnel in the procurement positions, thus affecting the function's performance (Farmer & Weele, 2000). The public procurement involves the use of the taxpayers' money or resources including grants and loans for the purposes of the purchase of goods and services for the public use. In a study by Ouma and Kilonzo (2014), they found out that resource availability and planning is significant and contributes to public entity procurement and it is an important aspect in determining how effecting the procurement process will be. Therefore public entities should balance resource allocation and even allocate more funds to procurement departments. According to Arrowsmith (2010), conflicts may sometimes arise between the objective of preventing corruption and ensuring efficiency in the administration of the procurement process.

Government Procurement Regulations:

The procurement process starts when a need is recognized and ends where has been satisfactorily met. Officials involved in procurement must not make improper use of their position (Tan, Chong & Uchenna, 2009). Kakwezi and Nyeko (2010) argues that the procurement departments of public entities in Uganda are faced with the problem of not having enough information about the procurement procedure, its inputs, outputs, resource consumption and results, and are therefore unable to determine their efficiency and effectiveness. This implies that such a problem requires establishment of clear procurement procedures and performance standards. Performance standards when adopted can provide the decision-makers in the procurement department with unbiased and objective information regarding the performance of the procurement function. Agreeably Mamiro (2010) in his findings underscores these facts and concludes that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of skills of procurement staff responsible for procurement. Therefore, failure to establish performance of the procurement functioning plans can lead to irregular and biased decisions that have costly consequences to any public procuring entity (Rotich, 2011).

When accessing the needs of procurement, departments and agencies are responsible for realistically determining the goods they need and the manner in which they will be procured. They devise a mechanism, for planning in detail all proposed procurements within its available resources, delivery time or completion date and benefits that are likely to accrue in future. Any unrealistic assessment of procurement would tend to minimize value for money or result in wastage of resources (Caldwell, Roehrich & Davies, 2009). Proper and detailed specification is critical to procurement of goods of right quality and need. It identifies what is required from the contractor and he is expected to bid against the specifications given in the bid document. Specifications can be simple or complex depending on the nature of procurement (Caldwell, Roehrich & Davies, 2009). In order to ensure fair and impartial competition the specifications should be defined in such a manner that it allow widest possible competition and should not favour any single contractor or supplier nor put others at a disadvantage. Specifications should be generic and should not include references to brand names, model numbers, catalogue numbers or similar classifications (Caldwell, Roehrich & Davies, 2009).

Government procurement regulations are rules and regulations for governing procurement procedures in an organization (Gikonyo, 2014). A properly designed and implemented procurement policy plays a pivotal role in providing a guiding framework for the implementation of effective procurement practices (Hall, 2009). The employed procurement policies in government institutions do not provide a framework for supporting implementation of effective procurement practices. In counties with complaint and review mechanisms, bidders are allowed to verify whether the procurement processes conform to the prescribed procedures. The possibility of review is also a strong incentive for procurement officials to abide by the rules (Hui et al., 2011). Firms might choose to implement ineffective compliance systems if legal violations may be profitable in cases where the legal system under-enforces, either because penalties are set too low or because detection is imperfect or ineffective. Gunningham and Kagan (2005) argue that the threat of legal sanctions is essential to regulatory compliance and that enforcement action has a cumulative effect on the consciousness of regulated government institutions and it reminds institutions and individuals that violators will be punished and to check their own compliance programs. This is also supported by Gikonyo (2014) who opined that the outcome of sustained enforcement action instilled a culture of compliance and had a direct impact on corporate compliant behavior.

Service Delivery Standards:

Basheka (2004) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in local governments. Mullins (2003) asserts that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. However, Leni et al., (2012) noted that there is a growing recognition that, despite significant increases in resources, public service delivery is still falling in many developing countries.

During procurement planning the accounting officer ensures that the public entity establishes a procurement unit, appoints members of the tender committee, procurement committee and other, structures in accordance with Act and the Regulations. Appointing members of the tender committee, appointing members of tender evaluation committees, Ensuring procurement plans are prepared, Ensuring proper documentation of procurement proceedings. Where payment to a service provider is anticipated to last more than one financial year, it is the role of the accounting officer to ensure that financial provision is made in the budget estimates for the appropriate year to support the procurement during the subsequent years. The accounting officer also ensures that sufficient funds are budgeted for framework contracts every financial year, to cover the full cumulative cost of call off orders anticipated for each year for a framework contract.

Communities or their representatives can also play some role in the evaluation of potential service providers, the involvement of communities in service provision and monitoring of the performance of service providers is vital in planning. This kind of involvement of citizens ensures that procurement planning and decision-making process reflect their needs and priorities and lead to the types of decisions that will make an effective service delivery in an open, fair and democratic local government (Livingstone & Charlton, 2001). Public procurement professionals have to strive to achieve three competing demands of meeting commercial interests with key themes of value for money, economy, efficiency and effectiveness; the regulatory interests with key themes of competition, transparency, equality and compliance and the social interests whose key themes include public interest, employment concerns, social exclusion, economic development and environment policy (Findlay, 2009). In an effort to attain these demands, organizations constantly look for employees who have skills necessary to deal with the wide variety of tasks faced by purchasing professionals (Gikonyo, 2014).

Critique of Relevant Literature:

The aim of the above literature review was to analyze the studies carried out on procurement planning with a special focus on resource availability, government procurement regulations and service delivery standards. Nwabuzor (2005) describes a comprehensive procurement performance as a function of an all-inclusive procurement planning process that analyzes all the variables in a specific environment. For instance Patrick and Wallace (2016) analyzed Factors Affecting Procurement Planning in Public Secondary Schools in Kenya: A Case Study of Secondary Schools in Migori County. This study focused only on factors such as competency of staff, cost estimations and forecasting, budgeting procedures and ethics in procurement process as factors that affect procurement planning in public secondary schools.

Other studies have been done on Factors Affecting the Implementation of the Public Procurement and Asset Disposal Act 2015, Procurement Compliance, procurement performance and for decades procurement performance has been attracting great attention from practitioners, academicians and researchers due to poor performance resulting from non-adherence to proper processes and procedures (Ouma & Kilonzo, 2014). In a study by Maurice (2014) on Procurement Practices influencing Service Delivery: A Case of Kenya power, he asserted that in developing countries, public procurement is increasingly recognized as essential in service delivery and it accounts for huge proportion of total expenditures. However, there is a growing recognition that, despite significant increases in resource, public service delivery is falling in many developing countries. Literature also suggests that procurement performance is an issue that needs to be highly addressed more so when it affects the public sphere. They, however, fail to highlight in clear terms how the above variables affect procurement planning.

Research Gaps:

Procurement is a crucial element in the working functions of any state. Public procurement is concerned with how public sector organizations spend taxpayers' money on goods and services (Hall, 2009). Public procurement is guided by principles of transparency, accountability, and achieving value for money for citizens and taxpayers. Governed by a complex set of laws and regulations, County government procurement systems are designed to achieve three goals; ensuring the best price, providing open and fair competition among local vendors; and preventing favouritism and corruption. In Kenya, procurement planning is a fundamental function that impacts on effective or ineffective service delivery.

A relatively well-developed body of research by Daniel (2010), Onyinkwa (2013), Ombuki et al., (2014), Ouma and Kilonzo (2014), Maina and Omboto (2016), Maurice (2014) and Patrick and Wallace (2016) explored implementation of procurement practices in public sector organizations in general and left a major knowledge gap on factors affecting procurement planning in public institutions. However, the environment in which procurement planning is conducted may not be supported by some of the important systems such as ICT tools. Therefore, very little research has been conducted specifically at the County government of Bungoma touching on factors affecting procurement planning. The ideals of planning suggest that development and public infrastructure can be implemented in an atmosphere of complete harmony and that environmental, social and economic disruptions can be minimized and this assumes that there is full knowledge of the social, economic, political and physical systems within which such development is operating.

3. RESEARCH METHODOLOGY**Research Design:**

The research design is the plan that draws the structure of investigation and the organisation of the research project. It explains and justifies the types and methods of data collection, source of information, sampling strategy and time-cost constraints (Easterby-Smith, Thorpe & Jackson, 2008). A descriptive survey research design was used in this study. Descriptive survey research design involves obtaining information about attitudes, perceptions, behaviors and values concerned with narration of facts from the respondents. This design often employs the survey strategy and the use of questionnaire in data collection (Easterby-Smith et al., 2002; Robson, 2002). According to Sekaran and Bougie (2010) and Creswell (2008), descriptive survey research design is a type of design used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation at a given point in time. This was in line with the study purpose as it sought to investigate factors affecting procurement planning in Bungoma County, Kenya. Moreover, this design gave this study the advantage of collecting original data for the purpose of describing a population which is too large to observe directly hence good for the purpose of generalization (Sekaran & Bougie, 2010). It was the adhesive that was used to join the whole study to come up with a beautiful pattern (meaningful and coherent study).

Target Population:

Population is the entire set of units for which the study data are used to make inferences (Kothari, 2003). Target population defines those units for which the findings of the study are meant to be generalized from (Dempsey, 2003; Cooper & Schindler, 2008). The target population included the procurement and other heads of department from Bungoma County Government who are the beneficiaries of the services provided by the procurement department as shown in Table 1

Table 1: Target Population

Section	Target Population
Procurement Department	20
Heads of Department	23
Total	43

Sample Size and Sampling Techniques:**Sample Size:**

A sample is finite part of a statistical population where properties are studied to gain information about the whole (Webster, 1985). More technical considerations suggest that the required sample size is a function of the precision of the estimates one wishes to achieve, the variability or variance, one expects to find in the population and the statistical level of confidence one wishes to use (Salant & Dillman, 1994). To get information about population of interest and draw inferences about it, a sample which is a subgroup of the population is used (Lind, Marchal & Wathen, 2008). Sample size depends on the nature of the analysis to be performed, the desired precision of the estimates one wishes to achieve, the kind and number of comparisons that are made, the number of variables that have to be examined simultaneously and how heterogeneous a universe is sampled. Table 2: shows sample size from sampling frame.

Table 2

Section	Target Population	Procedure	Sample Size
Procurement Department	20	50%	10
Heads of Department	23	50%	12
Total	43	100%	22

Sampling Frame:

A sample of 22 respondents was selected using 50% of the minimum 10% of Mugenda and Mugenda (2003). Table 2 illustrates the sample sizes. By using a sample, it saves a lot of time and money, get more detailed information in point of time, and give information which may not be available otherwise (Bluman, 2009). In addition, sampling makes a possibility of a higher overall accuracy than census (Henry, 1990).

Sampling Techniques:

Sampling procedure/technique involves how the respondents are chosen. The researcher used stratified sampling technique to select employees from various departments included in the sample. Stratified sampling technique is a technique that identifies sub-groups in the population and their proportions and select from each sub-group to form a sample. It groups a population into separate homogenous sub-sets that share similar characteristics so as to ensure equitable representation of the population in the sample. The differences in this case are the departments. The researcher included 50% of each stratum in the sample. This represented 50% of the population and Mugenda and Mugenda (2003) states that a representative sample of 10% of the population is sufficient; in addition, 50% of the population was even more ideal.

Data Collection Methods:

Instrument is a generic term that researchers use for a measurement device. In this study, both primary and secondary data was collected using questionnaire and document analysis guide respectively. In researching human beings, no single source of information can be trusted to provide a comprehensive perspective in any study program. As a result it was imperative to use several methods of data collection to improve on reliability and validity of data collected (Smith, 1975). Furthermore, Schofield (1996) reported that using a combination of data sources and collection methods is a validating aspect which cross-checks data.

Data Collection Procedures:

The researcher personally administered the research instruments upon prior visit that assisted in refining distribution of questionnaires. The visit provided a rough picture of the expectations. The researcher agreed with the respondents when the research instruments were administered and specific dates of collecting the questionnaires when the entire respondents had ample time to make their responses.

Validity and Reliability:

To ensure validity and reliability of the research instruments the researcher took the following measures in preparation of data collection;

Validity:

Validity is the extent to which a score truthfully represents a concept. It is the accuracy of measurement device and represents the ability of a scale to measure what it is intended to measure (Cooper & Emory, 1994; Zikmund, 2000). A valid instrument should accurately measure what it is supposed to measure. Validity is expressed in two types: External and Internal (Saunders *et al.*, 2009). External validity is about generalization and internal validity ensures that a researcher's research design closely follows the principle of cause and effect. Neuman (2005) reported that while administering any measurement device a researcher must ensure that his device has *face validity*, *content validity*, *criterion validity* and *construct validity*.

Face validity is the extent to which a measure apparently reflects the content of the concept in question. In this study face validity was ensured by obtaining subjective judgments by the experts/supervisors from Department of procurement and Logistics of JKUAT concerned with the research topic (Bryman & Bell, 2003). Their suggestions and clarifications were used to improve representation or sampling adequacy of the content being investigated which improved the instruments. *Content validity* is closely related to face validity. It makes sure that a measure includes an adequate and representative set of items to cover a concept. It was also ensured by experts' agreement (Sekaran, 2003).

Moreover, *Criterion Validity* is the degree of correlation of a measure with other standard measures of the same construct (Zikmund, 2000). In this case, pre-testing was done to determine whether or not the questions were acceptable, answerable and well understood. The feedback was used to validate the instruments in readiness for the study. *Construct Validity* is the degree to which a measure/scale confirms a network of related hypotheses generated from theory based on the concepts (Zikmund, 2000). To ensure construct validity, it was maintained through restricting the questions to the conceptualizations of the variables and ensuring that the indicators of a particular variable fell within the same construct (Bluman, 2009). Therefore, biased questions, confused words, double-barreled questions, double negatives in questions and ordering questions improperly were avoided.

Reliability:

Reliability refers to the degree to which the results obtained by a measurement and procedure can be replicated or instrument yields consistent results (Rothman, Greenland & Lash, 2008; Wong, Ong & Kuek, 2012). The internal consistency technique was used to calculate the reliability index. To ensure reliability of the instruments, Cronbach's alpha was used. Cronbach's alpha is a reliability coefficient that measures inter-item reliability or the degree of internal consistency/homogeneity between variables measuring one construct/concept. This coefficient was set at .70 or more and this generally indicates a satisfactory internal consistency of reliability.

Data Analysis and Presentation:

The study used both primary and secondary data. Primary data was collected by use of questionnaires in the field while secondary data was collected from document analysis guide. Both descriptive and inferential methods of data analysis were employed (Saunders *et al.*, 2009). In descriptive analysis, frequencies and percentages were used while in inferential statistics; regression analysis technique was used to test the hypotheses at 95% confidence level (Lind *et al.*, 2008). The information was presented by use of tables and the relationship between the variables were established and tested using multiple regression analysis. Regression analysis was used to predict relationship between independent and dependent variables. The following regression formula was adopted in analysis of the hypotheses:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y = Procurement Planning;

β_0 = Constant Term;

β_1 = Beta coefficients;

X_1 = Resource Availability

X_2 = Government Procurement Policy

X_3 = Service Delivery Standards

e = error term

Variable Definition and Measurement:

This section highlights the relationship and interaction between independent and dependent variables of the study. An independent variable is the predictor variable which is supposed to be the cause of change in the dependent variable (criterion variable). Table 3 summarizes definition of variables.

Table 2: Operational Table of Variables

STUDY OBJECTIVE	TYPE OF VARIABLE	INDICATORS	MEASUREMENT & ANALYSIS	PRESENTATION
To examine the effect of resource availability on procurement planning in Bungoma County Government, Kenya	Independent: Resource Availability	Finances Technical Skills	Ordinal and Likert scale	Frequencies, Percentages, Mean, Regression model, Tables
	Dependent: Procurement Planning	Timely procurement Performance Participatory planning	Descriptive Inferential	
To establish the effect of government procurement regulations on procurement planning in Bungoma County Government, Kenya	Independent: Government Procurement Regulations	Procurement process Compliance with PPAD (2015)	Ordinal and Likert scale	Frequencies, Percentages, Mean, Tables, Regression model
	Dependent: Procurement Planning	Timely procurement Performance Participatory planning	Descriptive Inferential	
To determine the effect of service delivery standards on procurement planning in Bungoma County Government, Kenya	Independent: Service delivery standards	Professionalism Needs Identification	Ordinal and Likert scale	Frequencies, Percentages, Mean, Regression, model, Tables
	Dependent: procurement planning	Timely procurement Performance Participatory planning	Descriptive Inferential	

4. FINDINGS AND DISCUSSION**Response Rate:**

A total of 22 questionnaires were given to both the management and staff of Bungoma County Government. The researcher was able to retrieve all the questionnaires (22) constituting 100% response rate. This is arguably an impressive response rate considering the fact that managers are very busy; often with little time to spare for other matters.

Background Information:

The demographic features of the respondents were of interest to the study as they provided the researcher with a base for in-depth information as demographic factors which affected the respondents, social, economic behavior. Questions were asked on gender, education level and job experience of the respondents.

Gender of the Respondents:

The respondents were required to give their gender; this was to establish gender sensitivity and balance in county Government of Bungoma and findings are illustrated in Table 4.

Table 3: Gender Distribution of the Respondents

Gender	Frequency	Percentage (%)
Male	14	64%
Female	8	36%
Total	22	100%

Table 4 shows that 14 of respondents representing 64% of participants were male while 8 respondents representing 36% were female. This clearly shows that there were more male participants than females in this study.

Age of the Respondents:

The researcher sought to establish the age distribution of the respondents. The results are presented in Table 5.

Table 4: Age of the Respondents

Age (Years)	Frequency	Percentage (%)
18 – 24	8	36
25 – 39	10	45
40 – 65	4	19
Total	22	100

From Table 5, majority of the respondents (45%) were in their most productive age, that is from 25 to 39 years, 19% of the respondents were 40 years and above while 36% of the respondents were between 18 and 24 years.

Education Level of the Respondents:

The researcher sought to establish the education level of the respondents. Table 6 shows the education level of the respondents.

Table 5: Respondents' Education Level

Education Level	Frequency	Percentage (%)
Primary	0	0
Secondary	3	14
Tertiary	13	59
University	6	27
Total	22	100

Table 6 shows that 59% of the respondents had tertiary level of education and they were the majority. The least (14%) had secondary level of education. Those with university and primary level of education were 27% and 0% respectively. This illustrates that 86% of the respondents had post-secondary level of education.

Work Experience of the Respondents:

The sample distribution in terms of work experience is depicted in Table 7

Table 6: Work Experience

Work Experience	Frequency	Percentage (%)
Less than 1 Year	7	32
2 to 3 Years	8	36
3 to 4 Years	7	32
Total	22	100.0

Table 7 shows the employee's length of service which ranged from less than one year to a maximum of four years. This is attributed to the existence of county governments in Kenya. Seven (32%) of the participants had a length of service of less than one year; eight (36%) of the employees had worked for a period between 2 to 3 years while those employees who had worked for a period between 3 to 4 years were equal to those who had served less than one year. Majority of the respondents had worked for more than two years hence they had experienced the whole procurement cycle.

Reliability Test:

Cronbach's alpha reliability test was used to determine the internal consistency of the question items that measured the independent variables; resource availability, government procurement regulations and service delivery standards. Benchmark of Cronbach's coefficient value of greater than 0.7 indicates the tool used to measure the variable was reliable, Sekeran (2000). Table 8 presents the results of the reliability test.

Table 7: Cronbach's Alpha Reliability Coefficient

Variable	No of items used	Alpha Value
Resource Availability	6	.966
Government Procurement Regulations	5	.910
Service Delivery Standards	4	.915

From tabulated results in Table 8, alpha coefficient for all the variables intelligence was in the range .910 – .970. Hence are above the benchmark of 0.7 suggested by Sekeran (2000) and thus the scales were reliable for measuring the variables from the generated likert scale (Delafrooz, Paim & Khatibi, 2009). Additionally, Nunnally and Bernstein (1994) asserted that in the social sciences, acceptable reliability estimates range from .70 to .80.

Descriptive Results:

According to Lind et al., (2008), researchers can use number of other descriptive statistics concepts to explain data. In this study, descriptive analysis such as frequencies and percentages were used and results presented in form tables.

Resource Availability:

The study sought to examine the effect of resource availability on procurement planning in Bungoma County Government in Kenya. To answer this objective, the respondents were asked a set of questions on likert scale and findings are as explained. The first objective of the study was to establish the effect of resource availability on procurement planning in Bungoma County Government. Respondents were required to respond to set questions related to resource availability and gave their opinions. As portrayed in Table 9, results indicate that the respondents agreed (4.45) that each user department prepares a multi annual work plan based on the approved budget, (4.96) County government has adequate financial and technical capacity to effectively exercise oversight and control functions, track and report on allocation, disbursement and use of financial resources and (4.13) that citizen representatives also play a great role in the evaluation of potential service providers. The respondents disagreed (2.64) that the citizen representatives also play a great role in the evaluation of potential service providers. The respondents were neutral on (3.00) each entity in the County government defines its procurement requirements. Financial accountability using monitoring, auditing and accounting mechanisms defined by the country legal and institutional framework is a prerequisite to ensure that allocated funds are used for the intended purposes (Oliveira-Cruz, et al., 2001). Furthermore, (3.45) asserted that the procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots and (3.23) the County Government has knowledgeable, dependable and versatile employees that have ability to overcome the obstacles to change, and can meet performance goals even when other resources are scarce during procurement planning. Moreover, the respondents stated that employees' are frequently trained on procurement functions by the County Government by mean of 3.13 responses.

These findings are similar to those by Farmer and Weele (2000) who argued that several challenges affect the implementation of the public procurement practices and procedures. The public procurement involves massive use of resources and there is often a temptation of unethical behaviours. Failure to conveniently employ available resource or delayed implementation of recommended performance standards has resulted in unnecessarily high operation costs, uncoordinated public activities, and failure to attract and retain experienced and skilled personnel in the procurement positions, thus affecting the function's performance. In a study by Ouma and Kilonzo (2014), they found out that resource availability and planning is significant and contributes to public entity procurement and it is an important aspect in determining how effecting the procurement process will be. Therefore public entities should balance resource allocation and even allocate more funds to procurement departments. Staffing competent employees involves recruiting, training and retaining a capable and adaptable workforce. If all of the other elements are present, but the workforce does not meet these criteria, then achieving the objectives may be nearly impossible (Ingram, 2012). Compton (2007) asserted that effective execution of procurement procedures greatly depends on the level of employees' training.

Government Procurement Regulations:

The conduct of public procurement is usually governed by controls taking the form of formal regulatory rules, which are often legally binding on procuring entities and procuring officers to whom they are addressed. In Kenya, public procurement system is guided by the PPAD 2015 and the Procurement Regulations of 2014. The current study sought to investigate the effect of Government Procurement Regulations on Procurement Planning in the County Government of Bungoma.

The respondents disagreed (2.01) there is well established county policies and strict adherence to procurement procedures as established in PPAD Act 2006. However procurement plans are hindered by corruption which diverts decision-making and the provision of services from those who need them to those who can afford them. The respondents were neutral (3.78) if the government is unable to deliver services to residents because of long procurement procedures. This implies that public institutions experience problems in procurement functions that has great attention to user departments hence requires proper establishment of clear procurement procedures and performance standards to facilitate timely, participatory planning and procurement performance. Performance standards when adopted provide the decision-makers in the procurement department with unbiased and objective information regarding the performance of the procurement function.

Furthermore, the respondents agreed (4.12) that corruption hampers the provision of services since funds meant for these services are embezzled. A properly designed and implemented procurement policy plays a pivotal role in providing a guiding framework for the implementation of effective procurement practices. This is attributed to low level of procurement regulations compliance, weak top management support and unclear defined procurement procedures employed which influence procurement planning. It is undisputed fact that conflict of interests arises in the public procurement offices as influential individuals collude with the process for selfish gains therefore procurement staffs are usually threatened of their job security lack of professionalism in procurement function and planning. This results in poor procurement performance, non-coordinated procurement planning and delayed procurement of goods and services by those suppliers. The respondents also asserted that (4.87), the government faces a challenge of limited skilled personnel to meet the rising needs of local people and this ultimately interferes with the procurement process and constrains compliance of procurement functions. Technical skills are pre-requisite in the procurement function such as the use of ICT skills that requires a combination of knowledge, skills and behaviour to improve procurement performance. The implementation of e procurement requires competent and well trained staff to deliver greener procurement.

Additionally, (4.31) of the responses stated that priorities are misplaced because projects are done not according to or as demanded by the people. When accessing the needs of procurement, departments and agencies are responsible for realistically determining the goods they need and the manner in which they will be procured. They should devise a mechanism, for planning in detail all proposed procurements within its available resources, delivery time or completion date and benefits that are likely to accrue in future. Agreeably Mamiro (2010) in his findings underscores these facts and concludes that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of skills of procurement staff responsible for procurement. Therefore, failure to establish performance of the procurement functioning plans can lead to irregular and biased decisions that have costly consequences to any public procuring entity (Rotich, 2011).

Earlier studies also reported that corruption among government procurement officials in developing countries such as Bangladesh, India, Sri Lanka, Nigeria, Venezuela and Kenya has been linked to a weak enforcement of the rule of law (Nwabuzor, 2005) as cited in Raymond (2008). Government policies and regulations have greatly influenced the flow of business activities and operations (Hitt, et al., 2011). Thai (2009) stated that a sound public procurement system needs to have good procurement laws and regulations. Ideally, procurement laws and regulations should be clear, consistent, comprehensive, and flexible (Thai, 2009). Based on misplaced priorities, Caldwell, Roehrich and Davies (2009) that any unrealistic assessment of procurement would tend to minimize value for money or result in wastage of resources. On the other hand, Kakwezi and Nyeko (2010) reported that procurement departments of public entities in Uganda are faced with the problem of not having enough information about the procurement procedure, its inputs, outputs, resource consumption and results, and are therefore unable to determine their efficiency and effectiveness in procurement planning.

Furthermore, Obanda (2011) agrees with the finding by acknowledging that competence in public procurement has a positive significant relationship with accessibility to public procurement opportunities. Smith (2009) contends that lack of professional training on procurement functions and lack of continuous training on implementation of best procurement practices hinders the procurement staff in public sector organizations to effectively execute procurement procedures. Hall (2009) argues that the efficiency and the effectiveness of procurement procedures are hindered by absence of effective continuous employees training programmes that help in equipping the employees with competitive procurement management skills. Armstrong (2008) affirms that continuous employees training contribute towards improvement of the level of their competency in the execution of respective job task functions.

Service Delivery Standards:

The study sought to establish the effect of service delivery standards on procurement planning in the Bungoma County Government. To answer this objective, the respondents were asked a set of questions related to professionalism and public satisfaction themes.

the respondents agreed (4.23) that procurement planning sets the motion in entire procurement process of acquiring services in local government, (4.79) procurement planning helps to achieve the maximum value for expenditures on services to be delivered and (4.58) there is a positive relationship between procurement planning and service delivery. The respondents were neutral (3.41) on procurement planning facilitates efficient and effective service delivery in the government. These findings show that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of government operations with improved service delivery. The study findings are similar to that of Mullins (2003) who asserted that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. However, Leni et al., (2012) noted that there is a growing recognition that, despite significant increases in resources, public service delivery is still falling in many developing countries.

Regression Results:

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables; resource availability, government procurement regulations and service delivery standards on procurement planning. According to Green and Tull (2009), regression analysis is a statistics process of estimating the relationship between variables. The results were presented using regression model summary table.

Model Summary:

The study also conducted a multiple regression analysis so as to determine factors affecting procurement planning in the County Government of Bungoma, Kenya. Regression results are shown in Table below

Table 9: Multiple Regression Results

	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
(Constant)	0.844	0.135		0.00
Resource availability	0.153	0.044	0.169	0.00
Government Procurement Regulations	0.233	0.04	0.279	0.00
Service delivery standards	0.256	0.05	0.249	0.00
R Square		0.622		
Adjusted R Square		0.661		
F		136.811		
Sig.		.000		
Durbin-Watson		1.423		

The regression equation was $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$; Where β_0 is the regression intercept; β_1 , β_2 and β_3 are the regression coefficients while Y is the dependent variable (procurement planning) X_1 is the resource availability independent variable, X_2 is the government procurement regulations independent variable and X_3 is service delivery standards independent variable. Hence the estimated model takes the form: $Y = 0.844 + 0.153X_1 + 0.233X_2 + 0.256X_3$ Model:

$$X_1 = \text{Resource Availability}$$

$$X_2 = \text{Government Procurement Regulations}$$

$$X_3 = \text{Service Delivery Standards}$$

From the regression equation established, taking all the factors (resource availability, government procurement regulations and service delivery standards) constant at zero, the procurement planning at the County Government of

Bungoma would be 0.844. Furthermore, all the other variables are kept constant; a unit increase in resource availability will lead to a 0.159 increase in procurement planning at the County Government of Bungoma. A unit increase in government procurement regulations will lead to a 0.233 increases in procurement planning while a unit increase service delivery standards will lead to a 0.256 increase in procurement planning at the County Government of Bungoma. These results imply that service delivery standards contribute more to procurement planning at the County Government of Bungoma followed by government procurement regulations, while resource availability contributes the least to procurement planning at the County Government of Bungoma.

Moreover, the study also determined the coefficient of variables to explain the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (procurement planning) that is explained by all the three independent variables (resource availability, government procurement regulations and service delivery standards). From Table 12, the study multiple regression model had a coefficient of determination (R^2) of about 0.661 and this means that 66.1% variation of factors affecting procurement planning is explained by joint contribution of availability of resources, government regulations on procurement and service delivery standards. Durbin–Watson statistic is within the thumb rule value of 1 to 2, thus from the table Durbin Watson statistics value was 1.423 indicating lack of serial correlation. In addition, the results reveals that the F-value of 136.811 with a p value of 0.00 significant at 5% indicate that the overall regression model is significant, hence, the joint contribution of the independent variables was significant in predicting factors affecting procurement planning. All independent variables x_1, x_3 are significant predictors of credit after adjusting for the effect of other independents in the variable in the model. R^2 -adjusted =0.661 which implies that 66.1% of the variations in factors affecting procurement planning is explained by the independent variables while other factors not studied in this research contribute 33.9% of the procurement planning at the County Government of Bungoma. Therefore, further research should be conducted to investigate the other factors (33.9%) that affect procurement planning.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary:

The general objective of the study was to establish the factors affecting procurement planning in Bungoma County Government. The target population was those involved in procurement planning. Descriptive statistics and regression analysis was used to analyze and describe the relationships between the variables.

A total of 22 questionnaires were given to both the management and staff of Bungoma County Government. The researcher was able to retrieve all the questionnaires (22) constituting 100% response rate. Eighteen of the respondents (64%) were male while the other six representing, 36% were female. This clearly shows that there were more male participants than females in this study. Majority of the respondents (45%) were in their most productive age, that is, from 25 to 39 years, 19% of the respondents were 40 years and above while 36% of the respondents were between 18 and 24 years. 59% of the respondents had tertiary level of education and they were the majority. The least (15%) had secondary level of education. Those with university and primary level of education were 26% and 0% respectively. This illustrates that 85% of the respondents had post-secondary level of education. Seven (32%) of the participants had a length of service of less than one year; eight (36%) of the employees had worked for a period between 2 to 3 years while those employees who had worked for a period between 3 to 4 years were equal to those who had served less than one year. Majority of the respondents had worked for more than two years hence they had experienced the whole procurement cycle.

Resource Availability and Procurement Planning:

The first objective of the study was to establish the effect of resource availability on procurement planning in Bungoma County Government. Respondents were required to respond to set questions related to resource availability and gave their opinions. Results indicate that the respondents agreed (4.45) that each user department prepares a multi annual work plan based on the approved budget, (4.96) asserted that County government has adequate financial and technical capacity to effectively exercise oversight and control functions, track and report on allocation, disbursement and use of financial resources and respondents disagreed (2.64) that the citizen representatives also play a great role in the evaluation of potential service providers. The respondents (3.00) were undecided on each entity that County government defines its

procurement requirements. Financial accountability using monitoring, auditing and accounting mechanisms defined by the country legal and institutional framework is a prerequisite to ensure that allocated funds are used for the intended purposes (Oliveira-Cruz, et al., 2001). Furthermore, (3.45) asserted that the procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots and (3.23) the County Government has knowledgeable, dependable and versatile employees that have ability to overcome the obstacles to change, and can meet performance goals even when other resources are scarce during procurement planning. Moreover, the respondents stated that employees' are frequently trained on procurement functions by the County Government by mean of 3.13 responses.

Government Procurement Regulations and Procurement Planning:

The second objective, the effect of government procurement regulations on procurement planning, the respondents disagreed (2.01) that it is a challenge to get the right supplier with the established requirements. The respondents were neutral (3.78) if the government is unable to deliver services to residents because of long procurement procedures. The respondents agreed (4.12) that corruption hampers the provision of services since funds meant for these services are embezzled, (4.87) the government faces a challenge of limited skilled personnel to meet the rising needs of local people and (4.31) priorities are misplaced because projects are done not according to or as demanded by the people. Obanda (2011) agrees with the finding by acknowledging that competence in public procurement has a positive significant relationship with accessibility to public procurement opportunities.

Service Delivery Standards and Procurement Planning:

The third objective, the effect of service delivery on procurement planning, Table 11 indicates that the respondents agreed (4.23) that procurement planning sets the motion in entire procurement process of acquiring services in local government, (4.79) procurement planning helps to achieve the maximum value for expenditures on services to be delivered and (4.58) there is a positive relationship between procurement planning and service delivery. The respondents were neutral (3.41) on procurement planning facilitates efficient and effective service delivery in the government. These findings show that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of government operations with improved service delivery. The study findings are similar to that of Mullins (2003) who asserted that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. However, Leni et al., (2012) noted that there is a growing recognition that despite significant increases in resources, public service delivery is still falling in many developing countries.

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables notably, resource availability, government procurement regulations and service delivery standards on the dependent variable which was procurement planning. Hence the estimated model takes the form: $y = 0.844 + 0.153X_1 + 0.233X_2 + 0.256X_3$ Model: $X_1 =$ Resource availability; $X_2 =$ Government Procurement Regulations; $X_3 =$ Service Delivery Standards. These results imply that service delivery standards contribute more to procurement planning (0.256 unit increase) at the County Government of Bungoma followed by government procurement regulations (0.233 unit increase), while resource availability (0.153 unit increase) contributes the least to procurement planning at the County Government of Bungoma. R^2 -adjusted = 0.661 which implies that 66.1% of the variations in factors affecting procurement planning is explained by the independent variables (resource availability, government procurement regulations and service delivery standards) while other factors not studied in this research contribute 33.9% of the procurement planning at the County Government of Bungoma. Therefore, further research should be conducted to investigate the other factors (33.9%) that affect procurement planning. Durbin-Watson statistic is within the thumb rule value of 1 to 2, thus from the table Durbin Watson statistics. Consequently, the F-value of 136.811 with a p value of 0.00 significant at 5% indicate that the overall regression model is significant, hence, the joint contribution of the independent variables was significant in predicting factors affecting procurement planning.

Conclusions:

Based on the above findings it can therefore be concluded that there was statistical significant relationship between the procurement planning and resource availability, government procurement regulations and service delivery standards as R^2 -adjusted = 0.661 which implies that 66.1% of the variations in factors. Furthermore, service delivery standards was

highly significant to procurement planning (0.256 unit increase) at the County Government of Bungoma followed by government procurement regulations (0.233 unit increase), while resource availability (0.153 unit increase) contributes the least to procurement planning at the County Government of Bungoma. However, service delivery standards are greatly influenced by corruption, inadequate public participation, misplaced priorities, poor establishment of county policies and low level of compliance to procurement procedures and regulations as established in PPAD Act 2006.

Recommendations:

Based on the above findings, the researcher therefore recommends that the preparation of procurement plans in Bungoma County Government should be participatory, frequently reviewed so as to achieve value for money. Equally, people involved in the procurement planning process should be qualified, competent and experienced having adequate knowledge in procuring and tendering activities so as to enable adherence to the government procurement regulations. This will not only help maintain good procurement standards and service delivery but also will help achieve high levels of efficiency and effectiveness. Various departments should be involved in procurement planning to enable them to submit their requisitions in time and there should be timely provision of funds to enable timely procurement. Furthermore, the government should strive to improve service delivery standards in public procurement functions in order to provide timely, participatory and procurement performance. In addition, the government should prevent corruption; engage full public participation, proper plan priorities, and adequate establishment of county policies and promote high level of compliance to procurement procedures and regulations as established in PPAD Act 2006.

Areas for Further Research:

The study recommends further research on the following areas:-

- i. The effect of financial management regulations on procurement planning in County Governments.
- ii. The role of public participation on procurement planning.
- iii. Factors affecting procurement planning not studied in this research (33.9%) in the County Government of Bungoma and other counties to generalize study findings.
- iv. Effect of implementation of PPAD Act 2015 and the Public Procurement and Disposal Regulations, 2015 on procurement planning

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