

The Impact of Procurement Planning on the Service Delivery in the Inspectorate of Government of Kampala, Uganda

Abraham Konneh

Department of Procurement and Marketing Kampala International University, Uganda

ABSTRACT

The study examines the relevance of procurement planning and service delivery in the government inspectorate. The study revealed a strong correlation between the two variables, procurement planning and service delivery. In this light, the study calls for the Inspectorate of Government to use an automated means of procurement, which is electronic procurement, and this will greatly reduce expenses and increase cost savings in the process. More so, to continuously improve the system and identify loopholes in the evaluation process, the Inspectorate of Government must evaluate the procurement process. This should comprise several components of bench-making to ensure that the institution remains competitive. Furthermore, the Inspectorate of Government should train and educate all employees with procurement skills so that they are aware of any loopholes in the process. Continuous education and training can enhance individuals' ability to perform in this way, enabling them to make better decisions and adapt to change while increasing efficiency, quality, and productivity, among other things. Finally, the Government Inspectorate must implement efficient technology systems. The use state-of-the-art technology to strengthen the connections between procurement and supply. Only electronic data interchange (EDI) can achieve this. EDI allows for the electronic transfer of business documents between or within an institution, thus making transactions easier and quicker. EDI can also improve procurement productivity, reduce costs, and enhance external relationships.

Keywords: Government, Impact, Organizations, Procurement planning, Service delivery

INTRODUCTION

Procurement planning is one of the primary functions of procurement, with the 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 acquisition process for organizations. Despite its significance, only a limited amount of scientific research has explored how procurement planning efforts can enhance service delivery [1]. In 1997, Uganda initiated procurement reforms that culminated in the enactment of the Public Procurement and Disposal of Public Assets (PPDA) Act, 2003 [2]. It established a procurement framework that aimed to accomplish several goals. In Uganda, never before has there been a greater interest in the management and planning of public procurement than there is today. Its management now appears on the agenda of researchers, academic policymakers, and practicing managers. The government's procurement processes undoubtedly involve significant expenditures. Procurement is now one of the top items that consume public money. According to Witting (1999, p. 8), estimates suggest that the procurement market in Africa could hold between US\$30 and US\$43 billion, with procurement accounting for 70% of total expenditure in Uganda by 2005 [3]. Issues throughout the entire procurement process, including defining needs, creating bid documents, fostering transparency and competition in the announcement and bid evaluation processes, and selecting contract stops or supervisors, can lead to efficient use of funds[4]. However, poor procurement planning clearly has negative effects, as it heavily influences the success of the subsequent procurement process. 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 preparing 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 impact on service delivery in the government inspectorate amidst declining government budgets and expectations to do more with less[5, 6]. The annual sector expenditure program needs to incorporate a procurement plan to improve financial stability. Procurement, once considered a clerical task, has now positioned itself among organizational functions, and its management is becoming increasingly critical for any organization's well-being [7]. Traditionally viewed as a

<https://rijournals.com/law-communication-and-languages/>

clerical and reactive task, procurement has now become a core organizational function, with its management becoming increasingly critical to the well-functioning of any organization. Procurement is becoming more important at the local level, along with decentralization and the increasing range of functions performed by local governments in most countries [8]. Poor governance has been one of the major stumbling blocks to the economic development of Africa. It is evident that many African countries have not given 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 [9]. Government departments in a number of African countries have procedurally embraced the influence of new public management (NPM) principles in the functioning of the public sector.

According to the [10] 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 also serves as Uganda's national ombudsman. Established in 1986, the Inspectorate of Government has extensive powers of investigation, arrest, and prosecution in its responsibility to combat corruption and abuse of office, as well as enforcing the Leadership Code of Conduct. The procurement and disposal unit in the Inspectorate of Government is responsible for procurement planning. The Government Inspectorate forwards requests from various directorates to the procurement and disposal unit. The procurement and disposal unit therefore approves or rejects the various requisitions. Consequently, the inspectorate incorporates the government inspectorate's statement into its own policy statement. In its policy statement, the Government Inspectorate includes requirements. Due to limited resources, we procure items on a quarterly basis, giving priority to the most pressing items or services [11]. In a developing country such as Uganda, having an effective procurement planning system will continue to pose challenges 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 diverse political ideologies, religious differences, economic expectations from the procurement function, etc., and all of these have a direct impact on the success of procurement planning [6]. Procurement is a newly emerging academic discipline in Uganda, leading to a lack of scholarly work on procurement planning. Public procurement and disposal reports are the only sources of data available. Authority and other government audit institutions. There is very little systematic research on the entire procurement process and its implications for service delivery. Therefore, the purpose of this investigation is to establish the impact of procurement planning and service delivery in the Inspectorate of Government.

Procurement Planning

According to Shipman et al. (2006), procurement planning is the process of identifying an entity's procurement needs, as well as the timing of their acquisitions and funding, to ensure an efficient operation [6]. The process of procurement planning aims to achieve an enterprise's mission and objectives by aligning its resources with opportunities and threats in the business environment [12]. Planning ideals advocate for the implementation of development and public infrastructure in a harmonious atmosphere, minimizing environmental, social, and economic disruptions. This approach assumes a comprehensive understanding of the social, economic, political, and physical systems within which such development operates [13]. In a developed or developing country, public procurement practitioners must acknowledge that planning is the only way to minimize challenges 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 [14]. Procurement begins with the planning decision to make the purchase, which will first determine whether the particular goods or services are necessary, ensure that the purchaser has the legal power to carry out the transaction, obtain any necessary approvals within the government hierarchy, and arrange the necessary funding [15]. 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 [16]. The 2004 World Bank country procurement assessment report (p. 42) summarized the consequences of a lack of procurement planning as failure to timely meet the actual needs of users, failure to achieve the advantages of scale and bulk purchasing, failure to meet packaging and timing requirements, and failure to utilize resources to achieve value for money. Procurement planning plays a crucial role in almost all countries, as evidenced by its scale, role in service delivery, and amount of money spent on existing practices. Countries have proven their ability to achieve significant savings by enhancing their procurement function, as evidenced by competitions [17]. The PPDA Act 2003, Section 58, stipulates that the procurement and disposal unit shall plan the procurement activities of the procuring and disposal entity. The unit must rationally plan the procurement activities to prevent emergencies, ensure value for money, integrate the procurement budget, and minimize costs within the entity. Procurement planning encourages agencies to adopt a long-term and strategic view of procurement direction as entities develop internal procurement procedures and policies that closely link with their business output and government objectives [8]. According to Changalima and Mdee [18], procurement planning enables a firm to

<https://rijournals.com/law-communication-and-languages/>

evaluate its procurement performance based on its set targets. They may include electronic procurement, supplier sourcing, cost reductions, and value for money. According to Benito[19], who is now running three successful stake-board stores in Southern California, procurement is a key to success for business expansion strategies. The European Commission[20] urged that procurement systems help companies consolidate data to enable the procurement of various goods, direct or indirect, adding that these data enable them to go into (or make) purchases on which suppliers extend handsome discounts. Procurement provides greater efficiency in the buying process. This suggests that automating various aspects of the purchase cycle boosts efficiency, and consolidating the entire process into a single system simplifies tracking from start to finish. Procurement provides greater efficiency in indirect operating expenses. This is advantageous for maintenance, repair, and other operating equipment.

Service Delivery

The PPDA Act 2003 defines 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 that incidentally exceed the value of those services. Economists have clearly developed the term 'services' to refer to an industrial sector that performs tasks for you rather than producing goods [21]. Service delivery includes those activities that involve the direct provision of a service that meets the needs of an individual client [22]. People often describe services as intangible, viewing their output as an activity rather than a tangible object. This distinction is not clear because much "service" output has a substantial tangible component. Thus, the question of whether services are different from manufactured goods might better ask what proportion of service components a given offering contains. [23], 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 which are activities (services) and others are things (goods). As a result, the traditional distinction between goods and services is long overdue [23]. Service processes, which involve delivery performance, have significant implications for service productivity and quality. Gummerus [24] suggests that educating customers to participate more productively can lead to more benefit from the server's skills. Suh et al.[25] propose a concept of "servility" as an alternative to service productivity, allowing service providers to differentiate between the value of service performance and the transferred core benefit. In procurement procedures, service quality is always considered, as Mswaka et al.[26] state that to contract with the public sector, one must make a strong case for the work they do and why the public sector should pay for it. Service providers must ensure that their work complements and supports public service delivery. Customer satisfaction can be a substitute for service quality, consisting of three components: expressive, instrumental, and access cost. Maxham [27] questions the relationship between service quality and satisfaction, arguing that satisfaction is the result of a specific service experience. Service quality is defined as the customer's overall perception of a company's service, which gradually accumulates as the customer experiences a series of separate service incidents. Reliability is another dimension that customers consistently rank the importance of Schultheiss et al.[28] demonstrated that reliability was the most important dimension, while empathy, a combination of understanding and access, was the least important across a seemingly wide array of service types. As service providers tend to reposition their service offer along the chosen variable, they must be aware of the fact that the expectations of their customers might have changed due to the new promise and structure of the service offer. Tangibility is more important for services with more tangible actions, and the significance The focus of services has shifted from individuals to assets, with reliability and assurance being more important for intangible services. The importance of pricing and empathy is also higher for processing services. However, terms like safety, security, reliability, credibility, assurance, location, and accessibility can be used interchangeably. Resourcing and partnering are crucial aspects of professional services firms, focusing on talent resourcing and allocating resources efficiently. Innovation in resourcing involves drawing on external talent while using internal resources efficiently. Establishing systems and processes that promote resource sharing and identifying specialized expertise, innovative technology, and low-cost labor is essential for winning business and managing projects. 71% of professional services firms value their partnerships with other service providers, gaining a distinct advantage by meeting various client needs quickly and efficiently. Innovative firms rely on technology to identify and deploy suitable partners, subcontractors, and offshore resources. Packaging is another trend in service delivery innovation, allowing firms to deliver services in an ad hoc manner or in structured yet flexible ways. Productization, a subset of packaging, combines people, intellectual property, technology, software, products, and consulting, achieving substantial efficiencies and higher resource utilization.

METHODOLOGY

Research Design

In the cross-sectional study design, we used quantitative data analysis to gain an in-depth understanding of procurement planning and service delivery in the Inspectorate of Government.

Sample size and population

The Inspectorate of Government had a population of 50 senior-level managers, middle-level managers, and junior-level managers. We used the formulas provided by Krejcie and Morgan (1970) to select a sample of 44 respondents. This consisted of 4 top-level managers, 14 middle-level managers, and 26 low-level managers.

Sampling Design and Procedures

The Inspectorate of Government used purposeful sampling to gather information from top-level, middle-level, and low-level managers. Additionally, the Inspectorate of Government used simple random sampling to limit the bias of purposeful sampling.

Data collection methods

Here, the researcher prepared questionnaires with closed-ended questions to present to the respondents. Unlike tabular responses, which require respondents to fill in tables to address areas, questions allow people to choose from the alternative responses provided. During the question formulation and wording, the researcher ensured that every question was clear. Data collection instruments, such as self-administered questionnaires, consisted of closed-ended questionnaires because they were the quickest method and most reliable for wide literature. We designed self-administered questionnaires using a Likert scale and distributed them to employees of the Inspectorate of Government, who completed them within the research period.

RESULTS

Table 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

According to the table above, 30% of the respondents were under 25 years old, 50% were between 25 and 34 years old, and they constituted the majority. 11% were between 35 and 45 years old, and 9% were more than 45 years old. The age bracket determines the behavior and character of the person. According to the above analysis, the Inspectorate of Government relies more on the labor force in the age bracket below 45 years old. This indicates that there are few employees who can handle managerial positions and provide top management leadership. Because they are still young, the majority lack experience. The age bracket comprises people who are always unstable at work and those who want to get rich quickly.

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

Table 3: Time Duration spent at the Inspectorate of Government.

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

Source: Primary data

According to the table above, 20% of respondents had spent time with the Inspectorate of Government between 3 years, 10% between 4 and 6 years, and 50% between 7 to 9 years, and 20% above 9 years. The majority of the employees are still new to the organization and lack experience in procurement planning and service delivery, while some have experience but lack training.

Table 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.

Table 5: Development and Public Infrastructure can be implementing in an atmosphere of Complete Harmony.

Response	Percentage
Strongly Agree	80
Agree	20
Not Sure	
Strongly Disagree	
Disagree	

Source: Primary Data

According to the table above, 80% of the total respondents strongly agreed that development and public infrastructure can be implemented in a state of complete harmony. 20% agreed, and none disagreed. Therefore, we can implement development and public infrastructure in an atmosphere of complete harmony. UK Digital Strategy[29] noted that minimizing social and economic disruptions assumes full knowledge of the social, economic, political, and physical systems operating within such development.

Table 6: 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

According to the table above, 11% of all respondents strongly agreed that procurement practitioners must acknowledge planning as the only way to minimize challenges in the procurement process; 20% agreed; 9% were not sure; 9% disagreed; and the majority strongly disagreed. This indicates that procurement practitioners do not recognize planning as the only way to minimize challenges in the procurement process. This relates to the findings of [26] noted that each country has its own economic, social, cultural, and political environment, and the country's public procurement practitioners face different types of challenges.

Table 7: Procurement planning enables affirm 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

According to the table above, 59% of respondents strongly agreed that procurement planning enables a firm to evaluate its procurement performance based on its set targets. 30% agreed, 11% were unsure, 0% disagreed, and 0% strongly disagreed. This therefore indicated that procurement planning enables a firm to evaluate its procurement performance based on its targets; this is in line with the findings of [30] who noted that procurement is key to success for the expansion strategy in businesses.

Table 8: 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

According to the table above, 70% of all respondents strongly agreed that people frequently describe services as intangible and view their output as an activity rather than a tangible object; 20% agreed, 10% were unsure, and none disagreed. Therefore, this suggests that people often describe services as "intangible," viewing their output as an activity instead of a tangible object. This is in line with the findings of Gummesson [31], 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 which are activities (services) and others are things (goods). As a result, the traditional distinction between goods and services is long outdated.

Table 9: 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

According to the table above, 45% of the respondents strongly agreed that service processes consisting of delivery plus performance have important implications 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 consisting of delivery plus performance have important implications for notions of service productivity. Moio[32] argued that "servility," an alternative concept to service productivity, distinguishes between the value of service performance and the transferred core benefit. These ideas move the concept of service from the mechanical fulfillment of function into the realm of entertainment, giving the customer a more active, appreciative, or selective role than that of a passive substrate.

Table 10: Allocating scarce resources to project at the heart of any professional services firm optimal resourcing

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

Source: Primary Data

According to the table above, 35% of respondents strongly agreed that allocating scarce resources to projects at the heart of any professional services firm is optimal talent resourcing; 40% agreed, 5% were not sure, 0% disagreed, and 0% strongly disagreed. As a result, allocating scarce resources to projects is at the heart of any professional services firm's optimal resourcing. [33], argued that in order to perform innovative resourcing, firms must establish systems and processes that encourage resource sharing, identify specialized expertise, innovative technology, and low-cost labor, regardless of location.

Table 11: 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. 5% were unsure, 10% disagreed, and 10% strongly disagreed. As a result, 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 Nguyen[34] 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.

Table 11: 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 savings enhances the quality and timely delivery of products and services; 20% agreed, 30% disagreed, and 40% strongly disagreed. This demonstrates that cost-saving procurement planning does not improve the quality and timely delivery of products and services. [35], argued that through procurement planning, a firm can gain a competitive advantage by supplying quality goods and services, ensuring timely delivery of acquired products, and reducing costs through budgeted purchases. Good service delivery within the organization therefore enhances the overall performance.

Table 12: 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 expenditures is an essential element of good procurement; none agreed, 10% were not sure, 10% were not sure, 40% disagreed, and 40% strongly disagreed. As a result, procurement planning for large expenditures is not an essential component of good procurement. This is in line with the findings of [36], who noted that the objective is to acquire quality goods and services through open and fair competition at the right time and place. Thus, obtaining the acquired goods and services requires accurate planning.

Table 13: 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 procurement plan is based on the estimate of procurement operations to be carried 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 to the findings of [37] who noted that while some procurement needs cannot be anticipated or anticipated, a procurement plan based on estimates is always better than a plan at all because it will help in achieving effective and efficient service delivery as a whole.

DISCUSSION

Findings suggest that we can minimize social and economic disruptions, provided we fully understand the social, economic, political, and physical systems that underpin such development. Findings equally 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 revealed that procurement is a key to success for business expansion strategies. 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 which are activities (services) and others are things (goods). As a result, the traditional distinction between goods and services is long outdated [38]. The study discovered an alternative concept to service productivity known as "servility," which enables them to differentiate between the value of service performance and the transferred core benefit. These ideas move the notion of service from the mechanical fulfillment of function into the realm of entertainment, giving the customer a more active, appreciative, or selective role far beyond that of a 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 labor, regardless of location. Findings revealed that many institutions are 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. Findings indicated that through procurement planning, the firm can acquire a competitive advantage through quality goods and services supplied, timely delivery of the acquired products, and cost reduction since purchase. As a result, the institution's service delivery improves. 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 acquire the goods and services requires accurate planning. The requisition plan is based on an estimate of the planned procurement operations, according to the findings. This aligns with the findings of [37] who highlighted that, despite the unpredictability of some procurement needs, a requisition plan based on an estimate is preferable to none at all, as it aids in achieving effective and efficient service delivery.

CONCLUSION

The study revealed a strong correlation between the two variables, procurement planning and service delivery. It is in this light that the study calls for the Inspectorate of Government to use an automated means of procurement, which is electronic procurement, and this will greatly reduce expenses and increase cost savings in the process.

RECOMMENDATIONS

To continuously improve the system and identify loopholes in the evaluation process, the Inspectorate of Government must evaluate the procurement process. This 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 that they are aware of any loopholes in the process. Continuous education and training can enhance individuals' ability to perform in this way, enabling them to make better decisions and adapt to change while increasing efficiency, quality, and productivity, among other things. The Government Inspectorate must implement efficient technology systems. We should use state-of-the-art technology to strengthen the connections between procurement and supply. Only electronic data interchange (EDI) can achieve this. EDI allows for the electronic transfer of business documents between or within an institution, thus making transactions easier and quicker. EDI can also improve procurement productivity, reduce costs, and enhance external relationships.

REFERENCES

1. Public Procurement and Disposal of Public Assets Act. | FAOLEX, <https://www.fao.org/faolex/results/details/en/c/LEX-FAOC153125/>
2. Role of PPDA - The Public Procurement and Disposal of Public Assets Authority, <https://www.ppda.go.ug/about-us/role-of-ppda/>
3. A Taxonomy of Approaches for Promoting Smes Access to Public Procurement Market, https://www.researchgate.net/publication/262561424_A_TAXONOMY_OF_APPROACHES_FOR_PROMOTING_SMEs_ACCESS_TO_PUBLIC PROCUREMENT_MARKET
4. Corruption in Public Procurement in Uganda: What to Do?, https://www.researchgate.net/publication/342551254_Corruption_in_Public_Procurement_in_Uganda_What_to_Do
5. Assessment of the Effects of Procurement Planning Processes on Performance of Construction Contracts in Local Governments in Uganda, https://www.researchgate.net/publication/347973892_Assessment_of_the_Effects_of_Procurement_Planning_Processes_on_Performance_of_Construction_Contracts_in_Local_Governments_in_Uganda
6. Procurement planning and accountability of local government procurement systems in developing countries: Evidence from Uganda,

<https://rijournals.com/law-communication-and-languages/>

- https://www.researchgate.net/publication/284674023_Procurement_planning_and_accountability_of_local_government_procurement_systems_in_developing_countries_Evidence_from_Uganda
7. Procurement, <https://en.wikipedia.org/w/index.php?title=Procurement&oldid=1213685357>, (2024)
 8. Procurement leadership: From means to ends, https://www.researchgate.net/publication/285981653_Procurement_leadership_From_means_to_ends
 9. Poor governance in Africa hampers progress | PSC Report, <https://issafrica.org/pscreport/psc-insights/poor-governance-in-africa-hampers-progress>
 10. Exploring the Effects of Corruption on Administration of Justice in Uganda, https://www.researchgate.net/publication/380693509_Exploring_the_Effects_of_Corruption_on_Administration_of_Justice_in_Uganda
 11. Corruption as a Violation of International Human Rights | European Journal of International Law | Oxford Academic, <https://academic.oup.com/ejil/article/29/4/1251/5320164>
 12. Procurement planning - ZPPA, <https://www.zppa.org.zm/procurement-planning>
 13. Malekpour, S., Brown, R., Haan, F.: Strategic planning of urban infrastructure for environmental sustainability: Understanding the past to intervene for the future. *Cities*. 46, 67–75 (2015). <https://doi.org/10.1016/j.cities.2015.05.003>
 14. Public Procurement – Supporting Responsible Business Conduct | Integrating Responsible Business Conduct in Public Procurement | OECD iLibrary, <https://www.oecd-ilibrary.org/sites/ebdf2788-en/index.html?itemId=/content/component/ebdf2788-en>
 15. What is Procurement & How to Improve Your Procurement Process, <https://tipalti.com/procurement-hub/procurement-process/>
 16. Procurement Process Flow & How to Optimize (The 2024 Guide), <https://kissflow.com/procurement/procurement-process/>
 17. The Effect of Procurement Practices on Service Delivery: A Case Study of VRA, Ghana, https://www.researchgate.net/publication/337870174_The_Effect_of_Procurement_Practices_on_Service_Delivery_A_Case_Study_of_VRA_Ghana
 18. Procurement skills and procurement performance in public organizations: The mediating role of procurementplanning, https://www.researchgate.net/publication/366737180_Procurement_skills_and_procurement_performance_in_public_organizations_The_mediating_role_of_procurement_planning
 19. A Theory of Purchasing's Contribution to Business Performance | Request PDF, https://www.researchgate.net/publication/223996019_A_Theory_of_Purchasing's_Contribution_to_Business_Performance
 20. Special report 28/2023: Public procurement in the EU, <http://www.eca.europa.eu/en/publications/sr-2023-28>
 21. Service Sector: Place in Economy, Definition and Examples, <https://www.investopedia.com/terms/s/service-sector.asp>
 22. The Nature of the Firm - Coase - 1937 - *Economica* - Wiley Online Library, <https://onlinelibrary.wiley.com/doi/full/10.1111/j.1468-0335.1937.tb00002.x>
 23. Productivity, quality and relationship marketing in service operations: A revisit in a new service paradigm | RequestPDF, https://www.researchgate.net/publication/265857076_Productivity_quality_and_relationship_marketing_in_service_operations_A_revisit_in_a_new_service_paradigm
 24. Value creation processes and value outcomes in marketing theory: Strangers or siblings?, https://www.researchgate.net/publication/274409253_Value_creation_processes_and_value_outcomes_in_marketing_theory_Strangers_or_siblings
 25. The Impact of Customer Education on Customer Loyalty Through Service Quality, https://www.researchgate.net/publication/280221807_The_Impact_of_Customer_Education_on_Customer_Loyalty_Through_Service_Quality
 26. Corporate governance practices and outcomes in social enterprises in the UK: A case study of South Yorkshire | RequestPDF, https://www.researchgate.net/publication/273105180_Corporate_governance_practices_and_outcomes_in_social_enterprises_in_the_UK_A_case_study_of_South_Yorkshire
 27. Maxham, J.: Service Recovery's Influence on Consumer Satisfaction, Positive Word-of-Mouth, and Purchase Intentions. *Journal of Business Research*. 54, 11–24 (2001). [https://doi.org/10.1016/S0148-2963\(00\)00114-4](https://doi.org/10.1016/S0148-2963(00)00114-4)
 28. Education expansion and high-skill job opportunities for workers: Does a rising tide lift all boats? *Labour Economics*. 82, 102354 (2023). <https://doi.org/10.1016/j.labeco.2023.102354>

<https://rijournals.com/law-communication-and-languages/>

29. UK Digital Strategy - GOV.UK, <https://www.gov.uk/government/publications/uks-digital-strategy/uk-digital-strategy>
30. Patrucco, A.S., Luzzini, D., Krause, D., Moretto, A.: What is the right purchasing strategy for your company? The fit between strategic intent, strategic purchasing, and perceived environmental uncertainty. *International Journal of Physical Distribution & Logistics Management*. 53, (2023). <https://doi.org/10.1108/IJPDLM-07-2021-0286>
31. Chapter 23. Exit services marketing -enter service marketing, https://www.researchgate.net/publication/233591431_Chapter_23_Exit_services_marketing_-_enter_service_marketing
32. Moisiso, O.-P.: *Essays on Radical Educational Philosophy*, (2009)
33. An Overview of Potential Labor-Saving and Quality-Improving Innovations in Long-Term Care for Older People | Request PDF, https://www.researchgate.net/publication/272186459_An_Overview_of_Potential_Labor-Saving_and_Quality-Improving_Innovations_in_Long-Term_Care_for_Older_People
34. Nguyen, C., Schinckus, C., Su Dinh, T., Chong, F.: The Influence of Tourism on Income Inequality. *Journal of Travel Research*. 60, (2020). <https://doi.org/10.1177/0047287520954538>
35. Mebrate, Y., Shumet, K.: Assessing the impact of procurement practice on organizational performance. *Cogent Business & Management*. 11, (2024). <https://doi.org/10.1080/23311975.2024.2315687>
36. Understanding the complexity of materials procurement in construction projects to build a conceptual framework influencing supply chain management of MSMEs, <https://www.tandfonline.com/doi/full/10.1080/15623599.2023.2267862>
37. Oluka, P., Basheka, B.: Determinants and constraints to effective procurement contract management in Uganda: a practitioner's perspective. *Int. J. of Logistics Systems and Management*. 17, 104–124 (2014). <https://doi.org/10.1504/IJLSM.2014.057983>
38. Razavi, S.: *The Political and Social Economy of Care in a Development Context Conceptual Issues, Research Questions and Policy Options*. (2007)

CITE AS: Abraham Komneh (2024). The Impact of Procurement Planning on the Service Delivery in the Inspectorate of Government of Kampala, Uganda. RESEARCH INVENTION JOURNAL OF LAW, COMMUNICATION AND LANGUAGES 3(1):51-61.