



library@chuka.ac.ke; www.chuka.ac.ke

EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY AT PUBLIC UNIVERSITIES IN KENYA

Kinyua J.K., Thogori M.N. & Wabwire, J.M.

jkathuru@chuka.ac.ke, mthogori@chuka.ac.ke, jmasinde@chuka.ac.ke

Citation

Kinyua J.K., Thogori

M.N. & Wabwire J.M. (2023) Effect of procurement planning on service delivery at public universities in Kenya In: Isutsa, D. K. (Ed.). *Proceedings of the Chuka University 9th Annual International Research Conference held in Chuka University, Chuka, Kenya from 24th to 25th November 2023, 568-576 pp.*

ABSTRACT

Procurement in Kenyan public universities has been recognized as essential in service delivery since it affects how goods are procured and ensures tenders are awarded at the right time to ensure smooth running of the university. However, this has not been the case because even though most of the public procurement reforms have been achieved and procurement policies and institutions are in place, the level of quality service delivery by the universities is still low. This study therefore sought to determine the effect of procurement planning on service delivery among public universities in Kenya. This study was anchored by agency theory, resource-based theory and knowledge-based theory. Descriptive research design was used. Primary data was collected using questionnaire. The target population of the study was 31 public universities in Kenya. The study adopted census technique since the population is small in size. A total of 31 Head of procurement department were the respondents. A multiple regression model was employed to bring out the effect of each independent variable on the dependent variable with the aid of Statistical Package for Social Sciences (SPSS) version 25.0. The hypotheses of the study were tested using t-test while the overall significance of the model was tested using F-test at 5% level of significance. The study established a positive significant effect of procurement planning on service delivery with regression coefficient 0.591 with a p-value 0.000. The study concluded that procurement planning had a significant effect on service delivery of public universities in Kenya and recommends that firms should do timely procurements. This study contributes to procurement discipline by providing a model that captures procurement planning aspects and measuring their effect on service delivery. Based on the study findings it is recommended that companies should encourage implementation of procurement planning for the business needs at an early stage.

Keywords: Procurement Planning, Service Delivery and Public Universities

INTRODUCTION

Procurement planning is the process of identifying and consolidating requirements and determining the time frames for their procurement with the aim of having them as and when they are required (Basheka, 2008). It is a crucial step that provides the groundwork for later procurement activities. Kabega (2016) asserts that the contribution of procurement planning is determined by the quality, delivery, cost and flexibility that influences a company's competitiveness to meet customer needs. According to Brown and Hyer (2010), planning entails identifying the primary goal, defining the scope, and determining the target audience. The function of procurement planning is to determine what to buy, when to buy it, and where to procure it. Proper procurement planning ensures the provision of products and services in accordance with stated and budgeted costs, depending on customer needs thus enhancing efficient service delivery. The Industry Manual (2008) defines the procurement plan as a budgeting tool which should be created by user departments with the intention of preventing or reducing votes in the budgets of the businesses and ensuring that procurement does not continue until they are funded.

The consequences of a planning miscalculation in procurement are extensive on the entire function of the organization and ultimately has a detrimental effect on the functioning of the institution. The decision to concentrate on public universities is inspired by the fact that they all have procurement departments which are regulated by the Public Procurement Asset and Disposal Act 2015 (PPADA) and thus carry out major procurement functions in the organization like procurement planning to ensure service delivery. Munene (2017) contends that procurement planning's significance to aiding effective and providing public sector organizations with efficient services is generally irreversible both in industrialized and developing nations. Njeru (2014) says that effective procurement planning is a critical way to identify the appropriate services to be provided to the public and to raise the degree of service provision that can be realized for the local population. Public universities have been faced by various challenges in procurement process. Poor procurement planning would make the public procurement process more time consuming, inefficient and costly thereby hampering the provision of services to the customers.

Service delivery refers to the process of satisfying customers' need in the right place, at the right time and at the right price (Mabitsela, 2012). It is a set of recommendations for the planning, designing, developing, deploying, operating, and eventually retiring of service delivery systems (Mabitsela, 2012). According to Angelova et al. (2011), service delivery was evaluated based on the level of customer satisfaction and the quality of the provided services. In the current study, service delivery was evaluated based on the degree to which students were satisfied with the services that were provided by the university, timely delivery, and the effectiveness of the quality education that was provided by the lecturers. It is expected of the procurement department to supply their services by ensuring that they pay their suppliers on time, that they offer tenders fairly, that they evaluate their suppliers objectively, and that they plan for every action that involves the procurement of goods.

Kiagi (2013) did research for the purpose of identifying the elements that influence procurement performance using the Ministry of Energy as a case study. He discussed his findings in his article. The findings of the survey indicate that public

procurement is becoming more prevalent all the time. As a consequence of this, public entities have a responsibility to prepare how they will oversee the entirety of the program. According to the findings, the design of the procurement process had a substantial impact on the performance of the purchase. The degree of diversity in procurement success can be attributed to a number of factors, including but not limited to planning, resource allocation, personnel competence, and contract administration.

Onyango (2014) examined the Mombasa Law Court's procurement planning and institutional efficiency as part of his research. The goal of this study was to evaluate the impact that strategic procurement planning has on the operation of public institutions, with a particular emphasis on specified goals, cost estimates, needs analyses, and quality standards. The PPDR, the PPOA guideline, and the procurement models served as the foundation for this investigation (2006). The resource-based theory served as the foundation for this investigation. In the study, a descriptive research design was utilized, and a technique of simple random sampling was utilized, in order to obtain a sample size representative of 60 employees. There was a considerable and powerful connection between performance and the planning of acquisitions. In the aforementioned research, a simple random sampling method was utilized, but the census method was utilized in this investigation. In a 2014 study by Apiyo and Mburu, they investigated elements that influence procurement planning in Kenya county governments. using Nairobi City County as a case study in order to provide recommendations for effective procurement planning. The study sought to determine how budgeting practices, employee competency, Management assistance and ICT technologies have an impact on the procurement planning process. All 103 members of the procurement department's workforce received questionnaires as part of a census. Self-administered questionnaires were utilized to gather the data. Both numerical and theoretical techniques were utilized to analyze the data that had been gathered. The results of the investigation show, poor management support, lack of ICT resources, and budgeting practices have an impact on procurement planning. This study used a huge representative sample while the current research used a small representative sample to check whether the results would differ.

According to Shiundu and Rotich (2014), evaluating or assessing the effectiveness of procurement specialists has been an issue that has continually proved difficult. There are two categories of words that are defined in the procurement system. These two categories include non-procurement goals and terms of purchase. The primary purposes of purchasing rules are to protect the system's integrity and competitiveness while at the same time reducing the amount of risk that is incurred financially and operationally. Generally speaking, the economic, social, and political policies of the system are reconsidered to be non-purchasing reasons. Ouma and Kilonzi (2014) came to the conclusion that resource planning is important and has an influence on public entity procurement. Resource planning plays a significant role in determining how a procurement process will go about its business. Ouma and Kilonzi (2014) came to the conclusion that resource planning is important and has an influence on public entity procurement.

Willy and Njeru (2014) investigated the ways in which logistics management impacted the efficiency of procurement, the influence of procurement plan adherence in state-owned companies, and the impact of the portfolio of procurement management on procurement performance. The use of simple stratified random sampling allowed for the selection of a sample size of forty respondents from the sample frame. Questionnaires were used throughout the collection process to gather primary data. In addition to this, they investigated the effects that portfolio management had on the overall performance of the procurement process. In the study, descriptive statistics were utilized, and the data were analyzed using a combination of qualitative and quantitative approaches. Diagrammatic presentation of the data was achieved through the use of pie charts and graphs as well as tables. According to the findings of the research, there is a good connection between the availability of a procurement portfolio, effective management of logistics, and following procurement plans. This connection was found to have a positive impact. This data adds credibility to the premise that there is a strong association between procurement planning and procurement performance. Specifically, this finding suggests that there is a positive correlation between the two. The fundamental objective of the strategy for the procurement process is to devise ways to make use of the resources that are already at one's disposal in order to accomplish one's desired outcomes regarding the procurement process.

According to Davis (2014) he investigated how Kenya Power's procurement methods affected the provision of services by the government with an emphasis on Kenya Power. The purpose of the study was to evaluate procurement practices influencing service delivery in the public sector with focus on the provision of electricity: A case study of Kenya Power. Methodology used in the study was a case study with a focus on Kenya power. Stratified sampling technique was used to select a representative sample from a target population of 160 employees with a sample size of 100 respondents. Socio-economic and institutional theories served as the foundation for the research. The study's goals were to determine how procurement policy affected the delivery of services, assess how procurement planning affected service delivery, and assess how maintainable procurement practices affected delivery of services. Kenya power is the focus of the study's case study technique. 71% of the respondents responded to a combination of an interview and a Likert-scale survey. Excel and SPSS software were employed for gathering and analyzing data., along with descriptive statistics. The results showed that: Procurement planning does not address during ownership expenses as was stated by 39.4% of respondents; Procurement rules

and regulation are not flexible and impair the effectiveness of procurement operations. The results also showed that

59.1 percent of respondents agreed that although the company has a green policy in place, implementation is limited by the organization's culture and financial restrictions. Many of these studies looked at how procurement planning affected performance, thus current research is needed to find out how procurement planning affected service delivery at Kenya's public institutions using census technique.

Anane et al., (2019) carried out a research on the effect of procurement practices on service delivery: a case study of VRA, Ghana. This study was conducted to determine the effect of procurement policy, procurement planning and sustainable procurement on service delivery. The study employed a quantitative research approach and explanatory design. The target population for the study was staff and management of the Volta River Authority. Structured questionnaire was used to gather primary data. The study used SPSS version 32.0 for the data analyses. The study found that 73.6% variations in service delivery were explained by Procurement Policy, Procurement Planning and Sustainable Procurement. The study found that Procurement Policy ($\beta=0.623$, $\rho=0.000 < 0.05$) are significant determinants of service delivery thus a unit change in procurement policy will result in 62.3% change in service delivery. Procurement Planning ($\beta = 0.027$, $\rho=0.080 < 0.05$) are significant determinants of service delivery thus a unit change in procurement planning will result in 2.7% change in service delivery. Sustainable Procurement ($\beta=0.39$, $\rho=0.000 < 0.05$) are significant determinants of service delivery. This study was carried out in Ghana while the current study was carried out in Kenya public universities

Chepkesis and Kieran (2018) looked at the example of Moi University to determine how procurement planning affected the performance of suppliers to public institutions. They came to the conclusion that planning has an effect on the value for money, improves quality, promotes the efficient use of resources, enables quick decision making, and promotes innovations as a way to solve problems and save time. As a result, the researchers came to the conclusion that procurement planning boosts the performance of suppliers in terms of service delivery. In a similar vein, Kibitz and Nero conducted research on the influence that strategic procurement planning has on the day-to-day operations of the Agricultural Development Corporation in Nairobi (2014). According to the findings of the study, there is a positive connection between institutional procurement and performance when there is a portfolio of procurement available, as well as when there is good logistical management and strict adherence to procurement strategies. According to the findings of the study, there is a significant connection between strategic institutional procurement planning and performance. The purpose of procurement planning is to use the available resources in the most effective way possible to achieve the overall procurement goals.

Kipkemoi (2017) on the influence that various procurement procedures have on the delivery of services within the public sector. The research design that was adopted was descriptive. 111 Portland Cement Company Ltd. was the target demographic for this campaign. Through the use of stratified sampling, we were able to obtain a sample size of 58. The data collected included both primary and secondary sources. The questionnaires were used in the collection of the primary data. Journal articles and yearly reports were used to compile the secondary data set. Participants in the study included individuals from the procurement officer section, stores, the operations officer section, and the payment department. According to the results of the research, procurement management methods had a favorable impact on service delivery. This previous research revealed a methodological hole, which the present investigation intended to solve by making use of the census methodology. Nyakoe (2017) an assessment of the effect of enhanced procurement practices on service delivery in public institutions in Kenya. The study used comparative study design. The target population of 214 was used. Primary data was collected using questionnaires. Data was analyzed using SPSS package. The findings of the study were that procurement management practices had a positive influence on service delivery. This study gave a conceptual gap as it used other aspects of procurement management practices such as procurement policy which are different from the current study.

An investigation by Maurice (2014) was carried out to evaluate the ways in which purchasing procedures affect service provision. In the context of this study, the approach that was utilized was a case study. The sample size was determined with the help of a process called stratified sampling. The number of employees who made up the target population was 160, and a sample size of 100 was chosen for the data collection. The primary data were collected through the use of questionnaires. The study came to the conclusion that procurement management methods had a favorable influence on service delivery based on the findings of the study. This previous research revealed a methodological hole, which the present investigation intended to fill by employing a census survey.

Changalima et al., (2020) investigated procurement planning as a strategic instrument for improving the efficiency of public procurement, gathering their data from the experiences of several public procuring organizations in the city of Dodoma Tanzania. The primary objective of the study was to investigate the impact that strategic procurement planning has on the efficiency of public procurement, drawing on the experiences of a selection of public procuring organizations in the city of Dodoma in Tanzania. Using a survey-based questionnaire, data were collected from 146 respondents who were purposefully chosen from several public procuring entities located in Dodoma city in the United Republic of Tanzania. These respondents were then analyzed using a binary logistic regression model. A cross-sectional design was chosen as the research method. According to the findings, the strategic function of procurement planning has a considerable influence on the efficiency of public procurement. The implementation of prepared procurement plans ($p = 0.039$), the involvement of

users as stakeholders and important institutional actors in public procurement ($p=0.033$), compliance to procurement laws and regulations when planning ($p = 0.016$), and adequacy of budget ($p = 0.042$) were tested to be significantly related to the efficiency of public procurement using the binary logistic regression model. We came to the conclusion that public procuring bodies can attain efficacy in public procurement through the use of procurement planning. The above study was carried out in Tanzania and focused on public procuring organizations with a sample size of 146 respondents while the current study was carried out in all public universities in Kenya comprising a representative sample of 31 respondents.

Basheka (2008) carried out a study on procurement planning and accountability of local Government procurement systems in developing countries: Evidence from Uganda. The purpose of this study was to investigate the connection between strategic procurement planning and the accountability of procurement systems used by local governments in Uganda. The findings are the result of an investigation that was carried out utilizing a correlation research design and which involved the participation of 99 local government stakeholders chosen from 11 Districts in Uganda. The information was evaluated using a technique called principal component factor analysis, the purpose of which was to determine the essential aspects of procurement planning and responsible local government systems in Uganda. As a consequence of this, a correlation study was carried out in order to determine the nature and degree to which the two variables were associated. The findings of this analysis are shown below. The research showed that there is a meaningful and beneficial connection between strategic procurement planning and responsible local government procurement systems in Uganda. This study showed that there was a positive relationship between procurement planning and procurement systems therefore there is need to investigate the effect of procurement planning on service delivery to check whether different results will be obtained.

Matasio (2017) conducted research on the impact of the Public Procurement and Asset Disposal Act of 2015 on the connection between procurement planning procedures and service performance in the road sector of state-owned businesses in Kenya. The purpose of this study was to determine whether or not the regulations imposed by the public procurement and asset disposal act had an effect on the connection that exists between procurement planning procedures and service delivery in Kenya State-Owned Corporations operating in the road sector. The research design utilized in this study was descriptive. The census method was used for the research, and all personnel who worked in the procurement departments of the three state corporations that operated in the public road transport sector were included in the study. We used structured questionnaires that contained both open-ended and closed-ended items. Both quantitative and qualitative approaches were utilized in the data analysis process. The qualitative data were examined using a method called content analysis, while the quantitative data were studied using a method called regression analysis. Both of these methods offered the chance to test the statistical link between the variables of the study. At the 5% significance level and the 95% confidence level, the study found that there was a statistical relationship between procurement planning practices (procurement plans, supplier integration, e-procurement, demand forecasting, and process evaluation) and service delivery among State-owned Corporations in the Public road transport sector in Kenya. The above study was carried out among state corporations in the road sector while the current study was carried out in public universities in Kenya to determine whether different results would be obtained.

A research project titled "Procurement Planning and Service Delivery in Local Government: A Case Study of Lira District and Municipality" was done out by Awanyo (2019). The primary objective of the research was to evaluate the connection between strategic procurement planning and efficient service delivery carried out by the procurement system used by local governments in Uganda, using a case study of the municipal and local governments located in the Lira District. The study was directed by the following three goals: The goal of this study is to determine whether or not the procurement planning process contributes to the efficient delivery of services, to investigate the procurement planning practices that contribute to the efficient delivery of services, and to investigate the connection between the value of procurement planning and efficient delivery of services. Both qualitative and quantitative approaches to research design were utilized throughout the course of the investigation. Employees from the district made up the target population, which totaled 170 people, and a sample of 130 of them was used (90.77% of them responded). The approach of cluster sampling was used, and then, within each cluster, both random and purposive sampling strategies were utilized in order to choose samples for this investigation. The use of structured questionnaires allowed for the collection of the necessary data. SPSS was used to perform an analysis on the quantitative data that was gathered. The results of the study indicate that there is a relationship that can be described as positive, strong, and significantly significant between service delivery and procurement planning. It is also possible to draw the conclusion that, of the three different constructs that fall under the umbrella of procurement planning (procurement planning process, practices, and value), the one that has the most influence on the enhancement of service delivery is procurement planning value, which will result in an enhancement of service delivery by 30.9%; this will be followed by the procurement planning process, which will result in an enhancement of service delivery by 20.9%; and finally, the procurement planning practice, which will result in an enhancement of service delivery by 17%. The aforementioned study established a positive relationship between procurement planning and service delivery thus creating a need for carrying out the current study to check whether different results will be found in examining effect of procurement planning on service delivery of public universities.

A study conducted by Makafu (2018) investigated the impact that strategic procurement planning had on the level of service that was provided by the Ntungamo District Local Government. The relationship between strategic procurement planning and improved service delivery in Ntungamo District Local Government was investigated in this study. The following specific goals served as the foundation for the research project: to evaluate the connection between identifying the needs of users and providing services; to determine the extent to which the methods of procurement chosen have an impact on providing services; and to determine the nature of the connection between procurement work planning and providing services at the Ntungamo District Local Government. The research strategy for this study was an across-sectional survey research design, and both qualitative and quantitative research methods were used in its execution. The number of respondents who would be included in the study was determined to be 149 by employing both probability and nonprobability methods. The use of questionnaires and interviews allowed for the collection of data. The findings of the study showed that the methods and processes of procurement planning have an effect on the delivery of services in the Ntungamo DLG. As a result, these methods and processes require an in-depth analysis before they can be implemented in order to achieve correct and efficient service delivery. As a result, it was reached the conclusion that procurement planning is an important activity in the local government that contributes to the delivery of services. As a result, top management must provide their full support, and a well-laid-out procurement plan must be in place to ensure that the procurement process is carried out without any hiccups. This is the only way that value for money can be achieved through the provision of effective services. The above study established a positive relationship between procurement planning and service delivery thus creating a need for carrying out the current study to check whether different results will be found in examining effect of procurement planning on service delivery of public universities

Objective of the Study

The objective of the study was to determine the effect of procurement planning on service delivery among public universities in Kenya.

H01: There is no statistically significant relationship between procurement planning and service delivery among public universities in Kenya.

METHODOLOGY

The study adopted descriptive research designs since it facilitated in choosing and grouping of the components and features of object. The study covered all the 31 public universities in Kenya. Census technique was used since the population was small. A questionnaire was used to obtain the primary data for this study. Inferential and descriptive statistics were utilized in the process of data analysis. In order to achieve the purpose of the study, further analyses involving simple and multiple linear regression were carried out with the help of the SPSS software version 28.0. Before beginning the analysis of the data, the assumptions of the linear regression model about multicollinearity, homoscedasticity, normality, and autocorrelation were put to the test.

RESULTS AND DISCUSSIONS

Procurement Planning and Service Delivery

Procurement planning was measured in terms of head of procurement views which were based on a five point Likert scale ranging from 1- strongly disagree to 5- strongly agree. Selected statements captured indicators of procurement planning according to the literature reviewed. The respondents were requested to indicate the extent at which they agreed or disagreed with the listed statements under procurement planning. Table 1 shows the results of descriptive statistics of procurement planning.

Table 1: Descriptive Statistics for Procurement Planning

Statement	N	Min	Max	Mean	Std. deviation
The business need is clearly defined by the responsible personnel in the unit /department	50	3.00	5.00	4.0800	.7783
Thorough needs assessment is undertaken by respective heads for goods and services needed	50	3.00	5.00	4.2000	.7825
Budget allocation is done to plan for	50	3.00	5.00	4.1600	.7656

procurement activities					
Procurement staff do procurements timely	50	3.00	5.00	4.1000	.7354
Procurement staff have access to procurement planning	50	3.00	5.00	4.1000	.7354
Procurement staff are familiar with procurement planning procedures	50	3.00	5.00	4.1600	.7656
Procurement staff prepare annual budgets sufficient for their department	50	3.00	5.00	4.1400	.7562
Aggregate	50			4.1343	.7599

Source: Primary Data (2022)

The finding presented in Table 1 show that on average head of procurements agreed with an aggregate mean of 5.00 on the various statements on the procurement planning mentioned as existed in public universities. According to extensive needs assessments conducted by the appropriate heads for the required goods and services, which notably differed from the mean for public universities, there was a standard deviation of 0.7825. The overall mean was 4.1343 and a standard deviation of .7599 implying that on average the respondents agreed that public universities in Kenya incorporated procurement planning.

Pearson Correlation between the Study Variables

Correlation determines the direction of a relationship between any two variables. Correlation was presented in Table 2. Table

42: Pearson Correlation between Study Variables

Variables	Service Delivery	Procurement Planning
Service Delivery	1	0.594
Procurement Planning	0.594	1

Procurement planning and Service delivery had a correlation coefficient of 0.594 with a p-value of $0.000 < 0.05$ thus indicating a statistically significant positive relationship between procurement planning and service delivery. This implies that an increase in a unit of procurement planning would result to a statistically significant increase in service delivery. This suggests that a small increase in purchase planning would have a big impact on service delivery.

Multiple Linear Regression

This study determined the significance of procurement planning on service delivery. A multiple linear regression was used to examine the relationship between procurement planning and service delivery. A multiple linear regression was represented in Table 3.

Table 43: Coefficients Estimates of Procurement Planning on Service Delivery

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.603	0.470		3.411	0.001
Procurement Planning	0.591	0.116	0.594	5.111	0.000

$R^2 = 0.352$

Results in Table 3 above show the regression coefficients of procurement planning was 0.591 with a p-value of $0.000 < 0.05$ hence procurement planning had a positive and statistically significant effect on service delivery. The R-squared obtained was 0.352. The R-squared indicates that 35.2% of service delivery fluctuations may be attributed to the independent variable procurement planning, whereas 64.8% of service delivery variations can be attributed to random error term or other factors

not included in the model. This means that a unit increase in procurement planning would result to 0.591 units increase in

service delivery holding other factors constant. Therefore, the null hypothesis was rejected and this implied that there is a statistically significant relationship between procurement planning and service delivery. This is an indication that the head of procurements and their counterparts agreed that the demands of procurement were determined and completed in a timely manner. These results are in line with those found by Kiage (2013) as well as Willy and Njeru (2014).

These findings are consistent with the resource-based theory, given that enterprise resource planning systems (ERP) are required for procurement planning in order to facilitate the process of procurement planning. ERP can also be considered as a valuable resource that is difficult to replicate due to the high cost of installation and the skill that is necessary in order to run the system. As a result of this, those in charge of the procurement process have the right to make plans on behalf of the government. According to these findings, public universities carried out requirements analysis and prioritizing, generated budgets, and made timely procurements, all of which contributed to a reduction in the costs incurred in the provision of services.

DISCUSSION

Procurement planning was noted to exert positive and statistically significant influence on service delivery of public universities in Kenya where it had a coefficient of 0.591 and a p-value of 0.000 at 5% significance level. This is consistent with the resource-based approach, given that enterprise resource planning systems (ERP) are required for procurement planning in order to facilitate the process of procurement planning. The Enterprise Resource Planning system can also be viewed as a valuable resource that is difficult to replicate due to the high cost of installation and the level of skill necessary in order to run the system.

CONCLUSION

Procurement planning had a positive and statistically significant effect on service delivery hence the null hypothesis that procurement planning has no statistically significant effect on service delivery of public universities in Kenya was rejected at 95% degree of confidence. This might be attributed to the fact that procurement planning is a function of procurement that has the capacity to improve service delivery and the success of the operations of any organization. Planning for procurement begins in the entire process of purchasing services and items according to the requirements, which helps to ensure that procurements are completed in a timely manner to ensure timely service provision. Proper procurement planning was poorly done ensures procurements are being executed and conducted within the procurement plan, thus providing efficient service delivery in institutions.

RECOMMENDATIONS

In order to avoid unnecessary delays, it is important that public universities encourage the early implementation of procurement planning for the operational needs of the university. The requirements of all user departments in a company should be consolidated into any and all procurement strategies. In order to ensure that services are provided on time and to avoid delays, the procurement strategies should be examined and planned in accordance with the budget that is now available.

REFERENCES

- Apiyo, R., & Mburu, D. (2014). Factors affecting procurement planning in county governments in Kenya: a case study of Nairobi City County. *International Journal of Economics, Commerce and Management*, 2(11), 1-34.
- Awanyo, C. (2019). *Procurement Planning and Service Delivery in Local Government: a case study of Lira District and Municipality* (Doctoral dissertation, Uganda Christian University).
- Basheka, B. (2008). Procurement Planning and Accountability of Local Government Procurement Systems in Developing Countries: Evidence from Uganda. *Journal of Public Procurement*, 8 (3), 379-406
- Changalima, I. A., Mushi, G. O., & Mwaiseje, S. S. (2020). Procurement planning as a strategic tool for public procurement effectiveness: experience from selected public procuring entities in Dodoma city, Tanzania. *Journal of Public Procurement*.
- Chepkesis, K., Keitany, P., & Kiplel, M., Kiplel. Effect of procurement planning on supplier's performance in public institution: A case of Moi University. *Europeans Journal of Logistics, purchase and supply chain management*, 6(2), 1-9.
- James, U. (2004). Public Policy and the African Environment: An Examination of the Theory and practice of the planning process of the continent. In Kalu, A. K. (Ed.). *Agenda Setting and Public Policy in Africa*; Ashagte. England
- Kabega, C., Kule, J. W., & Mbera, Z. R. (2016). Effect of procurement practices on performance of public projects in Rwanda. *International Journal of Economics, Commerce and Management United Kingdom*, IV (5) 377 – 397
- Kiage, J. (2013). Factors Affecting Procurement Performance: A case study of Ministry of Energy. *International Journal of Business and Commerce*, 3(1), 54- 70.
- Kirande, J., & Rotich, G. (2014). Determinants Affecting Public Procurement Performance in Kenyan Universities: A Case of the Co-operative University College of Kenya. *International Academic Journals*, 1(1), 104-123.
- Mabitsela, N. (2012). The impact of service delivery on the quality of lives of the community of Protea South, Soweto in Johannesburg in Gauteng Province, South Africa. Unpublished Thesis in Development, University of Limpopo

- Munene, W. (2017). *Procurement management practices and organizational performance of construction firms in Nairobi county* (Doctoral dissertation, University of Nairobi).
- Njeru, E. (2015). Factors affecting effective implementation of Procurement Practices in tertiary public training institutions in Kenya. A research thesis submitted to Jomo Kenyatta University.
- Odero, J., & Ayub, S. (2017). Effect of procurement practices on procurement performance of public sugar manufacturing firms in Western Kenya. *International Journal of Management Research and Reviews*, 7(4), 521.
- Onyango, C. (2014). Effects of procurement planning on institutional performance: A case study of Mombasa Law Court. *International Journal of Science and Research (IJSR)*, 3(10), 2389-2408.
- Ouma, D., & Kilonzo, J. M. (2014, June). Resource Allocation Planning: Impact on Public Sector Procurement Performance in Kenya. *International Journal of Business and Social Science*, 5(7), 169-173.
- Shiundu, D., & Rotich, G. (2014). Factors influencing efficiency in procurement systems among public institutions: A case of City Council of Nairobi. *International Academic Journals*, 1 (1), 79-96
- Willy, K., & Njeru, A. (2014). Effect of procurement planning on procurement performance: a case study of agricultural development corporation, Nairobi. *International Journal of Business and Commerce*, 3(2), 58-68.
- Basheka, B. C. (2008). Procurement planning and accountability of local Government procurement systems in developing countries: Evidence from Uganda. *Journal of public procurement*.
- Matasio, F. H. (2017). *The effect of public procurement and asset disposal act 2015 on the relationship between procurement planning practices and service delivery in Kenya state owned corporations in the road sector* (Doctoral dissertation, University of Nairobi).
- Davis, M. J. (2014). Procurement practices influencing service delivery: A case of Kenya Power. *European Journal of Logistics Purchasing and Supply Chain Management*, 2(3), 79-137.
- Makafu, M. (2018). *The Effect of Procurement Planning on Service Delivery in Ntungamo District Local Government* (Doctoral dissertation, Uganda Management Institute).
- Anane, A., Adoma, V., & Awuah, G. (2019). The effect of procurement practices on service delivery: a case study of VRA, Ghana. *Asian Journal of Economics, Business and Accounting*, 13(1), 1-23.