



THE ROLE OF GOVERNMENT INTERVENTIONS IN THE RELATIONSHIP BETWEEN PROCUREMENT PRACTICES AND PROCUREMENT PERFORMANCE OF PUBLIC SECONDARY SCHOOLS IN WEST POKOT SUB-COUNTY, KENYA

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ABSTRACT

The study focused on the roles of government interventions in the relationship between procurement practices and procurement performance in public secondary schools in West Pokot Sub County, Kenya. The main objective of this study was to determine the role of government intervention in the relationship between procurement practices and procurement performance in public secondary schools, a case of West Pokot Sub County, Kenya. The specific objectives of this study were: to determine the extent to which compliance to procurement practices influence procurement performance in public secondary school and to find out the influence of inventory management on procurement performance in public secondary schools. Descriptive research design was adopted. Census technique was adopted while a sample of 104 respondents was involved in the study. Primary data was collected from principals and Procurement Officers using questionnaires. Data analysis was done using descriptive analysis. The findings of the study found out that most public secondary schools in West Pokot Sub County improved their procurement performance because they had fully complied with procurement practices. It was established that the majority of the schools had complied with procurement practices. The study recommended that public secondary schools should regularly prepare compliance reports and share such reports among themselves. This would assist in establishing best compliance practices that would enable all public secondary schools be at par in procurement performance.

Key Words: Procurement Compliance, Inventory Management, Procurement Performance

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INTRODUCTION

Procurement is a core activity that has implications on the operations of an organization together with being an activity which cuts across all the departments in the organization. It is an activity that forms part of the key operations within the organization since it is through procurement that the organization acquires the various resources that ensure its continued existence. Procurement is generally defined as the process of obtaining goods or services in any way including borrowing or leasing (Lysons & Farrington, 2006).

According to the office of the ombudsman, Canada (2012), procurement practices can be referred to as the application of policies, processes, tools and activities related to acquiring goods and services. This encompasses a variety of actions which combined, constitute the procurement process that mainly include purchasing. Both procurement and purchasing are two processes that people often confuse with one another. Lysons and Farrington (2006) define purchasing as the process of acquiring goods and services for monetary or equivalent payment. The difference between purchasing and procurement is minimal and usually purchasing forms one step in the procurement process.

Effective public procurement is essential for good public services and good government. The public sector in the UK spends well over £150 billion a year on the goods and services necessary to deliver public services (Coase, 2007). Government must apply the highest professional standards when it spends this money on behalf of taxpayers, to ensure it gets a good deal and to provide appropriate and necessary goods and services to the quality required to meet user needs. The procurement process spans a life cycle from identification of the need, through the selection of suppliers, to post-contract award management, including disposal (Bolton, 2006).

Evaluation in procurement performance is done by whether the firm receives competitive bids, and whether purchase price savings are higher than expected. Success in procurement is measured by

the percent of savings achieved. However, by using this measure one would only focus on the price aspect of the sourcing event, neglecting some of the other objectives that may have been pursued, and which may have actually led to a higher price (Schoenherr & Mobet, 2011).

In Kenya, to manage effectively and more efficiently the procurement process, procuring entities through the existing legal framework are required to firstly consolidate departmental procurement plans to provide the entity's corporate procurement plan which before its implementation must get the accounting officer's approval.

Musau (2016) also explains that procurement performance can be measured by using the saving tracking scorecard. This helped in tracking progress in meeting financial goals and quantifying the value of procurement's contribution to the organization. Performance differs greatly across all of the procurement's key value drivers e.g. spend coverage, sourcing programme velocity, sourcing project yields and outcomes, compliance rates and operating costs regardless of the company size, industry or spend mix. Ayieko and Kinoti (2018) explain that many organizations desire effective procurement performance for efficiency and cost reductions and this is important for survival and growth for many firms.

Supply chain performance that also includes public procurement can be evaluated on the basis of cost measures, activity measures, customer responsiveness and flexibility (Wambaya, Oketch, Namusonge & Sakwa, 2018). Procurement therefore plays a central role to profitability and performance and its focus is fast shifting from cost centric approach to a larger recognition of the importance of procurement relationships.

The statistics in the procurement review reports released by the public regulatory authority reveal that some state corporations have weaknesses to be addressed and others are doing fairly well in their procurement functions. PPOA in reviewing the procurement performance of the According to the

report by Kenya Power and Lighting Company (KPLC) it was established that the overall assessment of compliance was 26.33%, with reference to the Act, the regulations and guidelines in respect to the procurement transactions sampled for the period under review (2014/2015). This indicated that the overall performance of KPLC in procurement and disposal was poor and had weaknesses that needed to be addressed since it was below the minimum acceptable levels of 60% compliance as set in the Performance Monitoring Plan for Public Procurement System (PPOA, 2016).

The PPOA rated the overall assessment of National Hospital Insurance Fund (NHIF) for the year ending June 2010 at 72.1%, which was above the target of 60% set out in the Performance Monitoring Plan for Public Procurement system. The overall procurement performance of NHIF for the period under review was therefore satisfactory though there were some weaknesses that needed to be addressed (PPOA, 2011). For the same period, the overall assessment of procurement performance at the Kenya Institute of Administration was calculated to be 31% which was below the target of 60%. It was deemed to be unsatisfactory with weaknesses that needed to be addressed, while the Procurement performance at Egerton University for the same period was 64.05%. The data released by the PPOA regarding the procurement performance of most state corporations indicates that there are weaknesses that need to be worked on even by those firms that exceeded the minimum target of 60% as set in the Performance Monitoring Plan for Public Procurement System.

Government intervention is any action carried out by the government or public entity that affects the market economy with the direct objective of having an impact in the economy, beyond the mere regulation of contracts and provision of public goods it can also be referred to as action taken by government that seeks to change the decisions made by individuals, groups and organizations about social and economic matters. Public procurement in Kenya is guided by the Public

Procurement and Disposal Act, 2015 and the Public Procurement and Disposal Regulations, 2006 as published in the Kenya Gazette Supplement No. 92 dated 29th December, 2006, Legislative Supplement No. 53, Legal Notice No. 174. The Act defines procurement as the “acquisition by purchase, lease, hire purchase, license, tenancy, franchise or by any other contractual means of any type of works, asset, services or goods including livestock or any combination.” The role of supervision of the public procurement process is under Public Procurement Oversight Authority (PPOA). This body has also prepared and circulated other related guidelines to public procurement that define how the process needs to be carried out within various entities. These guidelines are industry or situation specific.

In Kenya, basic levels of education are Basic (Primary) education, Secondary education and post-secondary (tertiary) education. In each of these levels, institutions that offer the education are mainly in two categories: private and public institutions. Public institutions are owned by the government. Public secondary schools are therefore government owned and funded under the free (subsidized) secondary education jointly with other donors as well as the parents and sponsors of these institutions. Other sources that may fund these institutions are grants and fundraisers (Ministry of Education, 2012). Acquisition of goods and services in these institutions is therefore through public procurement.

Statement of the Problem

Government intervention in procurement plays a very vital role to the economy. In Kenya, government intervention for example in procurement reforms through enactment of procurement laws and establishment of watchdog body such as Public Procurement Oversight Authority (PPOA) has improved transparency, accountability and achievement of value for money in public expenditures (Migai, 2010). When procurement practices are put in place and

moderated by Government interventions ,then there would be procurement performance.

However, currently most schools and especially in West Pokot Sub County, there are major problems with procurement performance .In most cases ,procurement practices have been put in place moderated by Government intervention but still there is no evidence of procurement performance in the sector as evidenced by the following studies. A study by Odhiambo and Kamau (2005) the bulk of corrupt practices in Kenya have occurred in public procurement. Citing a report by Rapid Response Initiative (RRI) (2014) established that though most of the public procurement reforms have been achieved and procurement practices in institutions are in place, the level of implementation of such practices by public institutions was still low. The explanation for this state of affairs is to be found in the political dynamics of the state and its role in the economy. Corruption in public procurement in Kenya has been facilitated by opaque and unaccountable regulations. Public secondary schools being public institutions are not exceptional; this is so because procurement officials in public secondary schools are not keen in implementing the Act fully so that they can continue with the status quo where procurement of goods, works and services was left to school heads and management boards of schools. This gives them room to manipulate the process to award tenders to their preferred suppliers.

In response to the above, the researcher proposed to carry out this study titled the role of government interventions in the relationship between procurement practices and procurement performance in public secondary schools. This study further sought to bridge the gap by answering the following questions: The extent to which compliance influence procurement performance in public secondary school, how inventory management influence procurement performance in public secondary schools, and moderating role of government intervention in procurement performance.

Research Objectives

The study was guided by the following objectives:

- To determine the extent to which compliance to procurement practices influence procurement performance in public secondary schools
- To find out the influence of inventory management on procurement performance in public secondary schools

LITERATURE REVIEW

Theoretical literature review

Agency Theory

Agency theory is concerned with agency relationships, one party (the principal) delegates work to another party (the agent).Two parties' principal and agent have an agency relationship when they cooperate and engage in an association wherein one party (the principal) delegates decisions and/or work to another (an agent) to act on its behalf (Eisenhardt 2009; Rungtusanatham *et al.*, 2007). The important assumptions underlying agency theory is that; potential goal conflicts exist between principals and agents; each party acts in its own self-interest; information asymmetry frequently exists between principals and agents; agents are more risk averse than the principal; and efficiency is the effectiveness criterion. Two potential problems stemming from these assumptions may arise in agency relationships: an agency problem and a risk-sharing problem (Xingxing 2012). An agency problem appears when agents' goals differ from the principals' and it is difficult or expensive to verify whether agents have appropriately performed the delegated work (i.e. moral hazard). This problem also arises when it is difficult or expensive to verify that agents have the expertise to perform the delegated work that they claim to have. A risk-sharing problem arises when principals and agents have different attitudes towards risk that cause disagreements about actions to be taken (Xingxing 2012).

The assumptions and prescriptions of agency theory fit naturally in supply chain quality management.

Buyers in agency relations are faced with potential problems in the process of managing supplier quality. By their nature, buyers expect suppliers to provide good quality and to improve the quality of supplied products and/or services, but suppliers may be reluctant to invest substantially in quality, especially if they perceive that buyers are reaping all the benefits. The difference between buyers and suppliers resulted in the two parties concerning themselves only with their self-interests (Xingxing 2012).

Agency theory determines how procurement officers carry out their day to day activities on behalf of Public Secondary Schools. In a scenario where there exists poor principle agent relationship, low level of top management commitment is experienced and this also affects the relationship between schools and the suppliers.

Waste of time in tendering and cancelling of tender advertised and loss of procurement fund is experienced in the existence of conflict of interest between the principals and agents leads to execution of procurement practices against the standard policies.

This theory clearly informs my study objective one, which is to determine the extent to which of compliance to procurement practices influence procurement performance in Public Secondary schools in West Pokot Sub County.

Empirical Literature Review

A procurement policy is simply the rules and regulations that are set in place to govern the process of acquiring goods and services needed by an organization to function efficiently (Findlay 2009). The exact process sought to minimize expenses associated with the purchase of those goods and services by using such strategies as volume purchasing; the establishment of a set roster of vendors, and establishing reorder protocols that help to keep inventories low without jeopardizing the function of the operation. Both small and large companies as well as non-profit

organizations day to day make use of some sort of procurement policy (Bartik, 2009).

Organization benefit from procurement policy by keeping costs in line and clearly defining how purchases were made (Hall, 2009). As the needs of the entity evolves over time, there is a good chance that the procurement policy was adjusted to meet those new circumstances. This is necessary to make sure the policy continues to function in the best interests of the company or non-profit organization and keep the acquisition process simple and orderly (Günther, 2007).

A study by George (2008) notes that in Africa many government corporations lack effective procurement and this influences implementation of procurement practices. Tanzi (2009) notes that application of poor procurement practices and lack of top management support hinders implementation of procurement practices in many government institutions in East Africa.

According to PPOA (2015), the public procurement system in Kenya has been undergoing consistent reforms with the global trend since mid-1990s, most notably within the periods covering 1997-2001 and 2015. Previous to these reforms, the legal framework governing public procurement was very amorphous, providing a conducive environment for the perpetration of various malpractices in public procurement including the endemic corruption that characterized the system. George (2010) agrees that the level of compliance with procurement regulations greatly influences the efficiency of the procurement procedures in public sector organizations

According to Onyinkwa's (2013) study on factors influencing compliance of procurement regulations in public secondary schools in Nyamache sub-county found that ethics, awareness and training influence the compliances of procurement regulations in public secondary schools. The study recommended that it is important to offer ethics education to school tendering committee members

in order to ensure they serving ultimate objectivity, accountability, and non- discrimination.

A study by Muli (2009) reveals that the public procurement reforms in Kenya have culminated in promulgation of the Public Procurement and Asset Disposal Act 2015 and the Public Procurement and Asset Disposal Regulations 2006 that provide a legal framework for regulating public procurement, with oversight functions carried out by the Public Procurement Oversight Authority (PPOA). The study found that many public training institutions in procurement practices do not fully comply with the procurement regulations and this leads to misappropriation of institutional funds.

The procurement practices compliance which is contained in Public Procurement and Asset Disposal Act (2015), which is mainly used to govern all the public procurement and disposal process in the public sector was made through the act of parliament to establish procedures for efficient public procurement and for the disposal of unserviceable, obsolete or surplus stores, assets and equipment by public entities and to provide for other related matters.

In reference to Kenya Gazette Supplement for the Act (PPADA 2015), the purpose to establish procedures for procurement and the disposal of unserviceable, obsolete or surplus stores and equipment by public entities to achieve the following objectives: to maximize economy and efficiency; to promote competition and ensure that competitions are treated fairly; to promote the integrity and fairness of those procedures; to increase transparency and accountability in those procedures; to increase public confidence in those procedures and to facilitate the promotion of local industry and economic development (Kinyanjui, 2012).

While there have been developments in the compliance to the Public Procurement and Disposal Regulations (Mukasa, 2014), there are still setbacks to be addressed in public secondary schools to realize full benefits of compliance to public

procurement and Asset Disposal Regulations. Some of the notable challenges include; organizational culture lack of enforcements by the external Agencies, lack of staff training and awareness and procurement procedures.

Inventory management is the process of overseeing the constant flow of units into and out of an existing inventory efficiently (Elliot 2007). This process usually involves controlling the transfer of units in order to prevent the inventory from becoming too high, or dwindling to levels that could put the operation of the company into jeopardy. Competent inventory management also seeks to control the costs associated with the inventory, both from the perspective of the total value of the goods included and the tax burden generated by the cumulative value of the inventory (Barcodesinc, 2012).

Inventory management does not only entails documenting the delivery of raw materials and the movement of those materials into operational process. The movement of those materials as they go through, the various stages of operation is also important. Typically known as a goods or work in progress inventory, tracking materials as they are used to create finished goods also helps to identify the need to adjust ordering amounts before the raw materials inventory gets dangerously low or is inflated to an unfavorable level (Murphy 2007).

Elliot (2007) found that many government training institutions in India employed ineffective inventory management practices due to lack of application of economic order quantity principle, application of poor stores management practices, long lead time and higher inventory costs.

Bai and Zhong (2008) established that inventory management was very vital for most organizations especially small and medium enterprises because of their limited resources. The study concluded that a firm's competitive strength and profitability due to minimized costs, and customer satisfaction proper is enhanced by inventory management.

Chang (2007) noted that many organizations in Africa lack effective inventory management practices and this greatly influences application of effective procurement practices.

Shalle, Guyo, and Amuhaya (2014) conducted a study on role of inventory optimization on e-procurement performance in State parastatals in Kenya, the findings of the study emphasize that continuous inventory replenishment policy takes a regular order.

Kitheka (2010) demonstrated performance of supermarkets is improved by inventory management automation, since automation led to improved customer service delivery levels and reduced operational costs.

METHODOLOGY

The present study employed a descriptive research design. Abagi (1995) argues that a descriptive research attempts to describe what was or what is in a social system such as an institution. The researcher used a census since the population of 140 is manageable and the study aimed to reach all the procurement officers and principals in all public secondary schools in West Pokot Sub-county.

Questionnaires was used for data collection. Data was analyzed using descriptive method.

RESULT AND DISCUSSIONS

Compliance to procurement

The first objective of the study was to determine the extent to which compliance to procurement practices influence procurement performance in public secondary schools in West Pokot Sub County. The respondent's response were presented in Likert scale questionnaire in which they were to rate as Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA). While analyzing the data strongly disagree and disagree were categorized as disagree, strongly agree and agree were summed up as agree. Neutral remained neutral. During analysis, strongly disagree and disagree were summed up and presented as disagree while strongly agree and agree responses were presented as agree. The data was analyzed using frequencies, percentages, mean and standard deviation. The rule of thumb for the study was that the higher the percentage the better the response and vice versa. On mean and standard deviation, more deviation from its mean, the responses of majority are rejected and vice versa.

Table 1: Compliance to procurement practices on procurement performance

Statement	Disagree (D)		Neutral (N)		Agree (A)		M	SD
	F	%	F	%	F	%		
The school has highly complied with public procurement and disposal regulation (2006)	14	13.5	9	8.7	81	77.8	3.4	1.9
Procurement records kept have high accuracy and reliability	12	11.5	8	7.7	84	80.8	3.9	1.2
Preparation or implementation of procurement plans is done annually	11	10.6	13	12.5	80	76.9	4.0	1.8
The school fails to prepare the procurement progress reports as required annually	79	76.0	10	9.6	15	14.4	3.3	1.6
Failure to adhere to procurement practices leads to irregular and biased decisions	34	32.7	0	0.0	70	67.3	2.8	1.5
Procurement plans at school enables efficient use of available resources	8	7.7	11	10.6	85	81.7	3.7	1.7
There is increased transparency of organizational (School) performance due to procurement law compliance	9	8.7	13	12.5	82	78.8	3.6	1.3
The school experiences efficiency in procurement due to compliance to public procurement laws and act	10	9.6	18	17.3	76	73.1	2.9	1.1

The school achieved ethical behavior and sound procurement management due to compliance to procurement laws.	7	6.7	19	18.3	78	75.0	3.5	1.4
There is increased transparency of organizational (School) performance due to procurement law compliance	10	9.6	21	20.2	73	70.2	3.8	1.8

Majority of the respondents 81(77.8%) agreed that the school had highly complied with public procurement and disposal regulations of 2006 while 14(13.5%) of the respondents disagreed with the statement only 9(8.7%) of the respondent had neutral view on the statement. The findings were supported by its mean M=3.4 and its standard deviation of SD=1.9. Since the deviation from mean was less than is mean value the findings supported the agreed response and rejected the neutral and disagreed response. It was concluded that schools

highly complied with public and procurement and disposal regulation 2006. These finding were supported by the findings of George (2010) who agreed that the level of compliance with procurement regulations greatly influences the efficiency of the procurement procedures in public sector organizations. Also the study of Onyinkwa (2013) supported the findings that compliance to procurement regulations improved procurement performance in public secondary schools.

Inventory management

Table 2: Inventory management on procurement performance

Statement	Disagree (D)		Neutral (N)		Agree (A)		M	SD
	F	%	F	%	F	%		
Management do not use economic order quantity on purchases	5	4.9	10	9.6	89	85.5	3.6	0.9
Inventory purchase do not meet just in time principal	10	9.6	21	20.2	73	70.2	3.0	1.1
Compliance on store management practices is high	68	65.4	7	6.7	29	27.9	4.1	0.7
Reduction in inventory cost is high	40	38.5	0	0.0	64	61.5	3.3	1.7
Proper management of contracts positively affects inventory management	0	0.0	15	14.4	89	85.6	4.3	0.6
Proper inventory management contributes to high procurement performance	0	0.0	11	10.6	93	89.4	4.2	0.9
Lack of staff training in inventory management at schools contributes greatly to poor procurement performance	3	2.9	10	9.6	91	87.5	3.9	1.1
Inventory planning and scheduling procurement is regularly done	19	18.3	5	4.8	80	76.9	4.0	1.8
Long procurement procedures hampers inventory management and procurement performance	11	10.6	12	11.5	81	77.9	3.8	0.9
Lack of funds towards inventories contributes to poor procurement performance	12	11.5	16	15.4	76	73.1	4.1	1.9

The second objective of the study was to find out the influence of inventory management on procurement performance in public secondary schools in West Pokot Sub County. The respondents response were presented in Likert scale

questionnaire in which they were to rate as Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA). During analysis, strongly disagree and disagree were summed up and presented as disagree while strongly agree and

agree responses were presented as agree. The data was analyzed using frequencies, percentages, mean and standard deviation. The rule of thumb for the study was that the higher the percentage the better the response and vice versa. On mean and standard deviation, more deviation from its mean, the response of majority are rejected and vice versa.

From table 2 above most of the respondents 89(85.5%) agreed that management do not use economic order quantity on purchase while 5(4.9%) disagreed on the other hand 10(9.6%) had neutral view. The findings were strengthened by mean and standard deviation of $M=3.6$, $SD=0.9$, since deviation did not surpass its mean the agreed response were accepted while disagreed and neutral response were rejected. Most of the respondents 73(70.2%) agreed that inventory purchase do not meet just in time principal while 10(9.6%) disagreed, 21(20.2%) had neutral view. From mean and standard deviation $M=3.0$, $SD=1.1$ the agreed response were accepted while disagreed and neutral response were rejected this because deviation from mean did not exceed its mean value. On statement that compliance on store management practices is high 68(65.4%) disagreed, 29(27.9%) agreed 7(6.7%) neutral. This was supported by mean and standard deviation $M=4.1$, $SD=0.7$, since the deviation did exceed its mean the disagreed response were accepted while the

neutral and agreed response were rejected. Most of the respondents 64(61.5%) agreed that reduction in inventory cost is high while 40(38.5%) disagreed. From mean and standard deviation $M=3.3$, $SD=1.7$ the agreed response were accepted and disagreed response rejected this because deviation from mean did not exceed its mean value. These findings were supported by study of Shalle, Guyo, and Amuhaya (2014). In their study they emphasized that for procurement performance to be sustained continuous inventory should be carried out. Another study supporting this findings is that of Bai and Zhong (2008) who established that inventory management was vital because of its capability to minimize cost and enhance customer satisfaction.

From table 3 below, the R square showed that the combined effect of independent variable on dependent variable was $R^2=0.598$. This findings revealed that the independent variable; compliance, inventory management, supply management and training predicts 59.8% on change in the dependent variable; procurement performance of public secondary schools. The study therefore concluded that the four independent variables explained 59.8% of procurement performance in public secondary school the remaining percentage 40.2% is explained by other factors not considered in this study.

Table 3: Regression Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.719 ^a	.598	.437	.57238

a. Predictor (Constant), Compliance, Inventory management

Table 4: ANOVA for independent variable on dependent variable

Model		Sum of Squares	DF	Mean square	F	Sig
1	Regression	98.601	4	32.867	10.956	.00 ^b
	Residual	8.352	100	.922		
	Total	106.953	104			

a. Dependent variable procurement performance

b. Predictor (Constant) Compliance, inventory management

The analysis of variance ANOVA was used to determine whether the data collected fit the regression model. The ANOVA results in table 4

above showed that $F=10.956$, $p=0.00$. This showed that p value was less than 0.05 indicating that the regression model was fit to predict the variables.

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig
1	(Constant)	1.987	.532		3.735	.000
	Compliance	.667	.216	.754	3.900	.009
	Inventory	.593	.168	.864	3.530	.001

a. Dependent variable: Procurement performance

This showed that every unit increase in inventory management led to 0.593 unit increase in procurement performance. Model X_2 , $Y=1.987+0.593X_2$.

CONCLUSION AND RECOMMENDATION

The findings of the study found out that most public secondary schools in West Pokot Sub County improved their procurement performance because they have fully complied with procurement practices. The findings of the mean and standard deviation showed that deviation from mean did not exceed its mean value. It was concluded that compliance to procurement practices had significant positive effect on procurement performance.

The findings of the study revealed that inventory management contributed to procurement performance in public secondary school in West Pokot Sub County. These findings were supported by findings of the mean and standard deviation which showed that deviation from mean did not exceed its mean value. It was concluded that inventory management had significant positive effect on procurement performance.

It was established majority of the schools had complied with procurement practices. The study recommends that public secondary schools should regularly prepare compliance reports and share

such reports among themselves. This would assist in establishing best compliance practices that would enable all public secondary schools be at par in procurement performance.

It was establish that every aspect of inventory management had different effect on procurement performance. School management should thus take very keen interest in each aspects of inventory management to ensure that the summative benefits are embraced. The study recommends that inventory management should reduce in inventory cost through ensuring that best store management practices are put in place and regularly practiced.

There is need to carry out a similar study in private secondary schools in West Pokot Sub County as well as public secondary schools in other sub counties in Kenya. This would enable a comparison of the findings to establish a common stand on the relationship between procurement practices and procurement performance. This will justify resources invested in public secondary schools for procurement management.

Therefore this study did not include all procurement practices that influence procurement performance in public secondary schools, further study is suggested to include all other procurement practices that may influence procurement performance among public secondary schools.

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