

**THE IMPACT OF PROCUREMENT PLANNING ON THE SERVICE DELIVERY
CASE STUDY: THE INSPECTORATE OF GOVERNMENT
KAMPALA**

BY

**ABRAHAM V. KONNEH
BSP/10043/81/DF**

**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS AND
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APPROVAL

I, the undersigned approve that I have supervised and thereby recommend for the acceptance by Kampala International University a research report titled "*The Impact of Procurement Planning on the Service Delivery*" in partial fulfillment of the requirements for a ward of Degree in Procurement and Supply Chain Management of Kampala International University.

Signed


.....

Mr. Henry . O. Barasa

(Supervisor)

Dated 13th April 2011

DECLARATION

I, **ABRAHAM V. KONNEH** declare that this report has not been submitted to any university of higher learning.

Signature: 

ABRAHAM V. KONNEH

(Student)

Date: 13/04/2011

DEDICATION

I dedicate this research to my late parents Mr. Sekou Konatech and Mrs. Mamasan Kamara for their care and love they showed me during my childhood and my brother Mr. Seybatou Aziz Diop and his wife Mrs. Mariam Sanoh Diop for their tireless effort, constructive advice , moral and financial support before and during my university study.

Also to Mr. Vassay Konneth and his wife Mrs. Mafata Kanneh for their support and to all my friends; Ayouba Kamara , Vivie Kasiime and those whose names were not mentioned.

May Allah reward them abundantly.

ABSTRACT

The purpose of the study was to establish relevance of procurement planning and service delivery in Inspectorate of government. Basing on the following objectives; to establish the relevance of procurement planning in the government institutions, to find out the dimensions of services delivery and to establish the relationship between procurement planning and services delivery.

The study design was cross sectional and both qualitative and quantitative data were employed to gain an in depth understanding on pricing strategies and profitability. Respondents comprised of 4 senior level managers 14 middle level managers and 26 junior level managers. Data was both primary and secondary. Primary data was collected by the use of Self administered questionnaire which was designed using like scale, and they were distributed to staff members at all levels. Data was processed by using codes. Data analysis was done by using SPSS for widows to establish the relationship between variables.

Findings indicated that social and economic disruption can be minimised and this assumes that there is full knowledge of the social, economic, political and physical systems with in which political and physical systems with in which such development is operating, Findings also indicated the requisition plan is based on the estimate of procurement operations to be carried out. This relates with the findings of (Procurement Assessment Report 2004) noted that While some procurement needs cannot be expected or anticipated a requisition plan based on estimate is always better than no plan at all because it will help in achieving effective and efficient service delivery as a whole.

It was recommended that the Inspectorate of Government needs to use automated means of procurement that is electronic purchasing and this will greatly reduce the expenses and increase cost savings in the process.

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TABLES OF CONTENTS

APPROVAL.....	i
DECLARATION	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT	ii
LIST OF FIGURES	v
LIST OF TABLES.....	vi
CHAPTER ONE	2
INTRODUCTION	2
1.1 Background of the Study.....	2
1.1.1 Historical perspective:.....	2
1.1.2 Theoretical perspective	3
1.1.3 Conceptual perspective	3
1.1.4 Contextual	4
1.2 Statement of the Problem	4
1.3 Purpose of the Study.....	5
1.4 Objective of the Study.....	5
1.5 Research Questions	5
1.6 Scope of the Study 1.6.1 Content Scope	5
1.6.1 Content scope	4
1.6.2 Geographical Scope	5
1.6.3 Time Scope	5
1.7 Hypothesis.....	5
1.8 Significance of the Study	6
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Procurement Planning.....	8
2.2.1 Relevance of Procurement Planning	8
2.3 Service Delivery.....	10
Theoretical review.....	10
2.3.1 Dimensions of Service Delivery	10
2.4 Procurement Planning and Service Delivery	15

Conceptual Framework	6
2.5 Conclusion	15
CHAPTER THREE	16
METHODOLOGY.....	16
3.1 Introduction	16
3.2 Research Design	16
3.3 Population and Sample size.....	16
3.4 Sampling Design and Procedures	16
3.5 Data Collection Methods	16
3.6 Measurement of Variables	17
3.7 Data Analysis.....	17
3.8 Limitations of the Study.....	17
CHAPTER FOUR.....	18
RESULTS AND DISCUSSION OF FINDINGS	18
4.1 Introduction	18
4.2 Background of Respondents.....	18
4.2.1 Age Range.....	18
4.2.2 Gender.....	19
4.2.4 Level of Education	21
4.3 Relevance of Procurement Planning.....	22
CHAPTER FIVE.....	33
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.33	
5.1 Introduction	33
5.2 Summary of the findings.....	33
5.2.1 Relevance of Procurement Planning	33
5.2.2 Dimensions of Services Delivery.....	33
5.2.3 Procurement Planning and Services Delivery.....	34
5.3 Conclusion	34
5.4 Recommendations.....	34
5.5 Areas for Further Research	35
REFERENCES.....	36
Appendix 1: questionnaire	39

LIST OF FIGURES

Figure 4.2.1: Age Range of respondents.....	19
Figure 4.2.2: Gender.....	19
Figure 4.4.3: Time Spent.....	20
Figure 4.2.4 Level of Education.....	20
Figure 5: Development and Public Infrastructure Can Be Implementing In an Atmosphere of Complete Harmony.....	18
Figure 4.3: Procurement Practitioners Have To Acknowledge Planning As the Only Way to Minimise Challenges Faced In the Procurement Process	22
Figure 4.3.1: Procurement Planning Enables a Firm to Evaluate Its Procurement Performance Basing On Its Set Targets	23
Figure 4.3.2 : Services Are Frequently Described As "Intangible" And Their Output Is Viewed As an Activity Rather Than a Tangible Object.....	24
Figure 4.4 : Service Processes Consist Of Delivery plus Performance Has Important Consequences for Notions of Service Productivity and Quality.....	25
Figure 4.4.1 : Allocating Scarce Resources to Projects at the Heart of Any Professional Services Firm Is Talent Resourcing Optimally.....	26
Figure 4.4.2 : Professional Services Firms Can Deliver Services in an Ad Hoc Manner for Every Client or Package Them in Structured yet Flexible Ways.....	27
Figure 4.4.3 : Procurement planning through cost saving,-enhances quality timely delivery of products and services.....	28
Figure 4.5: Proper procurement planning for huge expenditure is an essential element of good procurement	29
Figure 4.5.1 : The requisition plan is based on the estimate of procurement operations to be carried out.....	30
Figure 4.5.2 : The graphical representation of the above table on the requisition plan.....	31

LIST OF TABLES

Table 4.2.1	:	Age Range of respondents.....	17
Table 4.2.2	:	Gender	18
Table 4.2.3	:	Time Duration spent at The Inspectorate of Government.....	19
Table 4.2.4	:	Level of Education.....	20
Table 4.3	:	Development and Public Infrastructure can be implementing in an atmosphere of Complete Harmony.....	21
Table 4.3.1	:	Procurement Practitioners have to acknowledge planning as the only was to minimize challenges faced in the procurement process.	22
Table 4.3.2	:	Procurement planning enables a firm to evaluate its procurement performance basing on its set targets.....	23
Table 4.4	:	Services are frequently described as “intangible” and their output is viewed as an activity rather than a tangible object.....	24
Table 4.4.1	:	Service processes consist of delivery plus performance has important consequences for nations of service productivity and quality	25
Table 4.4.2	:	Allocating scare resources to project at the heart of any professional services firm is talent resourcing optimally	26
Table 4.4.3	:	Professional services firms can deliver services in an Adhoc manner for every client or package them in structured yet flexible ways.....	27
Table 4.5	:	Relationship between Procurement Planning and Service Delivery.....	28

Table 4.5.1 : Proper procurement planning for huge expenditure is an essential element of good procurement29

Table 4.5.2 : The requisition plan is based on the estimate of procurement operations to be carried out.....30

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of both public and private organization operations and improved service delivery. It is a function that sets in motion the entire acquisitions process of organizations. Despite this importance, very limited scientific research has been done to examine the extent to which efforts in procurement planning can contribute to improved or effective service delivery. In 1997, Uganda initiated procurement reforms which culminated into the enactment of the public procurement and disposal of public Assets (PPDA) Act, 2003. It created a procurement frame work intended to achieve a number of objectives.

1.1.1 Historical perspective:

In Uganda, never before has there been a growing interest in the management and planning of public procurement than it is today. Its management now appears on the agenda of researchers' academics, policy makers and practicing managers. The money spent on acquisition processes of government is unquestionable high. Procurement is now one of the top items that consume public money Witting (1999, p.8) asserted that it has been estimated that between US\$ 30 to US\$43 Billion could be available in the procurement market place in Africa and by 2005, procurement was accounted for a total expenditure of 70% in Uganda. (Development Assistance Committee, P. 18) The inefficient use of funds can be generated from problems across the entire procurement process from the definition of the needs and creation of the bidding documents, to lack of transparency and competition in the process followed for announcement, bidding evaluation and award of contracts to poor contract supervisors (Harmonizing Donors practices for effective Aid Delivery, 1999). However ,the negative effects of poor procurement planning are obvious since the success of the subsequent procurement process depends heavily on how planning is done .There cannot be a good procurement budget without a plan and there cannot be procurement without a budget to fund it .Planning is a process that consists of many issues and the bottom line is that planning is not concerned with future decisions but rather with the future impact of decisions made today .The research argues that procurement planning has a

significant contribution to service delivery in the inspectorate of government amidst declining government budgets and expectations to do more with less (Thai,2004).

1.1.2 Theoretical perspective

A procurement plan must be integrated into annual sector expenditure programme to enhance financial. Predictability Reg 62 (2) Procurement, a function that was traditionally viewed as a clerical task has since positioned it self among core organizational functions, and its management is becoming increasingly critical for the well functioning of any organization (Agaba and Shipman, 2006). Procurement; a function that was traditionally viewed as a clerical and reactive task has since positioned itself among core organizational functions, and its management is becoming increasingly critical for the well functioning of any organization. Procurement is becoming important at the local level, in parallel with decentralization and the increasing range of functions performed by local governments in most countries (Schiavo Campo & Sundaram, 2000). Poor governance has been one of the major stumbling blocks to the economic development of Africa and it has been clear that a number of African countries have not paid adequate attention to the proper management of public resources. An efficient public procurement system is vital to the advancement of African countries and is a concrete expression of the national commitment to making the best possible use of public resources (Kabaj, 2003). The influence of new public management (NPM) philosophies in the functioning of the public sector has been embraced procedurally by government departments in a number of African Countries.

1.1.3 Conceptual perspective

According to the East Africa Business Journal (2009), The Inspectorate of Government is an independent institution charged with the responsibility of eliminating corruption and abuse of office. It reports to Parliament and has the function of promoting and ensuring strict adherence to the rule of law and principles of natural justice in administration it is also the national Ombudsman of Uganda. Established in 1986, the Inspectorate of Government has extensive powers of investigation, arrest and prosecution in its responsibility of combating

corruption and abuse of office as well as enforcing the Leadership Code of Conduct. Procurement planning in the inspectorate of government is done by the procurement and disposal unit. Different Directorates within the Inspectorate of Government make their requisitions which they forward to the Procurement and disposal unit. The procurement and disposal unit therefore approves or reject the various requisitions. Thus the approved requisitions are included in the policy statement of inspectorate of government. Procurement of items is done on quarterly basis due to limited resources and priority is given to the most pressing items or services.

1.1.4 Contextual

In a developing country like Uganda, having an effective procurement planning system will continue to be a challenge to local governments. Procurement planning is a function that takes place in complex political, economic, cultural, religious, environmental, technological and ethical environments. There are for example, stakeholders in local governments with divergent political ideologies, religious differences, economic expectations from the procurement function etc; and all these have a direct impact on the success of procurement planning. Procurement planning must become a priority for local governments and increased policy initiatives from the central government; through the parent ministries of local government and finance must support this priority otherwise this will lead to lose billion of Uganda shillings. The Public Procurement and Disposal Authority (PPDA) must play a central role in providing training, technical guidance and ensuring compliance to all set rules. All stakeholders must ensure they are accountable in whatever decision they make concerning the use of public resources. Procurement is one area that needs careful attention from all stakeholders in local governments because it has a huge budget and if this budget can be managed in an accountable manner, then there will be improved service delivery and this is one way of accounting to the tax payers.

1.2 Statement of the Problem

Procurement is a newly emerging academic discipline in Uganda and as a result, no scholarly works have been done on the subject of procurement planning. The available data is only based on the reports of the Public Procurement and Disposal

Authority and other government audit Institutions. There is very little systematic research on the entire procurement process and its implication on service delivery. This therefore becomes the purpose of this investigation to establish the impact of procurement planning and service delivery in the Inspectorate of Government.

1.3 Purpose of the Study

The purpose of the study was to establish relevance of procurement planning and service delivery in Inspectorate of government.

1.4 Objective of the Study

- i. To establish the relevance of procurement planning in the organization.
- ii. To find out the dimensions of services delivery.
- iii. To establish the relationship between procurement planning and services delivery.

1.5 Research Questions

- i. What is the relevance of procurement planning in an organization?
- ii. What are the dimensions of services delivery?
- iii. What is the relationship between procurement planning and service delivery?

1.6 Scope of the Study

1.6.1 Content Scope

The study focused on procurement planning and service' delivery as independent and dependent variables respectively.

1.6.2 Geographical Scope

The study was carried out at The Inspectorate of Government located in Kampala Administrative City on Parliamentary Avenue.

1.6.3 Time Scope

This covered a period of four years from 2005 to 2010.

1.7 Hypothesis

H₀: There is no significant relationship between procurement planning and service delivery in the inspectorate of government in Uganda which was tested against the

alternative hypothesis that:

H1: There is a significant relationship between procurement planning and service delivery in the inspectorate of government in Uganda.

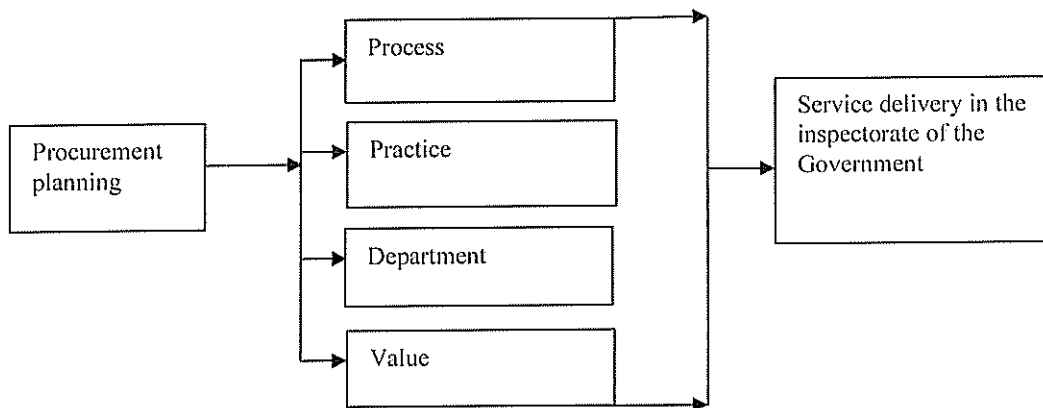
1.8 Significance of the Study

The study will help the organization to identify the benefits of procurement planning.

The researcher will be able to gain more knowledge on procurement planning.

The study will provide a basis for further research on procurement planning and services delivery.

1.9 Conceptual Framework



A conceptual framework in this Figure linked the four elements of procurement planning (procurement planning process, practices, departments that should get involved in procurement planning and the value or importance of procurement) with the service delivery in the inspectorate of government procurement system guided the data collection, an analysis and reporting processes of this study. Bailey, Farmer, Jessop and Jones, (1998) have argued that while top management must accept a large share of the blame for the lack of effective procurement activity, part of the fault often lies with the purchasing people.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks at procurement planning and service delivering, studying the existing literature on procurement planning aspect in relation to service delivery.

2.2 Procurement Planning

Shipman et al (2006) defines procurement planning as the process of determining the procurement needs of an entity and the timing of their acquisitions and funding such that the entire operations are met as required in an efficient way. Procurement planning is the process aimed at achieving an enterprise's mission and objectives by reconciling its resources with opportunities and threats in the business environment (Lysons 2003).

2.2.1 Relevance of 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, economic disruptions can be minimised and this assumes that there is full knowledge of the, social, economic, political and physical systems with in which political and physical systems with in which such development is operating (James, 2004)

In a developed or developing country, public procurement practitioners have to acknowledge planning as the only way to minimise challenges faced in the procurement process but each country has its own economic, social, cultural and political environment, and each country's public procurement practitioners face different types of challenges (Thai, 2001).

Procurement begins with the planning decision to make the purchase and this will in the first place, decide weather there is a need for the particular goods or services, ensuring that the purchaser has the legal powers to under take the transaction, obtain any relevant approvals within the government hierarchy and arranging the necessary funding (Wallace, 2000).

According to Thai, (2004), forms and procedures may be convenient and useful tools, but the planning effort is very crucial. This implies that, without thorough procurement planning, the subsequent procurement processes will not yield substantial benefits. The World Bank country procurement Assessment Report, (2004 p.42) summarised the consequences of lack of procurement planning as, procurement failing to timely meet the actual needs of user departments, advantages of scale and bulk purchasing are not achieved and packaging and timing are not utilized to achieve value for money.

The importance of procurement planning in almost all country's setting can be demonstrated or based on it's scale and role in terms of services delivery, the amount of money spent on existing practices Competitions as well as the demonstrated abilities of countries to capture enormous savings through concerted efforts to strengthen their procurement function (Harmonizing donors practise for Effective Aids Delivery 1999). The PPDA Act 2003 section 58 stipulates that the procurement and disposal unit shall plan the procurement activities of the procuring and disposal entity. This shall be done in a rational manner so as to avoid emergencies obtain value for money integration of the procurement budget and cost reduction with in an entity. Procurement planning encourages agencies to adopt along term and strategic view of the procurement direction as entities develop internal procurement procedures and policies that closely link with their business plains output and government objectives (Thai 2004).

According to Lysons *et al* (2003), procurement planning enables a firm to evaluate its procurement performance basing on its set targets. They may be in areas such as electronic procurement, suppliers sourcing, cost reductions and value for money.

According to Bornstein (2007) who is now running the three successful stake board stores in Southern California says that procurement is a key to success for the expansion strategy in businesses. European commission (2009) urged that procurement system helps companies to consolidate data to enable procurement of various goods, direct or indirect-adding on that these data enables them to go in (or hulk purchase, on which suppliers extend handsome discounts.

Procurement provides greater efficiency in the buying process. This implies that when various aspects of the purchase cycle are automated, the process becomes more efficient, meaning that consolidation of the entire process under one system makes tracking the purchase process easier from the beginning to an end (Gray, 2002).

Procurement provides greater efficiency in indirect operating expenses. This is advantageous in the area of (maintenance, repair and other operating equipment). Rockford consulting group (2008) explained this and cited that all the routine purchases which include items like office supplies, travel expenses and other equipment needed to run the business are reduced, eliminating material spoilage stocking of inventory, eliminating receiving inspection among others.

2.3 Service Delivery

The PPDA Act 2003 defined services as any object of procurement or disposal other than works and supplies and includes professional, non professional and commercial types of services as well as supplies and works which incidental to but not exceeding the value of those services. The word 'services' is widely used to denote an industrial sector that does things for you, they do not make things (Johnston, 1990), a meaning which has evidently developed from economists need to classify economic activities. Service delivery includes those activities associated with direct provision of a service which meets the needs of an individual or client (Jayaram *et al* 2000).

Theoretical review

2.3.1 Dimensions of Service Delivery

Tangibility

Services are frequently described as "intangible" and their output are viewed as an activity rather than a tangible object. This distinction is not a clear one because much "service" output has a substantial tangible component, Thus the question that is currently posed as weather services are different from manufactured goods might better ask what proportion of service components a given offering contains, Gummesson (1994, p, 2) clarifies the position as follows: Customers

do not buy goods or services in the traditional sense. They buy an offering and the value may consist of many components, some of them being activities (service) and some being things (goods). As a consequence, the traditional division, between goods and services is long outdated (Hones, 2006).

Assurance

The idea that service processes consist of delivery performance has important consequences for notions of service productivity and quality. For instance Goodwin (1990) discusses the possibility of educating customers to participate more productively to derive more benefit from the server's supposed art or skill. Jones and Hall (1996) suggest an alternative concept to service productivity, called "servility" which allows them distinguish between the value of the service performance and the core benefit that is transferred. These ideas move the notion of service from the mechanical fulfilment of function in to the realm of entertainment, and give the customer a more active appreciative or selective Volume far beyond that of passive substrate (Bornstein, 2007).

For any given procurement procedure undertaken, the quality of the service being offered is always taken into consideration. The south Yorkshire Funding Advice Bureau (2007) stated to contract with the public sector, one has to make a strong case for the work you do and why the public sector should pay for it. Thus the service provider gives more thought in ensuring that the work compliments and supports public service delivery (Dickson, 2006).

Empathy

Swan and Combs (2006) address customer satisfaction as a surrogate for service quality. They propose that it has three components: an expressive one related to care or (performing) skill, an instrumental one, broadly corresponding to the core "service" of other Authors, and access cost convenience (presumably specific to the customer's perception). However, the relationship between service quality and satisfaction is questioned by Bitner and Hubbert (2004) who propose that satisfaction is the outcome of a specific service experience. They regard service quality as the customer's overall perception of a particular company's service, which gradually accrues as the customer experiences a series of separate service incidents. Overall, the customer satisfaction construct might be viewed as an away of denoting service quality without sing the

word "service". However, it does also convey a feeling that the customer is bringing something to the service relationship. Early studies during 1980s focused on determining what service quality meant to Customer's and developing strategies to meet customer expectations (parasuraman ET a I, 2005). Whereas service quality is known to be based on multiple dimensions there is no general as to the nature and content of the dimensions. Lehtinen (1985) referred to physical and interactive quality while Gronroos (2004) identified a technical dimension ("what" service is provided) a functional dimension ("How" service is provided) and the firm's, image as a third dimension.

Reliability

The relative weight that customers seem to give to each quality dimensions can be determined. One of the important results that have been reported in the early studies of relative importance is that customers are quite consistent in both their imputed and their direct rankings of the importance of the service quality attributes. In one key study (Parasuraman *et al*, 2008), reliability was demonstrated to be the most important dimension and empathy (a composite of understanding and access) the least important across a seemingly wide array of service types. As the services providers tend to reposition their service offer along the chosen variable they must be cautious of the fact that the expectations of their customers might have changed because of the new promise and structure of services offer (Emile, 2004).

Though certain trends are visible, yet the researcher would like to draw attention to some of the precincts of this study. Given the state of competition and market within the different service industries, following can be concluded: Tangibility is more important for services with more tangible actions. Further, the importance reduces as one shifts from service targeted at people to service targeted at possessions, Need for reliability is more for services with intangible nature of service act. Services targeted at possessions of the customers will also require more reliability; Services targeted at the customer require more assurance than those targeted-at their possessions. Further, more assurance will be needed for services with intangible act, Responsiveness did not allow for any kind of clustering. Customer ranked it last on priority across different service types. Perhaps, they are less expectant for this service dimension, Information and people-

processing services require more empathy as compared to other two types and Prices were considered relatively more important by consumers of possession- and mental stimuli processing services (Farrington, 2006).

It may however be noted that in most cases, the notions of most of the concepts vary. Different respondents had different connotations of the same word. Say safety, security, reliability, credibility, assurance, location and accessibility. Were often used interchangeably (Nimit C.et al, 2007). Ranking of dimensions also depend on the current state of the competition in a particular industry and varied from industry to industry within a service type. While markets have matured for some industries; they are not very competitive for others.

Resourcing and Partnering, at the heart of any professional services firm is talent resourcing optimally allocating scarce resources to projects. Innovation in resourcing increasingly means drawing on an effective, available pool of external, global talent while using internal resources as efficiently as possible. It involves equipping both resource management personnel and consultants with tools that enable them to complete administrative tasks effortlessly while communicating and collaborating across borders and organizational structures. To perform innovative resourcing, systems and processes must be established that encourage resource sharing between firms and identify specialized expertise, innovative technology, and low cost labour regardless of location. Specifically, by retaining local expertise and embracing the local conditions in the countries in which they operate, firms can win business, manage projects, and cement client relationships more effectively. In the independent survey cited above, 71% of professional services firms indicated it is important to partner with other services providers. When a firm seamlessly blends internal and external partner resources, it gains a distinct advantage because it can meet a variety of client needs in a rapid, efficient manner. For example, when internal consulting resources are stretched too thin, innovative professional services firms rely on technology to quickly identify and then deploy appropriate partners, subcontractors, and offshore resources to meet clients' needs. To facilitate collaboration with suppliers, firms can implement technology that seamlessly integrates subcontractors into their service delivery processes across diverse markets. Armed with tools designed to improve supplier management, a

professional services firm can create a single, real time view of all external resources and effectively meet client needs regardless of location (Haworth, 2001).

According to Ikon (2007), Packaging, Another trend in service delivery innovation is the move toward packaging services. Professional services firms can deliver services in an ad hoc manner for every client or package them in-structured yet flexible ways. Many firms find themselves creating one-off solution to address every client request. The challenge is to turn these one-off projects into a packaged offering that is repeatable, efficient, and transferable throughout the firm and to other clients. An example would be a packaged offering including templates, defined methodologies, work plans, and how to guides. By packaging, pricing, and marketing these mature service offerings, a professional services firm gains a streamlined sales process for both new and existing clients, more predictable outcomes, and higher profitability. A deep, knowledge-based relationship is impossible to replicate by competitors because the unique collaboration and mutual understanding is developed over time. Productization, a subset of packaging, turns services into standardized yet configurable products that efficiently and effectively combine people, intellectual property, technology, software, products, and consulting. Product which is a priority for 68% of firms recently surveyed benefits professional services firms in the following ways: When firms combine resources in standardized ways rather than on a project-by-project ad hoc basis, they can achieve substantial efficiencies and higher resource utilization, by productizing services, firms can standardize pricing.

This saves substantial scoping and proposing resources on every project, makes it easier for clients to evaluate offers and make buying decisions, and enables higher profit margins on well delivered projects. The most innovative firms can utilize a service configuration to further streamline the proposal process and Productization simplifies the sales process and enables salespeople to offer specific, defined packages to clients and prospects. For some services, clients can actually use online catalogs to order specific services, triggering immediate resourcing and service execution. The result is an enhanced, multi channel buying experience for all clients. Additionally, the firm can employ low or high-touch channels depending on the nature of the service and client relationship (Mergel, 2009).

2.4 Procurement Planning and Service Delivery

Barry and Thomas (2000), shows the relevance of procurement planning through cost saving, enhancing quality timely delivery of products and services. Both scholars argue that through procurement planning the firm can acquire competitive advantage through quality goods and services supplied timely delivery of the acquired products and costs reduction since purchase are budgeted. This therefore enhances good service delivery with in and organization. Proper procurement planning for huge expenditure is an essential element of good procurement. The objective is to acquire quality goods and services through open and fair competition at the right time and place. Thus to attain or obtain the acquired goods and services requires accurate planning. (Busheka, 2008)

With procurement planning services will be delivered with the visibility thinking ability and decision support function which will help solve the problem and increase effectiveness (Seims 2005).

The requisition plan is based on the estimate of procurement operations to be carried out. While some procurement needs cannot be expected or anticipated a requisition plan based on estimate is always better than no plan at all because it will help in achieving effective and efficient service delivery as a whole (Procurement Assessment Report 2004).

2.5 Conclusion

Several researchers and scholars have come up with various conclusions regarding Procurement Planning and Service Delivery and this tends to be in the same direction. However, the area continues to be a researchable zone for the current researcher. This is mainly because most research is done on a case study basis and hence, there is always a feeling that the findings were based on inadequate information.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methods employed in data collection and analysis. It describes the research design, study population, sampling method, sample size, data collection tools, and data processing and analysis.

3.2 Research Design

The study design was cross sectional and quantitative approaches to data were employed to gain an in-depth understanding of Procurement planning and service delivery in The Inspectorate of Government.

3.3 Population and Sample size

The population of 50 was considered comprising of senior level managers, middle level managers and junior level managers of The Inspectorate of Government. A sample of 44 respondents was used formulae provided by Krejcie and Morgan (1970). This comprised of 4 top level managers, 14 middle level -managers and 26 low level managers.

3.4 Sampling Design and Procedures

Purposive sampling was used to get information from top level managers, middle level managers and low level managers of The Inspectorate of Government. In addition simple random sampling was used to limit on the biasness of purposive sampling.

3.5 Data Collection Methods

Here the researcher prepared Questionnaires with closed ended questions to present to the respondents. Questions allowed respondents to choose from alternative response provided unlike tabular which are answered by filling in tables. During the question formulation and wording the researcher ensured that every question was clear. Data collection instruments, Self Administered Questionnaire consisted of closed ended questionnaires because of being the quickest method and reliable for wide literature. Self-administered questionnaires were designed using Likert scale, and they were distributed to employees of The Inspectorate of Government who filled them within 4 clays of research period.

3.6 Measurement of Variables

The impact of procurement planning on service delivery will be based on the measurements below.

Procurement planning will be measured by the level of compliance to the requirement of preparation of an actual procurement plan, implementing the procurement plan and prequalification (PPDA Compliance Report 2008).

According to Dummond (1991), the design and implementation of service delivery process plays a key role in the overall competitiveness of modern organisations. For instance timely delivery, cost savings, matching of specific components which provides a clear evidence that the process capability and execution are major drivers of performance due to their impact on customer satisfaction and service quality.

3.7 Data Analysis

Quantitative data collected by the questionnaire will first be coded. In the coding process, a coding sheet was constructed. A number will then be assigned to each answer in the-questionnaire with a corresponding number on the coding sheet. Then the same questionnaire was constructed on the computer using excel. Frequency tables, and graphs will be drawn using excel. In these frequency tables, analysis was done with a corresponding percentage. However Statistical Packages for Social Scientist (SPSS) was used to determine the relationship between the two variables.

3.8 Limitations of the Study

Respondents were not willing to give confidential information, which was sufficient to the researcher. However, the researcher convinced them that research was intended to help them improve on their performance.

Financial constraint since research requires money for printing and transport. However, the researcher minimized the costs as lowest as possible.

Some respondents could fail to interpret some of the questions in the questionnaire. However the researcher used an assistant who helped respondents to interpret for them some questions a few of them.

CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents, interprets, and discusses the findings of the study with reference to procurement planning and service delivery a case of Inspectorate of Government. This was done through questionnaires to the selected respondents. A sample of 44 respondents was considered comprising of 4 top level managers, 14 middle level managers and 26 low level managers.

4.2 Background of Respondents

4.2.1 Age Range

The study obtained data about age group of respondents. The data collected to that effect were tabulated and presented in percentages using the table 2 below.

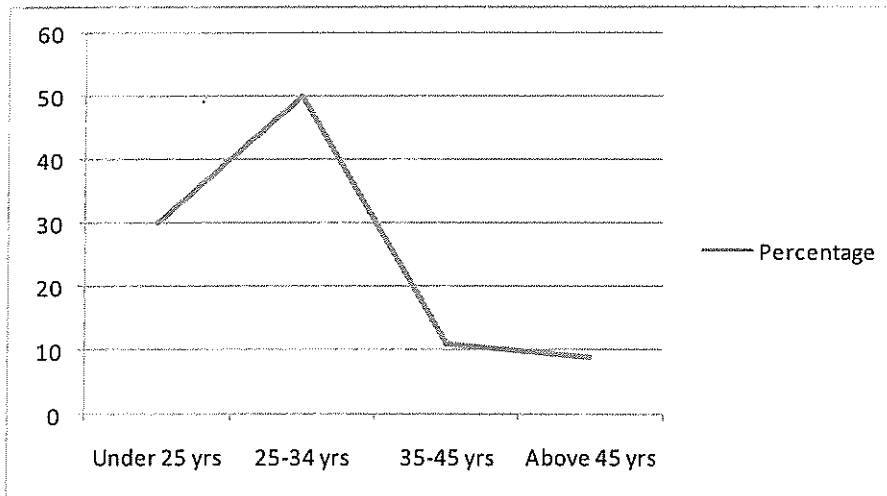
Table 4.2.1: Age Range of respondents

Period	Percentage
Under 25 yrs	30
25-34 yrs	50
35-45 yrs	11
Above 45 yrs	9

Source: Primary Data

From the table above, 30% of the respondents were under 25years of age, 50% were between 25 to 34 years and they constituted the majority. 11% were between 35 to 45years, and 9% above 45 years. Age bracket determines the behaviour and character of the person, the above analysis shows that The Inspectorate of Government relies more on labour force in the age bracket below 45years of age this indicates that there are few employees who can handle managerial positions to provide top management leadership, the majority lack experience since they are still younger the age bracket comprises of the people who are always unstable at job, those who want to get rich quickly.

Figure 4.2.1 Bar graph showing the age of respondents



4.2.2 Gender

Responses from different sex were obtained and the analysis is as below

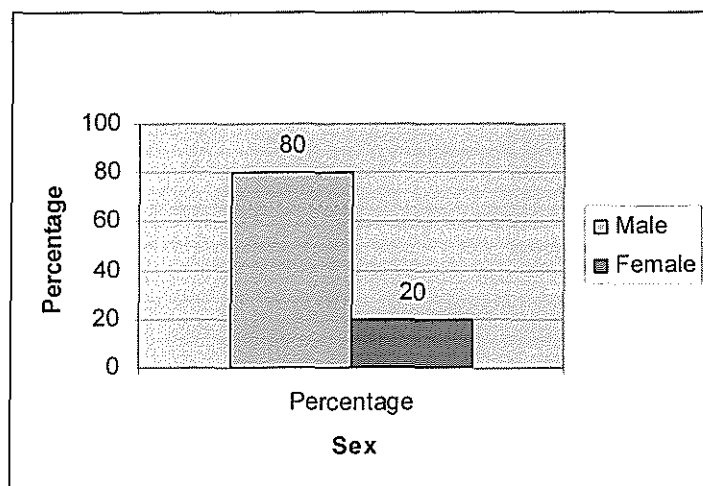
Table 4.2.2: Gender

Sex	Percentage
Male	80
Female	20

Source: Primary Data

From the table above, 80% of the respondents were male and these constituted the majority. Twenty percent were female. This indicates that male respondents have loads of duties to fulfil in their homes and they are more corrupt than female and they also tend to be untrustworthy in finances, further still male tend to be unstable at their jobs compared to female they are never committed

Figure 4.2.2: The graphical representation of the different gender of respondents



Responses on the duration respondents spent with Tile Inspectorate of Government were obtained to find out whether they have experience in procurement planning and service delivery.

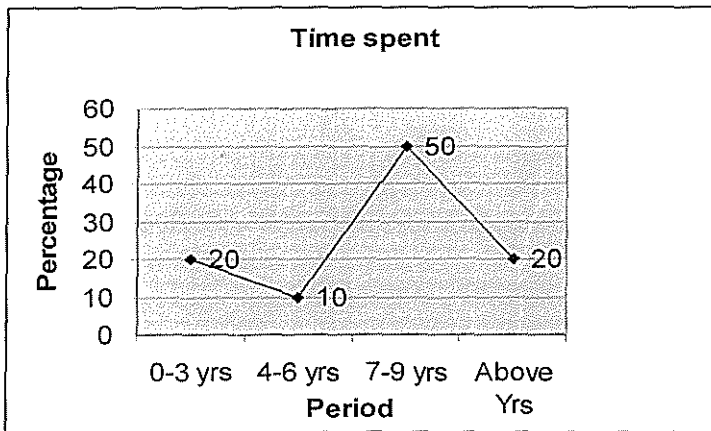
Table 4.2.3: Time Duration spent at The Inspectorate of Government.

Period	Percentage
0-3 yrs	20
4-6 yrs	10
7-9 yrs	50
Above 9 Yrs	20

Source : *Primary data*

From the table above, 20% of respondents had, spent with The Inspectorate of Government between 0 to 3years, 10 % between 4 to 6years, 50% between 7 to 9years, and 20% above 9years. This indicates that the majority of the employees are still new to the organization and therefore have no experience as regards to procurement planning and service delivery and some have experience but they are not trained.

Figure 4.2.3: The graphical representation of the time duration spent at the inspectorate of the Government.



4.2.4 Level of Education

Responses on the level of education of respondents was obtained to reveal whether they had the capacity to offer better services at The Inspectorate of Government and can be evidenced in the table below

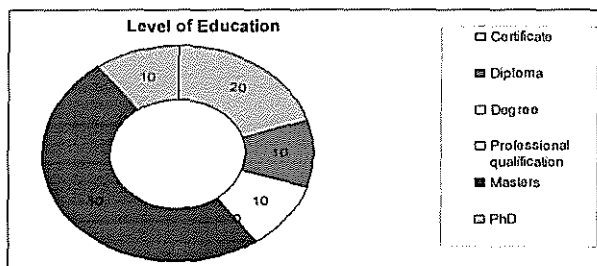
Table 4.2.4: Level of Education

Level of education	Percentage
Certificate	20
Diploma	50
Degree	10
Professional qualification	10
Masters	10
PhD	0

Source: Primary Data

From the table above, 20% of respondents were certificate holders, 50% diploma holders, 10% degree holders, 10% with professional qualifications, 10% with master degree holders and none of them with masters and PHD. This therefore indicates that respondents had the capacity to offer better education at The Inspectorate of Government

Figure 4.2.4: Level of Education



4.3 Relevance of Procurement Planning

In an attempt to achieve the objective of Procurement Planning and Service Delivery Internationalization of Education Services at the Inspectorate of Government relevant questions were asked and responses noted respectively. Regarding the objective of establishing the relevance of procurement planning in the organization., the general questions were raised basing on a Likert scale questionnaire as; Strongly Agree, Agree, Not Sure, Disagree, Strongly Disagree. And responses noted as indicated below.

Table 4.3: Development and Public Infrastructure can be implementing in an atmosphere of Complete Harmony.

Response	Percentage
Strongly agree	80
Agree	20
Not sure	0
Disagree	0
Strongly disagree	0

Source: Primary Data

From the table above 80% of the total respondents strongly agreed that Development and public infrastructure can be implementing in atmosphere of complete harmony. 20% agreed and none disagreed. This therefore indicates that Development and public infrastructure can be implemented in an atmosphere of complete harmony. This relates with the findings of James (2004) who noted that social and economic disruptions can be minimised and this assumes that there is full knowledge of the social, economic, political and physical systems with in which political and physical systems with in which such development is operating.

Figure 4.3 The graphical representation on the development and public infrastructure

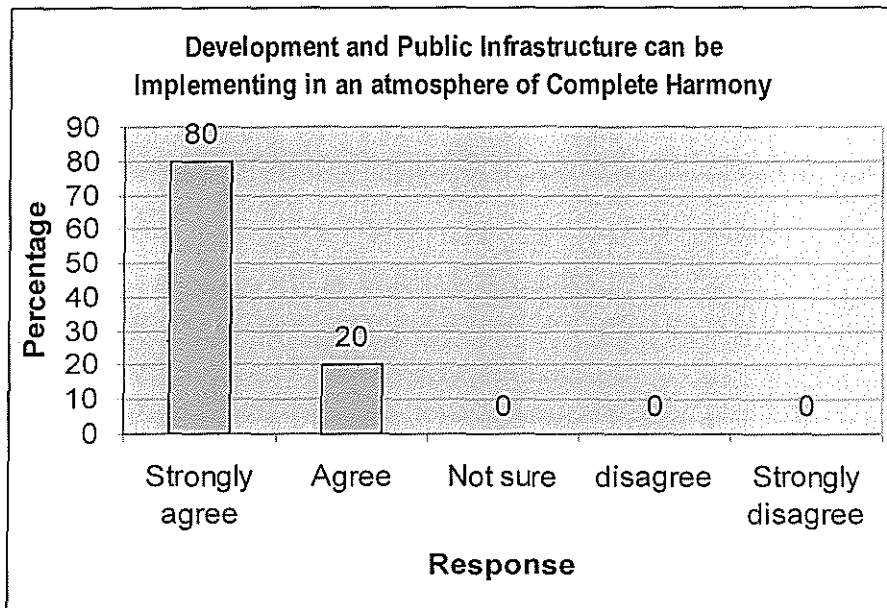


Table 4.3.1: Procurement Practitioners have to acknowledge planning as the only way to minimize challenges faced in the procurement process.

Response	Percentage
Strongly agree	11
Agree	20
Not sure	9
Disagree	9
Strongly disagree	50

Source: Primary Data

From the table above, 11% of the total respondents strongly agreed that Procurement practitioners have to acknowledge planning as the only way to minimise challenges faced in the procurement process, 20% agreed, 9% were not sure, 9% disagreed and 50% the majority of respondents strongly disagreed: This indicates that Procurement practitioners do not acknowledge planning as the -only way to minimise challenges faced in the procurement process, This relates with the, findings of Thai (2001)noted that each country has its own economic, social, cultural and political environment, and each country's public procurement practitioners face different types of challenges.

Figure 4.3.1: The graphical representation of the above table on the procurement practitioners

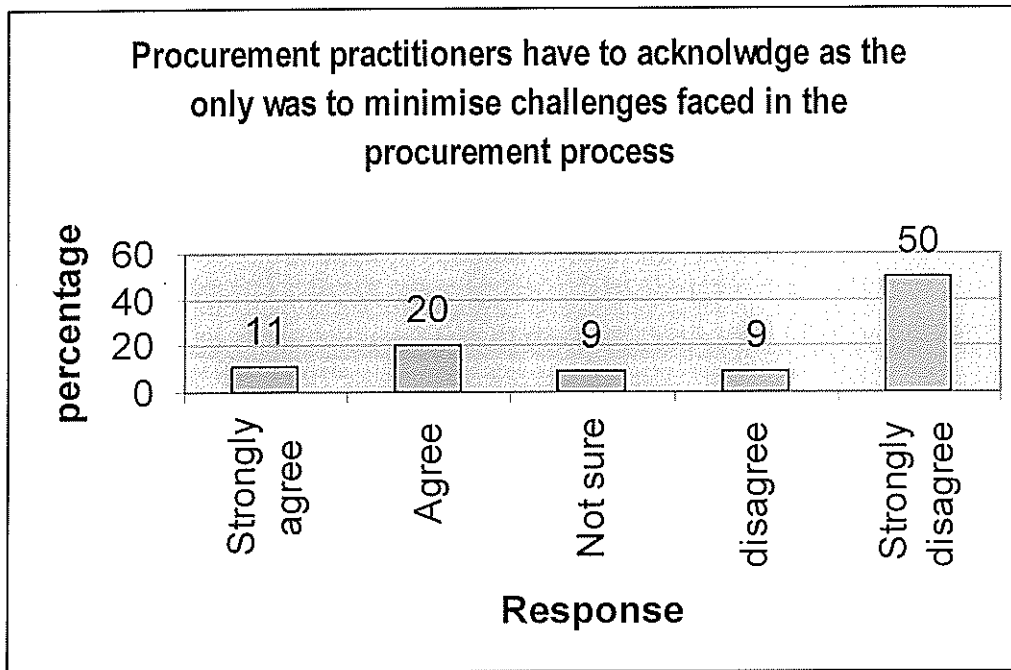


Table 4.3.2: Procurement planning enables a firm to evaluate its procurement performance basing on its set targets

Response	Percentage
Strongly agree	59
Agree	30
Not sure	11
Disagree	0
Strongly disagree	0

Source: Primary Data

From the table above 59% of the respondent strongly agreed that Procurement planning enables a firm to evaluate its procurement' performance basing on its set targets. 30% agreed, 11% were not sure and 0% disagreed and 0% strongly disagree. This therefore indicated that Procurement planning enables a firm to evaluate its procurement performance basing on its set targets; this is in line, with the findings of Bornstein (2007) who noted that procurement is a key to success for the expansion strategy in businesses.

Figure 4.3.2 The graphical representation of the above table on procurement planning

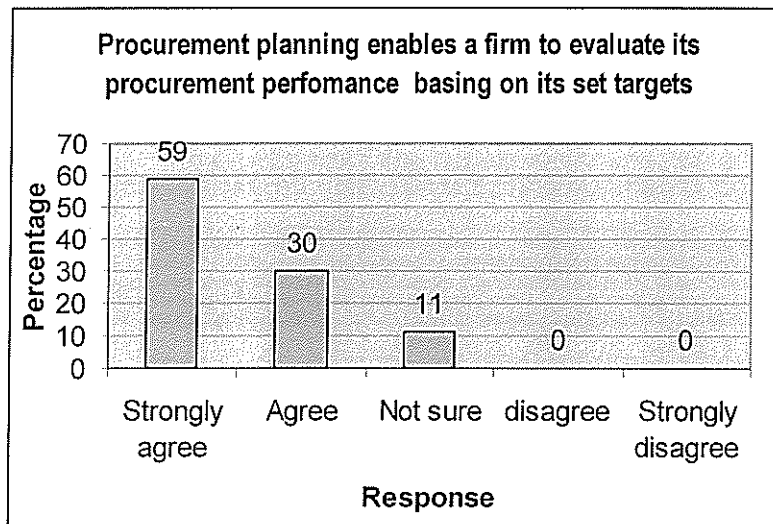


Table 4.4 : Services are frequently described as “intangible” and their output is viewed as an activity rather than a tangible object

Response	Percentage
Strongly agree	70
Agree	20
Not sure	10
Disagree	0
Strongly disagree	0

Source: Primary Data

From the table above 70% of the total respondents strongly agreed that Services are frequently described as "intangible" and their output is viewed as an activity rather than a tangible object, 20% agree and 10% were not sure and none disagreed. This therefore indicated that Services are frequently described as "intangible" and their output is viewed as an activity rather than a tangible object. This is in line with the findings of Gummesson (1994), who noted that Customers do not buy goods or services in the traditional sense. They buy an offering and the value may consist of many components, some of them being activities (service) and some being thing (goods). As a consequence, the traditional division between goods and services is long outdated.

Figure 4.4 The graphical representation of the above table on the intangible and tangible and their out put

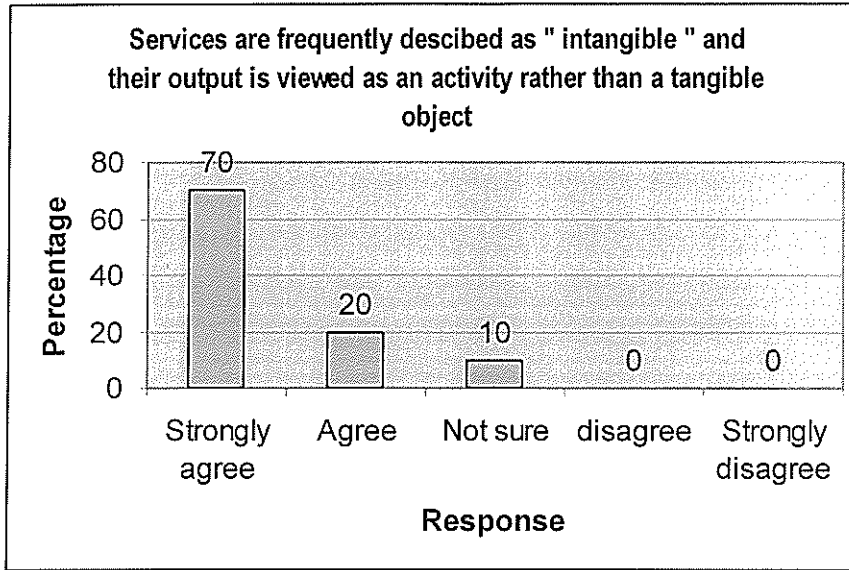


Table: 4.4.1 Service processes consist of delivery plus performance has important consequences for nations of service productivity and quality

Response	Percentage
Strongly agree	45
Agree	35
Not sure	5
Disagree	0
Strongly disagree	15

Source: Primary Data

From the table above, 45% of the respondents strongly agreed that Service processes consist of delivery plus performance has important consequences for notions of service productivity and quality, 35% agreed, 5% were not sure, none disagreed and 15% strongly disagreed. This therefore indicates that Service processes consist of delivery plus performance has important consequences for notions of service productivity and quality. This is in line with the findings of Hall (1996), who argued that alternative concept to service productivity, called "servility" which allows them distinguish between the value of the service performance and the core benefit that is transferred. These ideas move the notion of service from the mechanical fulfilment of function in to the realm of entertainment, and give the customer a more active appreciative or selective role, far beyond that of passive substrate.

Figure 4.4.1: The graphical representation of the above table of the respondents and the percentage

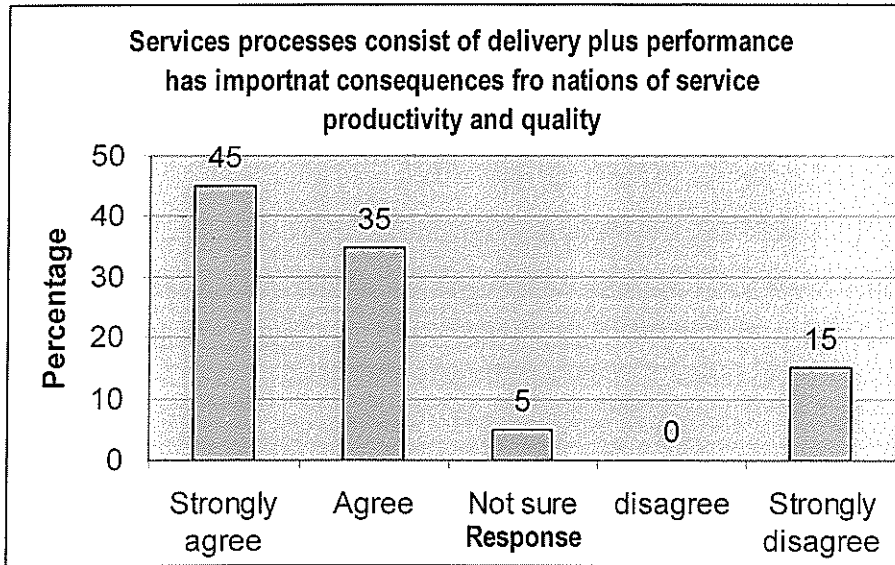


Table 4.4.2 Allocating scarce resources to project at the heart of any professional services firm is talent resourcing optimally

Response	Percentage
Strongly agree	35
Agree	40
Not sure	5
Disagree	10
Strongly disagree	10

Source Primary Data

From the table above 35% of the respondents strongly agreed that allocating scarce resources to projects at the heart of any professional services firm is talent resourcing optimally, 40% agreed, 5% were not sure, 10% disagreed, and 10% strongly disagreed. This therefore indicates that allocating scarce resources to projects at the heart of any professional services firm is talent resourcing optimally. This is in line with the findings of Boersma, (2003) who argued that to perform innovative resourcing, systems and processes must be established that encourage resource sharing between firms and identify specialized expertise, innovative technology, and low cost labour - regardless of location.

Figure 4.4.2 The graphical representation of the table above allocation of resources to projects.

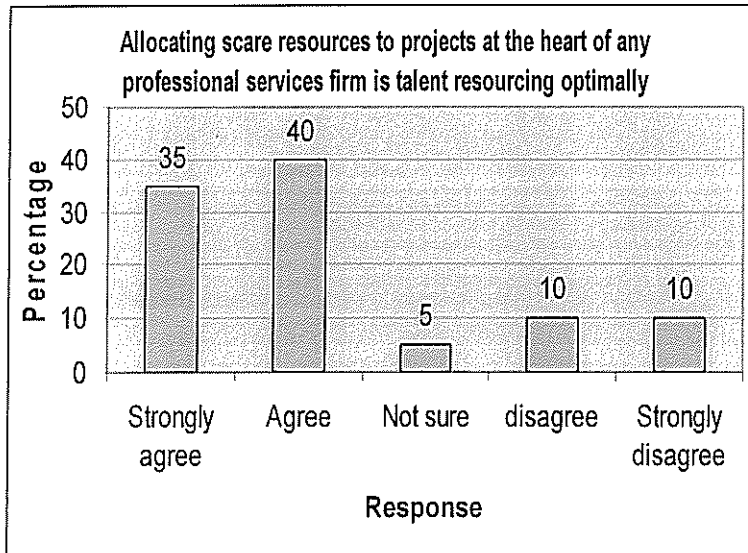


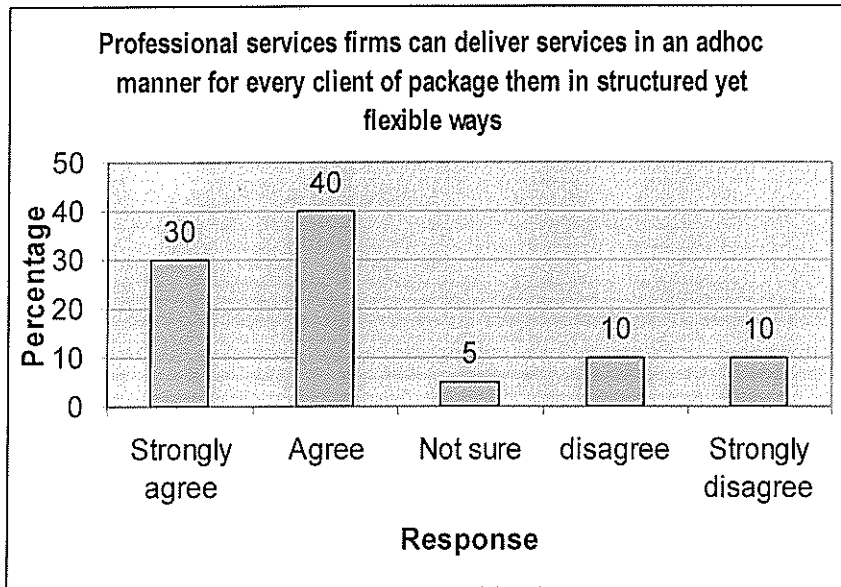
Table 4.4.3: Professional services firms can deliver services in an Adhoc manner for every client or package them in structured yet flexible ways

Response	Percentage
Strongly agree	30
Agree	40
Not sure	5
Disagree	10
Strongly disagree	10

Source: Primary Data

From the table above 30% of the respondents strongly agreed that Professional services firms can deliver services in an ad hoc manner for every client or package them in structured yet flexible ways, 40% agreed 5% not sure, 10% disagreed, and 10% strongly disagreed. This therefore indicates that Professional services firms can deliver services in an ad hoc manner for every client or package them in structured yet flexible ways. This is in line with the findings of Irvine (1995), who noted that many firms find themselves creating one-off solutions to address every client request. The challenge is to turn these one-off projects into a packaged offering that is repeatable, efficient, and transferable throughout the firm and to other clients.

Figure 4.4.3: The graphical representation of the above table on the professional service of the firm



4.5 Relationship between Procurement Planning and Service Delivery

Figure 12: Procurement planning through cost saving, enhances quality timely deliver) of products and services.

Table 4.5: Relationship between Procurement Planning and Service Delivery

Response	Percentage
Strongly agree	10
Agree	20
Not sure	0
Disagree	30
Strongly disagree	40

Source: Primary Data

From the table above, 10% of the respondents strongly agreed that Procurement planning through cost saving enhances quality timely delivery of products and services, 20% agreed, 30% disagreed and 40% strongly disagreed. This shows that Procurement planning through cost saving does not enhance quality timely delivery of products and services. This

relates with the findings of Thomas (2000), who argued that through procurement planning the firm can acquire competitive advantage through quality goods and services supplied timely delivery of the acquired products and costs reduction since purchase are budgeted. This therefore enhances good service delivery with in and organization.

Figure 4.5 : Relationship between Procurement Planning and Service Delivery

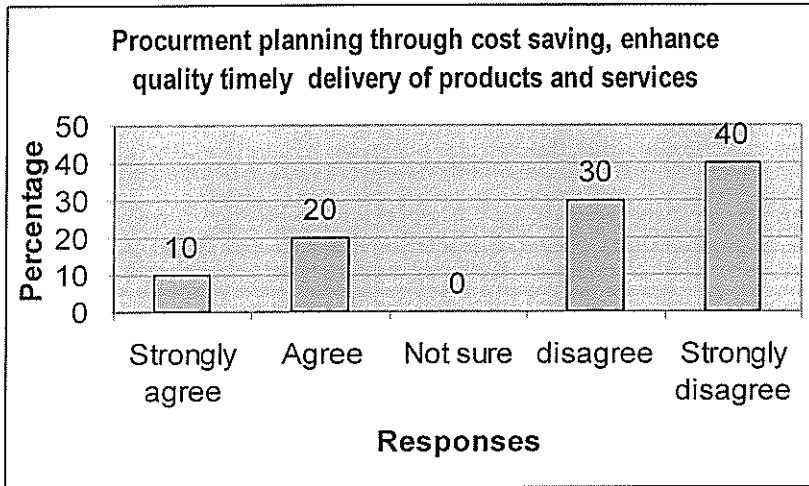


Table 4.5.1: Proper procurement planning for huge expenditure is an essential element of good procurement

Response	Percentage
Strongly agree	10
Agree	0
Not sure	10
Disagree	40
Strongly disagree	40

Source: Primary Data

From the table above 10% of the respondents strongly agreed that Proper procurement planning for huge expenditure is an essential element of good procurement, none agreed, 10% were not sure, 40% disagreed and 40% strongly disagreed. This therefore indicates that Proper procurement planning for huge expenditure is not an essential element of good procurement. This is in line with the findings of Busjeka (2008) who noted that the objective is to acquire quality goods and services through open and fair competition at the right time and place. Thus to attain, obtain the acquired goods and services requires accurate planning.

Figure 4.5.1: The graphical representation of proper procurement planning.

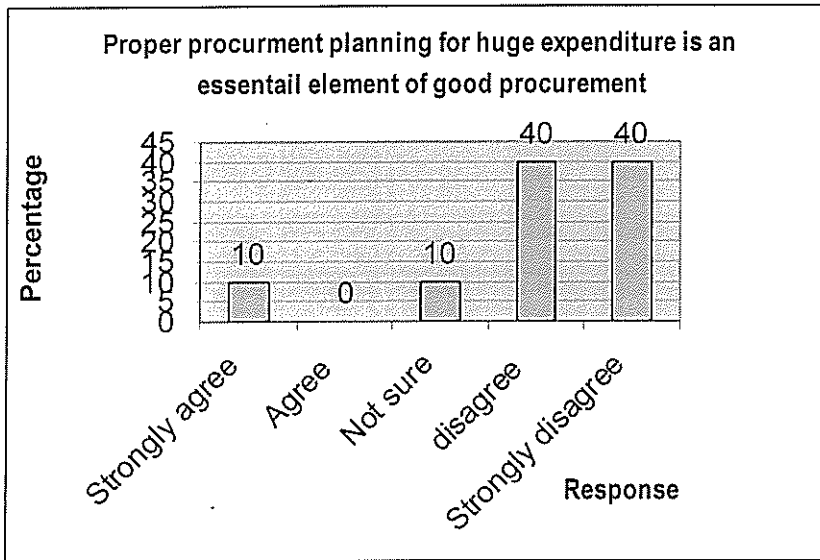


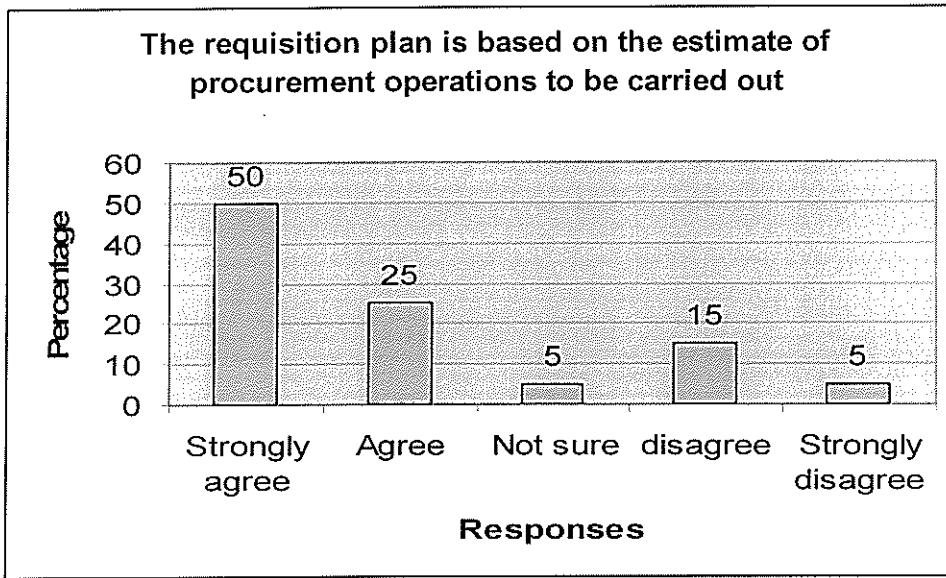
Table 4.5.2: The requisition plan is based on the estimate of procurement operations to be carried out

Response	Percentage
Strongly agree	50
Agree	25
Not sure	5
Disagree	15
Strongly disagree	5

Source: Primary Data

From the table above 50% of the respondents strongly agreed that the requisition plan is based on the estimate of procurement operations to be earned out. 25% agreed, 5% were not sure, 15% disagreed and 5% strongly disagreed. This therefore indicates that the requisition plan is based on the estimate of procurement operations to be carried out. This relates with the findings of (Procurement Assessment Report 2004) noted that While some procurement needs cannot be expected or anticipated, a requisition plan based on estimate is always better than no-plan at all because it will help in achieving effective and efficient service delivery as a whole.

Figure 4.5.2: The graphical representation of the above table on the requisition plan



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter involves discussion of the findings in relation to the study objectives, conclusion and then recommendations basing on the findings.

5.2 Summary of the findings

5.2.1 Relevance of Procurement Planning

Findings indicated that social and economic disruptions can be minimised and this assumes that there is full knowledge of the social, Economic, political and physical systems with in which political and physical systems with in which such development is operating.

Findings revealed that each country has its own economic, social, cultural and political environment, and each country's public procurement practitioners face different types of challenges, findings more revealed that procurement is a key to success for the expansion strategy in businesses.

5.2.2 Dimensions of Services Delivery

Findings indicated that customers do not buy goods or services in the traditional sense. They buy an offering and the value may consist of many components, some of them being activities (service) and some being things (goods). As a consequence, the traditional division between goods and services is long outdated.

Findings revealed that alternative concept to service productivity, called "servility" which allows them distinguish between the value of the service performance and the core benefit that is transferred. These ideas move the notion of service from the mechanical fulfilment of function in to the realm of entertainment, and give the customer a more active appreciative or selective role, far beyond that of passive substrate.

Findings indicated that to perform innovative resourcing, systems and processes must be established that encourage resource sharing between firms and identify specialized expertise, innovative technology, and low cost labour-'regardless of location.

Findings revealed that many institutions find themselves creating one off solutions to address every client request. The challenge is to turn these one off projects into a packaged offering that is repeatable, efficient, and transferable throughout the institution and to other clients.

5.2.3 Procurement Planning and Services Delivery

Findings indicated that through procurement planning the firm can acquire competitive advantage through quality goods and services supplied timely delivery of the acquired products and costs reduction since purchase are budgeted. This therefore enhances good service delivery with in and institution.

Findings revealed that the objective is to acquire quality goods and services through open and fair competition at the right time and place; Thus to attain or obtain the acquired goods and services requires accurate planning.

Findings indicated the requisition plan is based on the estimate of procurement operations to be carried out. This relates with the findings of (Procurement Assessment Report 2004) noted that While some procurement needs cannot be expected or anticipated a requisition plan based on estimate is always better than no plan at all because it will help in achieving effective and efficient service delivery as a whole.

5.3 Conclusion

After carrying out of the study on the topic Procurement planning and service delivery: a case of Inspectorate of Government, data was first collected analysed to be in a suitable format, this data analysed though the use of statistical methods to ease the interpretation. The findings of the study were both from primary and secondary sources, the data from the different sources were collected and analysed independently and later the findings from the two sources were compared to test for any relationship, it was found out that there exists a high relationship between the two variables in the study that is procurement planning and service delivery.

5.4 Recommendations

The Inspectorate of Government needs to use automated means of procurement that is Electronic purchasing and this will greatly reduce the expenses and increase cost savings in the process.

The Inspectorate of Government needs to Evaluate the procurement process ensures that the system improves all the time and loopholes are identified in the evaluation process should comprise several components of bench making to ensure that the institution remains competitive.

The Inspectorate of Government should train and educate all employees with procurement skills so as to be aware of any loopholes within the process, Continuous Education and training can enhance the ability of individuals to perform in this better, enabling employees to make better decisions, adapt to change while increasing efficiency, quality, and productivity among others.

The Inspectorate of Government needs to implement efficient technology systems, State of the art technology should be used to tighten the linkages between procurement and supply. This can only be done through the use of electronic data interchange (EDI). EDI allows for the electronic transfer of business documents between or within a institution thus making transactions easier and quicker. EDI can also improve procurement productivity, reduce costs and enhance external relationship.

5.5 Areas for Further Research

Further research should be carried out on the following:

- * The effects of procurement planning on service delivery in The Inspectorate of Government.
- * Evaluation of procurement planning strategies' on service delivery in Inspectorate of Government

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Appendix 1: Questionnaire

Dear respondents,

This survey is intended to provide data on the impact of procurement planning on the services delivery in the inspectorate of Government. The information provided is purely for academic purposes and is to be treated with utmost confidentiality. I request your cooperation in filling these questionnaires.

Section A: personal Data

(Tick as appropriate)

1. Sex

Male Female

2. Age

18-25 years 26-35 years 6-50 years above 50 years

3. Number of years you may have spent in the organization employment

Less than one year 1-5 Years 3-4 Years above 9 years

4. Highest level of education attained

Certificate Diploma Degree Professional Qualification

Masters PhD

SECTION B: RELEVANCE OF PROCUREMENT PLANNING

5. Develop and public infrastructure can be implemented in an atmosphere of complete harmony

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

6. Procurement practitioners have to acknowledge planning as the only way to minimize challenges in the procurement process

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7. Procurement planning enables a firm to evaluate its procurement performance basing on its set targets

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

8. Procurement system helps public institutions to consolidate data to enable procurement of various goods

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

9. Procurement plan provides greater efficiency in the buying process

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

10. Procurement plan provides greater efficiency in managing indirect operating expenses

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

SECTION D: RELATIONSHIP BETWEEN PROCUREMENT PLANNING AND SERVICE DELIVERY

15. Procurement planning through cost saving, enhance quality timely delivery of products and services

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

16. Proper procurement planning for huge expenditure is an essential element of good procurement

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

17. The requisition plan is based on the estimate of procurement operations to be carried out

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Do you have any other area of concern or recommendations that you may like to suggest?