

INFLUENCE OF DECENTRALIZATION OF PROCUREMENT FUNCTION ON SERVICE DELIVERY IN TRANS NZOIA COUNTY GOVERNMENT IN KENYA

¹Mr. Vitalis Wafula, ²Prof. Gregory S. Namusonge (PhD),
³Dr. Elizabeth Makokha Nambuswa (PhD)

^{1,2,3}Jomo Kenyatta University of Agriculture and Technology

Abstract: The study sought to establish the influence of decentralizing county purchasing function on service delivery in Trans Nzoia County. The procurement function is divided into purchasing, warehousing and disposal. Decentralization of these factors may have either positive or negative influence on the level of service delivery. In determining these effects, the study was guided by three theories, namely: the agency theory, customer satisfaction theory and the sequential theory of decentralization. The study employed a descriptive research design. The target population was all the 93 employees actively involved in procurement activities in the County Government. A census was carried out on the target population. The main data collection instrument for this study was questionnaire. Data collected was analyzed using descriptive and inferential statistics and presented in the form of tables. The findings of the study established that decentralization of purchasing functions has a significant influence on service delivery in Trans Nzoia County.

Keywords: Decentralizing, Purchasing, Warehousing, Disposal, Service Delivery.

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

1.1.1 Global perspective on decentralization of the procurement function

Decentralization refers to the global trend of devolving the responsibilities of centralized governments to regional or local governments. The promise of decentralization is to enhance efficiency democratic voice. Decentralization works best in settings where there are strong traditions of democracy, accountability and professionalism in sub-national government. It does not provide a short cut to governmental capacity in situations where these preconditions are absent. According to OECD (2000), Central and eastern European countries conduct public procurement on a highly decentralized basis, at the level of individual spending ministries, local authorities or other public bodies covered by the procurement law. However, in some cases, there may be advantages in mixing this approach with elements of centralization, as is the case in many EU Member States. Decentralization may enhance productive efficiency but will undermine allocative efficiency by making redistribution more difficult, especially in areas with regional inequality. Thus decentralization should be used with caution in situations where there are concerns with inequality, corruption and weak managerial capacity or weak democratic traditions. The free Dictionary defines decentralization as the process of distributing or dispersing functions, powers, people or things away from a central location or authority. The meaning of decentralization may vary in part because of the different ways it is applied. Decentralization may aptly take different forms, for instance decentralization in the United States may not necessarily be the same as that in France. France, priority is given to reforms of an institutional

character leaving aside for the time being the problem of power and resource. In the United States on the other hand, the objective is not to modify the institutions involved but simply to transfer to local authorities certain responsibilities that had been assumed by the federal government (G. Guibert and B. Lanvin 1984).

Ekpo(2007)contents that decentralization has become one way of ensuring good governance and effective service delivery in most developing countries. He however points out that for decentralization to succeed it needs the confidence and commitment of central governments through putting in place the right policy and appropriate institutional framework. In addition, the centre ought to provide and allow some degree of fiscal autonomy at the sub national government level. Local officials must reciprocate by being committed, operate in a transparent manner and involve fully the local people if poverty is to be eradicated. In addition, officials at the local level ought to design and implement ways of enhancing own revenues. Falleti (2004), a specialist in issues of federalism, intergovernmental relations, and decentralization, with a research focus on Latin America observes that decentralization invariably increases power to decentralized units with consequences of decentralization ranging from substantial to insignificant.

1.1.2 Regional Perspective on effects of decentralization of procurement function

South African constitutional order provides for certain level of decentralization. It specifically provides for high level of autonomy in their devolved unit. Specific efforts have been made to empower the provisional and local authorities to ensure that elected leaders and officials have adequate power to execute devolved functions. The local government relationship with other devolved units and the central government have continuously been subject of debate as each unit seeks to have some level of control over the other. The real issue has been the possibility devolving powers and functions to local government (P.S. Reddy, T. Sabelo, 1997). A study by Caldeira et al (2015) in Benin establishes that increase in local public provision in one level of devolved units induces a similar variation among other devolved units. The findings bring out the importance of coordination among the devolved units.

1.1.3 Local perspective on factors influencing Public Procurement Performance

The main reason behind decentralization is to bring decision making process and associated resources closer to the people. This is aimed at ensuring that people are actively involved in identifying their needs and prioritizing implementation of the same. The main benefit of decentralization is that local decision-makers have access to better information on local conditions than central authorities thereby ensuring tailor made public spending and service provision in line with local preferences (Tiebout 1956 and Musgrave 1959). In 2010, Kenya passed a new Constitution that among other provisions saw the introduction of a decentralization strategy. The decentralization process, which took effect in 2013 created two equally governing bodies: the national and county level governments. This change made nationwide matters including policy and financial budgets the responsibility of the national government, while local needs such as delivery of various services were made the responsibility of the 47 county level governments. The main objectives of this change were to bring the government to a community level, increase civic engagement, improve service delivery and quality, as well as achieve equality across the state. Lumbasi (2016) concludes that whereas there have been increases in infrastructure, resources and changes to governing systems, the full extent of the impact of decentralization is yet to be realized.

2. STATEMENT OF THE PROBLEM

Kenyan's voted for their new constitution in the year 2010. The Constitution provided for the establishment of a devolved form of the national government. The core function of county government is to ensure services are brought closer to the people for improvement in delivery. The structure of devolution is replicated at the county level with departments organized along services they render. Most counties as per the fourth schedule of the constitution of Kenya have a minimum of ten ministries with each performing a specific function. The Procurement Act 2015 (section 33) domiciles the procurement function at the county level to the county treasury. This in essence is a centralized form of procurement whereby all departments are served by one procuring function at the county treasury. According to Monczka (2009) purchasing organizations can envision differences in terms of authority as existing on a continuum, with complete centralization at one end and complete decentralization at the other. He notes that few organizations lie at these polar extremes; rather, most organizations lie somewhere toward one end or the other. Certain decisions or tasks, such as the evaluation and selection of suppliers that will support an entire organization, may be centrally led. The actual generation of individual purchase orders or contract releases can be located with local buyers. Different items may be subject to different authority levels. For example, a firm might centralize the authority for capital expenditure purchases over a

specified dollar amount while lower-dollar decisions are made at a facility level. With the increased need of ensuring prompt service delivery, many county governments are finding it necessary to decentralize the procurement function to ministry level. Falleti (2005) however points out that transferring decision making power close to beneficiaries can give citizens greater influence over the level and mix of government services they consume and greater ability to hold their officials accountable. The benefits of decentralization are however not always straight forward and in her study she establishes mixed results. Empirical evidence on decentralization does not provide a straight answer as to whether we have an improvement in service delivery or not. Kator (1997) observes a positive improvement whereas Saito (2000) realizes no tangible improvement. Whereas in principle, decentralization is perceived as a means of improving service delivery, studies have established that this is not always the case. This study therefore seeks to establish through empirical evidence whether Trans Nzoia County can improve its service delivery by decentralizing its procurement function.

3. RESEARCH OBJECTIVES

3.1 General Objective

The main objective of the study was to establish the effects of decentralizing the procurement function on service delivery in Trans Nzoia County Government in Kenya.

3.2 Specific Objectives

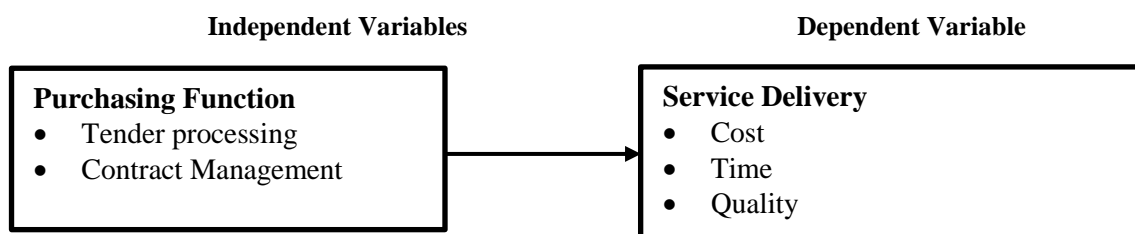
To identify the effects of decentralizing the county purchasing function on service delivery in Trans Nzoia County in Kenya

4. HYPOTHESES

H_{01} : Decentralization of the county purchasing function does not have a significant effect on service delivery in Trans Nzoia County.

5. CONCEPTUAL FRAMEWORK

A summary of the conceptual framework is as indicated in figure 1 below.



6. REVIEW OF VARIABLES

Empirical review is based on empirical evidence from similar scholarly articles (Mugenda and Mugenda, 2003). The empirical literature to be reviewed was based on similar studies.

6.1 Decentralization of purchasing function

Waruguru (2015) in her study finds out that the level of transparency in the county government was good. The study further revealed that transparency reduced corruption during tendering process hence resulting to enhanced performance in public institutions. Further the researcher found out that public administration on tendering process leads to accountability during the process and hence positive performance of public institutions. The research findings also revealed that high lead time variability due to tendering was a major reason for the institutions inability to achieve inventory goals and hence affecting the performance of public institutions negatively. Based on the findings, the researcher recommended that: the organization employees to be more transparent in the tendering process; the organization puts in place measures to enhance transparency during the process; and, to minimize lead time to enhance the speedy delivery in the organization and thus enhance overall organization performance of the organization. The researcher recommended a further research to be carried out on the role played by other alternative procurement methods on performance of public institutions. Further studies should be conducted on the critical success factors of tendering in public institutions. Kiage (2013) in his study establishes that procurement planning has a significant impact on

procurement performance. From the study conclusions are made. First the model depicts that 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. Kendo et al (2016), in their study found out that supplier selection, use of technology, records management and procurement planning affected the tendering process in Kenya Literature Bureau (KLB) to a great extent. The tendering process in KLB was found to be fair and efficient and the company ensured that whatever was ordered was delivered to the required level of quality, quantity and performance. The study concludes that supplier selection affect procurement and tendering process in Kenyan state corporations. Quality, technical capability, supplier profile, cost, service levels, as well as the risk factor were critical factors that affect supplier performance. Use of technology enhances the procurement function especially in improving transparency, reducing corruption and enhancing efficiency of the tendering process. Procurement planning also greatly contributes to the success of tendering process and improved service delivery. The study recommends for improved policies to remove bureaucratic bottlenecks that hinder effective tendering process in state corporations in Kenya. There is also need for training of procurement staff on aspects of tendering process such as the budgeting process and supplier evaluation. The state corporations should increasingly adopt technology in tendering process, for example the e-procurement system which has the potential to enhance operational and cost efficiency as well as facilitate electronic documentation of the bidding process thus improved accountability and transparency.

Shiwa (2012) observes a relationship between contract management and contractors' performance. He notes that performance can be enhanced through improvement in specifications, management of risks, and putting in place key performance indicators to achieve much better contractor's performance outcomes timely, safely and within budget. Cherotich (2014) on her part indicates that state corporations practice effective contract management, which has a positive effect on their operational performance. The implication of the study is that effective contract management improves operational performance of state corporations in Kenya. However, the study recommends constant training, improved contract management practices, use of adequate information systems and enhanced flexibility and risk management. Waigwa (2016) findings indicate that procurement policy framework guidelines are important for the success of the contracts in public agencies, however it had lowest effect compare to the other two factors. The study also established that enhanced service markets using tools such as ICT will enhance efficient contract management among public agencies. The study further established that training and motivation correlated significantly with the success of contract management meaning that employees need to have the skills and knowledge needed to make contract management effective. The three factors had positive and statistically significant effect as explained by the correlation and regression results. This study concludes that effective management of contracts of whatever size and for whatever purpose is an essential requirement for all public sector agencies. For this to happen, the agencies must ensure an effective policy framework, a good service market with improved ICT facilities and effective training and motivation of the staff. The study recommended enhancing of public procurement policy framework, improving on service markets and enhancing training and motivation of the staff to enhance effective contract management in the public agencies. Sarkar (2015), realizes that contract management is successful if: the contract outcome continue to be satisfactory to both parties; the expected business benefits and value for money are being achieved; the organization understands its obligations under the contract; there are no disputes; a professional and objective debate over changes and issues arising can be better trade-off; and efficiencies and effectiveness are being realized.

Milanzi (2017), in his study observes disadvantages of centralization to be among others: that procurement function is normally based at the headquarters, while the project is undertaken at the devolved unit, he further points out that gathering market intelligence in a centralized function is much complex given the distance between the market and the procurement function.

6.2 Service Delivery

Mills (1994) identifies the following advantages as attributed to decentralization in the health sector: less unified health service is better tailored to local preferences, improved success in the implementation of health programs, reduced inequalities between urban and rural areas and between accessible and secluded regions of the country. This argument assumes that local service providers would tend to have better information about the local population to better allocate resources to target the poorer income groups, greater community involvement and higher chance of sustainability in the long run. He says little concrete evidence confirms these potential benefits. The impact of decentralization on service delivery in the developing countries has been evaluated (DeMello 2004).

Mutava (2012) established that the Kenyan Public Procurement Act affect tendering process for projects in the public institutions. Thuo (2014) in her study shows that non-involvement of departmental heads in the procurement process negatively affect service delivery. Alves, et al., (2013), suggest that the decision to decentralize results from a trade-off between its advantages (like its capacity to cater to local tastes) and costs (like inter-regional spillovers). They point out that decentralization results in better health outcomes and higher expenditures, resulting in ambiguous consequences on efficiency; equity consequences are controversial and address the relevance of redistribution mechanisms. Nemeč (2015), found out that competitiveness has great impact on the final price, but also usage of lowest price criterion and financing through EU funds can influence the final procurement price. Cunningham (2013), established that client's priorities in relation to quality, cost and time constraints are key factors in forming an effective brief.

Mun et al (2010) focused on the measurement of customer satisfaction through delivery of service quality in the banking sector in Malaysia. The study establishes that assurance, reliability, tangibility, empathy and responsiveness have positive relationship but no significant impact on customer satisfaction. Ndubi (2016) in this study found that production lead time, shipping lead time, customs brokerage turnaround time and receipt and inspection of goods velocity have a high impact on inbound logistics performance of the organization. The study concludes that lead time variability elements in production lead time; shipping lead time; customs brokerage turnaround time; receipt and inspection velocity have a significant effect on timely delivery, cost and quality as a measure of inbound logistics performance. The study recommends that the organization needs to find ways of reducing lead time variability so as to improve inbound logistics performance. Mwanja (2015), found out that service delivery can be improved through service charter awareness among staff and the respective client.

7. RESEARCH METHODOLOGY

7.1 Research Design

Research design can be described as the road map for the collection, measurement, analysis of data. It is the actual plan on how the researcher intends to derive answers of the research phenomenon under investigation (Wagana, Iravo & Nzulwa, 2017). Due to the small number of target population, the researcher worked with the entire population through a census. Descriptive research design was used. The study sought to establish the influence of decentralization of purchasing function on service delivery in county governments.

7.2 Target Population

The County Government of Trans Nzoia has a population of 93 employees directly involved in procurement activities. These formed the target population of the study.

7.3 Sample Size and Sampling Techniques

The study used census where all the 93 employees were approached to respond to the questionnaire.

7.4 Sampling Frame

The study focused on employees involved in the procurement processes from all the departments with all categories of employees forming basis of the sample frame. Neuman, (2003) argues that the main factor considered in determining the sample size is the need to keep it manageable enough, also this enables the researcher to derive from it detailed data at an affordable cost in terms of time, finances and human resource (Mugenda and Mugenda (2003). Table 1 provides an explanation on how the sample shall be derived from the frame.

Department	Population
Agriculture	9
Economic Planning.	5
Education and ICT	6
Finance	18
Gender	6

Health	12
Lands	5
Public Service Management	4
Public Works	16
Water	12
TOTAL	93

7.5 Data Collection Methods

The researcher used primary data which was derived from the questionnaire. Instruments of data collection used questionnaires which utilized both closed and open-ended questions. Questionnaires were administered through drop and pick technique.

7.6 Data Analysis and Presentation

Data was analyzed using SPSS and presented in form of tables. Both descriptive and inferential analysis was used to analyze data to establish the relationship between variables, inferential analysis entailed correlation and regression analysis, analysis of variance (ANOVA) and the coefficient of determination (R^2). Multiple linear regression analysis was carried out using multiple linear regression model as below;

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y= service delivery

X_1 = decentralizing of the county warehousing function

X_2 = decentralizing of the county disposal function

X_3 = decentralizing of the county purchasing function

a= the constant of the multiple linear regression

β_1 = coefficient of decentralization of warehousing function

β_2 = coefficient of decentralization of the disposal function

β_3 = coefficient of decentralization of the purchasing function

ε = error term

8. RESEARCH FINDINGS AND DISCUSSION

8.1 Presentation of Findings

8.1.1 Effects of Decentralizing Purchasing on Service Delivery in Trans Nzoia County

The study sought to identify the effects of decentralizing the county purchasing function on service delivery in Trans Nzoia County Government. The results are presented in Table 2

Table 2: Effects of decentralizing purchasing on service delivery in Trans Nzoia County

statement	SA	A	N	D	SD	Total
The county settles suppliers invoice within agreed period as motivation to faster delivery of services	1.4	25.7	1.4	58.6	12.9	100
The county arranges for LPO/LSO financing for disadvantaged groups and micro enterprises and also uses incentive agreements that reward suppliers who deliver in time	0	34.3	1.5	47.1	17.1	100
Use of long term collaborations with competent suppliers ensures timely delivery during emergencies and contract implementation	0	47.1	1.4	48.6	2.9	100

teams for complex and technical projects helps ensure timely delivery

The county conducts periodic supplier appraisals to identify performing suppliers 0 43.1 1.3 6.9 48.6 100

The county has in place order expediting system that identifies circumstances that may result into delays 40.6 18.4 10 21 10 100

The findings showed that majority 58.6percent of respondents disagreed, 12.9percent strongly disagreed, and 1.4percent were neutral, 25.7percent agreed while 1.4 strongly agreed that the county settles suppliers invoice within agreed period as motivation to faster delivery of services. This implies that majority 71.5percent disagreed that the county settles supplier invoice within agreed period as motivation to faster delivery of services.

The study sought to establish whether the county arranges for LPO/LSO financing for disadvantaged groups and micro enterprises and also uses incentive agreements that reward suppliers who deliver in time. The results showed that majority 47.1percent disagreed while 17.1percent strongly disagreed, 34.3percent agreed and 1.5 percent was neutral. This implied that majority of the respondents 64.2 percent disagree with the statement that 'the county arranges for LPO/LSO financing for disadvantaged groups and micro enterprises and also uses incentive agreements that reward suppliers who deliver in time.

The investigation sought to find out whether use of long term collaborations with competent suppliers ensures timely delivery during emergencies and whether use of contract implementation teams for complex and technical projects helps ensure timely delivery. Majority 48.6percent disagreed while 2.9percent strongly disagreed, 47.1percent agreed and 1.4percent was neutral. This gave a total of 51.5percent of respondents who disagreed meaning that majority disagreed that use of long term collaborations with competent suppliers ensures timely delivery during emergencies and that use of contract implementation teams for complex and technical projects does not ensure timely delivery.

Further, the study sought to establish whether the county conducts periodic supplier appraisals to identify performing suppliers. Majority 48.6percent disagreed while 6.9percent strongly disagreed, 43.1percent agreed and 1.4percent was neutral. This gave a total of 55.5percent of respondents who disagreed meaning that majority disagreed that the county conducts periodic supplier appraisals to identify performing suppliers.

Further, the study sought to find out whether the county has in place order expediting system that identifies circumstances that may result into delays. Majority 40.6 percent agreed while 18.4 percent strongly agreed to the statement that the county has in place order expediting system that identifies circumstances that may result into delays, 10 percent disagreed. Quite a number of respondents (21 percent) strongly disagreed with the statement that the county has in place order expediting system, implying that there is no mechanism for identifying circumstances that may result into order delivery delays. 10 percent of those interviewed reserved their comments, meaning that they neither agreed nor disagreed.

9. INFERENCE STATISTICS

9.1 Pearson Correlation

9.1.1 Decentralizing Purchasing

The study analyzed data on the effects of decentralizing purchasing on service delivery and obtained the Pearson correlation and presented the results in Table 3 below.

Table 3: Pearson Correlation of community Participation on Conflict Resolution

Variable	Test	Service delivery
	Pearson Correlation	.578*
effects of decentralizing purchasing	Sig. (2-tailed)	.000
	N	70

*. Correlation is significant at the 0.05 level (2-tailed)

Table 3 shows that decentralizing purchasing has positive relationship on service delivery. The r value is 0.578 which is relatively strong at 2 tailed significance of 0.000 which is below 0.05 level of significance.

Regression

The regression on quantitative data between decentralizing purchasing and service delivery was done and presented the findings in the Table 4 below.

Table 4: Coefficients^a Determination of decentralizing purchasing on service delivery

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.822	.238		8.754	.000
Decentralizing purchasing	.123	.065	.018	.132	.865

a. Dependent Variable: service delivery

Table 4: provides the information needed to predict service delivery from effect of decentralizing purchasing. Both the constant and decentralizing purchasing contributes significantly to the model. The regression equation is presented as follows; (Y) service delivery= 2.822+0.123 (decentralizing purchasing)

Model Summary

The model summary of decentralizing purchasing against service delivery is presented in Table 5 below.

Table 5: Model Summary of decentralizing purchasing against service delivery

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.378 ^a	.147	.094	.584

a. Predictors: (Constant), decentralizing purchasing

Table 5 provides the R and R² value. The R value is 0.378, which represents the simple correlation. It indicates an average degree of correlation. The R² value indicates how much of the dependent variable, "service delivery", can be explained by the independent variable, "decentralizing purchasing". In this case, 14.7 percent can be explained, which is relatively significant.

In summary

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

By replacing the values

$$(Y) \text{ Service delivery} = 2.822 + 0.316 (\text{decentralizing warehousing}).$$

$$(Y) \text{ Service delivery} = 2.822 + 0.098 (\text{decentralizing disposal})$$

$$(Y) \text{ Service delivery} = 2.822 + 0.123 (\text{decentralizing purchasing})$$

Multiple regressions give the constant as 2.822

Therefore the overall regression model is

$$(Y) \text{ Service delivery} = 2.822 + 0.316 (\text{effects of decentralizing warehousing}) + 0.098 (\text{decentralizing disposal}) + 0.123 (\text{decentralizing purchasing})$$

Statistical analysis shows that decentralizing warehousing has highest influence on service delivery, followed by decentralizing purchasing then decentralizing disposal.

Based on these findings:

The null hypothesis H₀₁: decentralizing of the county warehousing function does not have statistically significant influence on service delivery in the county government of Trans Nzoia; *is rejected* Therefore, decentralizing of the county warehousing function has a significant influence on service delivery in the county government of Trans Nzoia.

The null hypothesis H_{02} : decentralizing of the county disposal function does not have statistically significant influence on service delivery in the county government of Trans Nzoia Trans Nzoia: *is rejected* Therefore, decentralizing the county disposal function has a significant influence on service delivery in the county government of Trans Nzoia.

The null hypothesis H_{03} : decentralizing the county purchasing function does not have statistically significant influence on service delivery in the county government of Trans Nzoia Trans Nzoia: *is rejected* Therefore decentralizing the county purchasing function has a significant influence on service delivery in the county government of Trans Nzoia.

10. SUMMARY, CONCLUSION AND RECOMMENDATIONS

10.1 Effects of decentralizing the county purchasing function on service delivery in the County Government of Trans Nzoia.

The objective of this study aimed at identifying the effects of decentralizing the county purchasing function on service delivery in the County Government of Trans Nzoia. The findings showed that majority disagreed that the county settles suppliers invoice within agreed period as motivation to faster delivery of services and that the county arranges for LPO/LSO financing for disadvantaged groups and micro enterprises and also uses incentive agreements that reward suppliers who deliver in time. The findings also showed that majority disagreed that use of long term collaborations with competent suppliers ensures timely delivery during emergencies and contact implementation teams for complex and technical projects helps ensure timely delivery and that that the county conducts periodic supplier appraisals to identify performing suppliers. On whether the county has in place order expediting system that identifies circumstances that may result into delays, majority were in the affirmative.

10.2 Conclusion

Based on the findings, the study concluded as follows;

The null hypothesis H_{03} : decentralizing the county purchasing function does not have statistically significant influence on service delivery in Trans Nzoia County: *is rejected* Therefore decentralizing purchasing has a significant influence on service delivery in Trans Nzoia County.

10.3 Recommendations

The county government should involve users in development and designing of specifications and make use of itemized procurement plans to enhance the participation of users in planning for their requirements. Incorporation of users in bid evaluation will increase the likelihood of making quality purchases and hence early detection of quality issues and prompt remedial action.

The county government should lower operational cost and to have timely responses to user requirement. They should also increase the county's ability to quantify quality expectation and requirements and be able to carry out an independent market survey before awarding tenders.

The county government should also have a strong negotiation teams to negotiate with suppliers to ensure discounts on purchases together with verifying all documents submitted by suppliers during the evaluation process before awarding tenders on market rates and appoint senior and experienced officers to its evaluation teams.

The county government should be able to settle suppliers invoice within agreed period as motivation and reward them for faster delivery of services.

The county government should make use of long term collaborations with competent suppliers to ensure timely delivery during emergencies and use contact implementation teams for complex and technical projects to help ensure timely delivery.

The county government should conduct periodic supplier appraisals to identify performing suppliers and place order expediting system that identifies circumstances that may result into delays.

10.4 Areas for further Research

The study focused on the identifying the effects of decentralization of the procurement function on service delivery in Trans Nzoia County Government. Therefore, the study recommends further research into; the influence of decentralizing purchase of drugs and non-pharmaceuticals on service delivery of health facilities; the influence of decentralizing repair and maintenance of motor vehicles on performance of transport logistics in Trans Nzoia County Government.

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