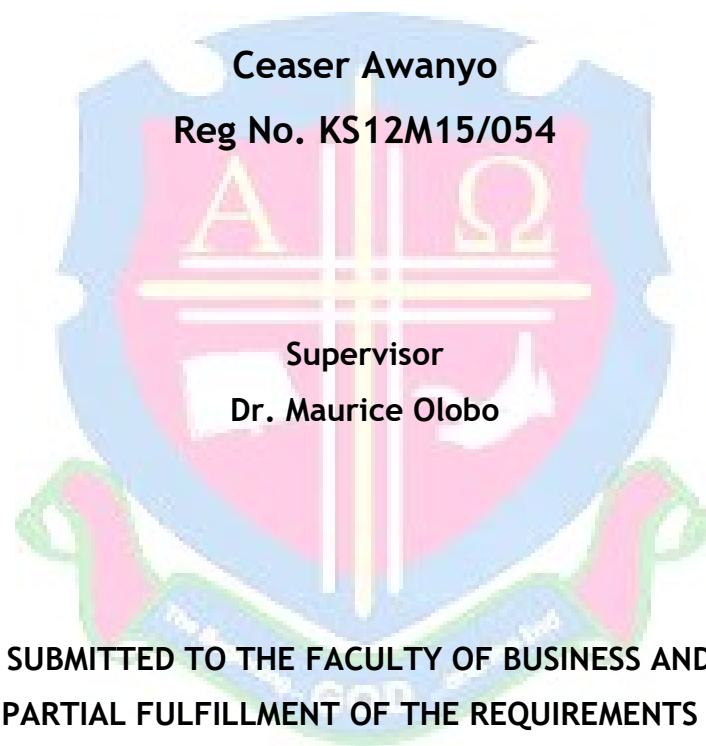


**PROCUREMENT PLANNING AND SERVICE DELIVERY IN LOCAL  
GOVERNMENT**

**A CASE STUDY OF LIRA DISTRICT AND MUNICIPALITY**




**A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS AND ADMINISTRATION  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE AWARD OF THE DEGREE OF  
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION  
OF UGANDA CHRISTIAN UNIVERSITY**

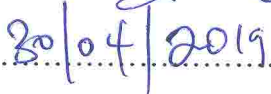
**Mukono, Uganda**

**May, 2019**

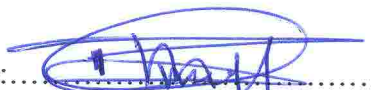
## DECLARATION OF AUTHORSHIP


I declare that I am the author of this paper and that any assistance I received in its preparation is fully acknowledged and disclosed in the paper. I have also cited any sources from which I used data, ideas or words, either quoted directly or paraphrased. I also certify that this paper was prepared by me under the direct supervision of Dr. Marice Olobo specifically for the partial fulfilment for the degree of Executive Masters in Business Administration (Finance) at Uganda Christian University.

Student's signature:.....

Date:.....

Student Name: **Awanyo Ceaser**

Supervisor's signature:.....

Date:.....

Supervisor's Name: **Dr. Maurice Olobo**

### EXPLANATION ON THE AUTHORIZATION OF DISSERTATION APPLICATION

I clearly understand the rules and regulations of Uganda Christian University (UCU) regarding record and use of dissertation materials. I understand that Uganda Christian University (UCU) holds the right of keeping the dissertation in record and the right of lending and referring it. Uganda Christian University (UCU) also holds the right to publish the whole content of the dissertation and can photocopy, micro photocopy or replicate in any other ways and store it.

Name of Student: **Awanyo Ceaser**

Signature of candidate: \_\_\_\_\_



Date: ..... 30/04/2019 .....

## **DEDICATION**

I dedicate this piece of work to my father Mr. Richard Opio Okok who wholeheartedly sponsored my postgraduate education and directly or indirectly contributed towards the completion of this paper.

## ACKNOWLEDGEMENT

I would like to convey my gratitude to the Almighty God for the grace and guidance He has accorded to me throughout this study.

My special appreciation goes to my father who have seen me through my academic and professional endeavors and whole heartedly sponsored my master studies. I could never repay you for all you have done for me. I am forever indebted to you and May God grant you long life.

My sincere gratitude goes to my esteemed supervisor, Dr. Maurice Olobo for the tireless efforts and guidance rendered. His generous contribution was of enormous importance in developing and shaping this study.

Special thanks go to all my lecturers from the faculty of business and administration and my fellow students for their support and encouragement. We struggled together and the interaction in the academic world shaped my well-being

I convey special thanks to my lovely Daughter Daisy Agatha Kayitesi, son Donald Arthur Opio and wife Jane Awanyo who encouraged and stood by me throughout the research process.

Finally, I cannot forget my respondents from all the selected department of Lira District Local government and Municipal council who volunteered their time to respond to my questions. Their contribution towards the success of this study cannot be underestimated. To all of you I say God bless you abundantly.

**COPY RIGHT**

No part of this work should be reproduced by any means without written permission of the author or Uganda Christian University (UCU) on behalf of the author.

**LIST OF ABBREVIATIONS AND ACRONYMS**

LDLG	Lira District Local Government
MC	Municipal Council
LG	Local Government
PDE	Procuring and Disposing Entity
PDU	Procurement and Disposal Unit
PPDA	Public Procurement and Disposal of Public Assets Authority
SPSS	Statistical Package for Social scientists
UCU	Uganda Christian University

## TABLE OF CONTENTS

DECLARATION OF AUTHORSHIP .....	i
EXPLANATION ON THE AUTHORIZATION OF DISSERTATION APPLICATION .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
COPY RIGHT .....	v
LIST OF ABBREVIATIONS AND ACRONYMS .....	vi
TABLE OF CONTENTS .....	vii
LIST OF TABLES .....	xii
LIST OF FIGURES .....	xiii
ABSTRACT .....	xiv
CHAPTER ONE .....	1
1.0 Introduction .....	1
1.1 Background to the study .....	1
1.2 Statement of the problem .....	5
1.3 General Research objective: .....	5
1.4 Specific Research objectives .....	6
1.5 Research questions .....	6
1.6 Scope of the Study .....	6
1.7 Significance of the study .....	7
1.8 Conceptual framework of the study .....	7
Figure 1: conceptual framework of the study .....	8
CHAPTER TWO .....	10
LITERATURE REVIEW .....	10
2.0 Introduction .....	10



2.1 Theoretical framework.....	10
2.1.1 The Agency theory.....	10
2.2. The context of procurement in Local Government (municipality) in Uganda.....	11
Figure 2: The procurement context.....	12
2.3 Procurement planning .....	14
2.3.1 Procurement planning process .....	20
Fig.4: procurement planning process .....	23
2.3.2 Procurement planning practices .....	24
2.3.3 Value of procurement planning.....	24
2.4 Service delivery .....	25
2.4.1 Quality of service delivered .....	26
2.4.2 Indicators of Quality Service Delivery .....	27
Table 2: service quality dimension and indicators .....	27
2.4.3 Transactional cost .....	28
2.5 Relationship between Procurement Planning and Service Delivery .....	29
2.6 Conclusion and Literature gap: .....	32
CHAPTER THREE .....	34
RESEARCH METHODOLOGY .....	34
3.0 Introduction.....	34
3.1 Research Design.....	34
3.2 Population of the study .....	34
3.3 Sampling Frame .....	35
Table 3.1: Sample Size .....	35
Table 3.2: Response Rate.....	35
3.4 Sampling Methodology/Technique.....	36
3.5 Data Source.....	36

3.6 Data Collection Instruments/tools.....	36
3.7 Measurement of Research Variables.....	37
Table 3.2: Showing the Interpretation of Rating Scale on Independent Variable.....	38
Table 3.3: Showing the Interpretation of Rating Scale on dependent variables .....	38
3.8 Validity and Reliability .....	38
Table3.4: Results of Reliability Test.....	39
Table 3.5: Validity Test .....	39
3.9 Data Gathering Procedures .....	40
3.10 Data Analysis .....	40
3.11 Ethical Considerations .....	41
CHAPTER FOUR.....	42
PRESENTATION AND ANALYSIS OF DATA .....	42
4.0 Introduction.....	42
4.1 Demographic Characteristics of Respondents .....	42
Table 4.1: Demographic Characteristics of Respondents .....	42
4.2 Procurement Planning in Lira Local Government .....	43
Table 4.2: Mean Values Showing the Effectiveness of Procurement Planning Process in Lira Local Government.....	44
Table 4.3: Mean Values Showing Procurement Planning Practices in Lira Local Government .....	45
Table 4.4: Mean Values Showing Value of procurement planning in Lira Local Government .....	46
4.3 Level of Service Delivery in Lira Local Government .....	46
Table 4.5: Mean Values Showing the Level of Service Delivery in Lira Local Government .....	47
4.5 Relationship between Procurement Planning and Service delivery of Lira Local Government.....	48
Table 4.6: Correlation between Procurement Planning Process and Service Delivery of Lira Local Government.....	48
Table 4.7: Correlation between Procurement Planning Practices and Service Delivery of Lira Local Government.....	48

Table 4.8: Correlation between Values of Procurement Planning and Service Delivery of Lira Local Government.....	49
Table 4.9: Model Summary .....	49
Table 4.10: The ANOVA.....	50
Table 4.11: A logistic regression of the effect of Procurement Planning on Service Delivery in Lira Local Government.....	50
CHAPTER FIVE .....	51
DISCUSSION AND INTERPRETATION OF RESULTS .....	51
5.0 Introduction.....	51
5.1 Demographic Characteristics of Respondents .....	51
5.2 Procurement Planning in Lira Local Government .....	52
5.2.1 Procurement Planning process.....	52
5.2.2 Procurement Planning Practices in Lira Local Government.....	55
5.2.3 Value of procurement planning in Lira Local Government.....	57
5.3 Level of Service Delivery in Lira Local Government .....	58
5.5 Relationship between Procurement Planning and Service delivery of Lira Local Government.....	61
CHAPTER SIX.....	65
SUMMARY, CONCLUSION AND RECOMMENDATION .....	65
6.0 Introduction.....	65
6.1 Summary of Key Findings .....	65
6.1.1 Procurement Planning Process and Level of Service delivery.....	65
6.1.2 Procurement Planning Practices and Level of Service delivery .....	65
6.1.3 The Value of Procurement Planning and Level of Service delivery.....	66
6.2 Conclusions.....	66
5.2.1 Procurement Planning Process and Level of Service delivery.....	66
5.2.2 Procurement Planning Practices and Level of Service delivery .....	66
5.2.3 The Value of Procurement Planning and Level of Service delivery.....	67

5.2.4 General Conclusion.....	67
5.3 Recommendations.....	67
5.4 Limitations of the study .....	68
5.5 Suggestions for further research .....	68
REFERENCE.....	70
APPENDIX A: QUESTIONNAIRE.....	78
APPENDIX B: SPSS DATA ANALYSIS OUTPUT.....	81
OUTPUT ON DEMOGRAPHIC CHARACTERITICS OF RESPONDENTS .....	81
APPENDIX C: Sample size (s) for the given population sizes (N);.....	86

## LIST OF TABLES

Table 2: service quality dimension and indicators.....	27
Table 3.1: Sample Size .....	35
Table 3.2: Response Rate.....	35
Table 3.2: Showing the Interpretation of Rating Scale on Independent Variable.....	38
Table 3.3: Showing the Interpretation of Rating Scale on dependent variables .....	38
Table 3.4: Results of Reliability Test.....	39
Table 3.5: Validity Test.....	39
Table 4.1: Demographic Characteristics of Respondents .....	42
Table 4.2: Mean Values Showing the Effectiveness of Procurement Planning Process in Lira Local Government.....	44
Table 4.3: Mean Values Showing Procurement Planning Practices in Lira Local Government .....	45
Table 4.4: Mean Values Showing Value of procurement planning in Lira Local Government .....	45
Table 4.5: Mean Values Showing the Level of Service Delivery in Lira Local Government .....	46
Table 4.6: Correlation between Procurement Planning and the Service Delivery of Lira Local Government .....	<b>Error! Bookmark not defined.</b>
Table 4.7: Model Summary .....	49
Table 4.8: The ANOVA.....	49
Table 4.9: A logistic regression of the effect of Procurement Planning on Service Delivery in Lira Local Government.....	50

## LIST OF FIGURES

Figure 1: conceptual framework of the study .....	8
Figure 2: Institutional arrangements for Public Procurement in Uganda ....	<b>Error! Bookmark not defined.</b>
Figure 3: The procurement context.....	12
Fig.4: procurement planning process .....	12

## ABSTRACT

The main purpose of the study was to assess the relationship between procurement planning and effective service delivery by local government procurement system in Uganda with a case study of Lira District local government and municipal. The study was guided by three objectives: To establish whether procurement planning process contribute to effective service delivery, to examine the procurement planning practices that contributes to effective service delivery and to examine the relationship between the value of procurement planning and service delivery. Procurement planning was poorly done and executed at Lira Municipal Council (MC) and this led to a number of procurements not being executed and conducting procurements outside the procurement plan, hence hampering on service delivery in the district. The study was necessitated since procurement planning forms the basis of all procurement activities and public procurement's main goal is to provide efficient and effective services to the citizens.

The study employed both qualitative and quantitative research design. The target population comprised of 170 and 130 sample was used (with a response rate of 90.77% got) district employees. Cluster sampling technique was employed and within each cluster, random and purposive sampling techniques were used to select samples for this study. Data was collected using structured questionnaires. The quantitative data collected was analysed using SPSS.

The study findings reveals that, there is positively, strong and significantly relationship between procurement planning and service delivery. Procurement planning process represented by r. value of .947\*\*, procurement planning practice at r. value of .989\*\* and finally value of procurement planning at r. of .971\*\* all at 0.000 level of significance. It can also be concluded that of the three the constructs under procurement planning (procurement planning process, practices and value) the one that has more impact on improvement of service delivery is procurement planning value and will lead to improvement in service delivery by 30.9%; followed by the procurement planning process (20.9%); and finally, the procurement planning practice by 17%.

Finally, a number of recommendations were suggested such as the need to do market capability analysis (market survey), effectively design a comprehensive procurement plans and create awareness to all staff on the need to prepare procurement plans.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This study established the relationship between Procurement planning and service delivery in the local government of Uganda. The study was limited to Lira district local government and municipal council. The study was based on procurement planning as the independent variable with dimensions consisting of procurement practice, procurement process and procurement value. The dependent variables were; service delivery consisting of timeliness, quality and cost as dimensions. This chapter presents the background of the study, the statement of the problem, the purpose of the study, the objectives of the study, research questions, the significance of the study, justification and operational definitions of terms and concepts.

#### 1.1 Background to the study

Planning is the foundation for all management fields. It is a function that forms the foundation for the rest of the management functions (Hassim et al, 2011). When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004). Generally, planning enhances the gathering, evaluating and interpreting of foundation data and information in order to generate knowledge for good policy making in the government. Procurement planning is the key function that sets the stage for procurement process. It has been argued that planning is not concerned with future decision but rather with the future impact of decisions made today and thorough planning is critical as agencies are always facing budget constraints that cannot satisfy all capital acquisition needs (Drabkin & Thai, 2003 as cited in Basheka, 2008a).

According to PMBoK (2004) as cited in Hassim et al, (2011), procurement planning involves determining whether to acquire outside support, if so what to acquire, how to acquire it, how much is needed, and when to acquire it, while Mullins (2003) has argued that, procurement planning is the process of determining the procurement needs of an entity and the timing of their acquisition and their funding such that the entities operations are met as required in an efficient



way. Annual procurement plan is the procuring entity's indicative plan of what, how and when to procure goods, works and services for a particular financial year. It is a tool that facilitates early and smooth procurement process and draws businesses' early attention to procuring entity's planned procurement of the forthcoming financial year (Basheka, 2006).

Procurement planning calls for early involvement of the purchasing office so that options and alternatives can be explored with the requesting user. Issues such as purchase estimates, product specifications, make or buy decisions, and outsourcing opportunities may be very well being on the agenda (Mathews, 2005). At the end of the day, projects and procurements should be well planned for reasons other than exposure or reputational risks; they should be well planned to ensure the establishment of compliant and effective contract mechanisms that will ensure provision of qualified, capable and professional results to departments (Deme, 2009). However if this stage are not properly govern, it is difficult to meet all the requirements and objective of local government procurement. Thus, this could cause high risk to the service delivery. Planning allows an agency to link its procurement objectives to service delivery objectives and identify ways of improving how it purchases to meet its future needs (New South Wales treasury, 2004).

In Uganda, an estimated 34% of the government expenditure takes place at the local government level (Agaba & Shipman, 2007). Proper planning for this huge expenditure is therefore an essential element of good procurement in Local Government systems of the country. The procurement objective is to provide quality goods and services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed. Therefore, to secure such goods and services at competitive prices requires accurate planning and involvement of a number of stakeholders.

Historically, Dobler & Burt (1996); Mangesho (2003) noted that, institutional and governmental purchasing departments have not been particularly successful in enlisting the assistance of operating departments and personnel in planning and scheduling procurements. As a result, urgent needs often had to be addressed through emergency rather than standard procurement procedures. The effect has been disrupting, resulting in inefficient use of purchasing staff and

delays in providing other need goods and services. Mlinga, (2006) states that, all public essential goods/services are required on around the clock basis and government ability to deliver them can be severely crippled by a shortage of needed goods or services. Some services may be needed infrequently but if and when the institution or government must provide them, it must provide them and it has to be equipped and supplied. In such cases the public has no tolerance for lack of preparedness.

In both developed and developing countries, local governments are instituted as channels of ensuring effective service delivery. The powers of local authorities differ from country to country but in all cases, the powers include the procurement of certain types of goods and services necessary for providing the services they are responsible for (Jones, 2007). In Africa, public procurement is generally managed and its planning in particular takes place in an increasingly complex political, economic, social, cultural, and technological environments, Uganda's procurement management cannot be an exception (Basheka, 2008b).

In Uganda, procurement planning is part and parcel of the traditional planning already familiar in local governments: - notably, development planning and budgeting. The mandate for planning in local governments is derived from Regulation 62 of the Local governments (PPDA, 2006): user department to prepare an annual work plan for procurement based on the approved budget, which shall be submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities. It is also stated that a procurement plan should be integrated into the annual sector expenditure program and that a procurement and disposal unit is required to use the combined work plan to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year. The combined work plan for the procuring and disposing entity will include details of activities of works, services or supplies to be procured; a schedule of procurement requirements in order of priority; a statement of required resources supported by a schedule of the projected funding; a plan of the likely method of procurement for each requirement and the likely time required for each stage in the procurement cycle. Article 190 of the Ugandan constitution states that district councils shall prepare comprehensive and integrated development plans incorporating the plans of lower level

governments for submission to the National Planning Authority and Article 194 of the constitution mandates the central government to transfer funds in form of grants to local governments in order to implement decentralized services. Procurement is one of the core functions critical for achieving this objective in all local governments and it has to be planned under this constitutional mandate (Basheka, 2008a).

Therefore, the requirement for procuring entities to prepare annual procurement plan is a mandatory one under the Public Procurement and disposal Act 2003 (PPDA, 2003). However various audits by the PPDA reveal either poor planning or no planning at all. For instance, PPDA Annual Procurement & Disposal Audit Report (2012) carried on 29 procuring and disposal entities (PDE's) sighted poor planning or poor execution of the procurement plan in 22 out of the 29 PDE's, representing 75.9% of the PDE's. Government of Uganda has invested a lot in public service delivery and public procurement therefore is a strategic tool for efficient service delivery in the country. However, the achievement of results through public procurement remains a challenge due to Inadequate planning for procurement (PPDA-symposium magazine, 2012).

Similarly, in Tanzania, Masaburi (2006); Mlinga, (2006) noted that many procurement entities do not give the preparation of annual procurement plan the proper attention it deserves. In some cases they cite erratic release of the budgeted funds as a reason for not having an annual procurement plan. A properly prepared and executed annual procurement plan will enable the procuring entity to identify early signs of problems to any planned procurement and thus devise the best approach to the procurement in question in order to meet its intended purpose (Mlinga, 2006).

The literature on decentralization and local governance has long ignored the essential contribution of effective public procurement systems in ensuring effective service delivery in local government management. The objective of this paper was to help fill this gap by focusing on procurement planning in relation to provision of effective service delivery and identify the key elements of procurement planning critical for effective service delivery. Whereas the management of public procurement may range from planning to its monitoring, this paper concentrated on the planning stages of procurement and its implications for effective service delivery in a local government procurement system.

## **1.2 Statement of the problem**

Paragraph 2.1.2 (a) of the Local Governments Management and Service Delivery (LGMSD) Program operational manual states that Local Governments will deliver services in conformity to the standards as dictated by minimum national standards of service delivery. However, inspections carried out in Universal Primary Education schools revealed that the current infrastructural status in Lira municipal schools fall below the minimum standards and in some health centres in Lira LG, there are no patient toilets and the OPD has no waiting shade for patient, no general ward and at Ayago HC III the maternity ward has been apportioned to act as a general ward, also has art clinic and injection room (Office of the Auditor General report, 2016)

Hilda (2018), service delivery has been poor which made revenue collection very low in Lira Municipality. PPDA report (2017), noted that in eight (8) contracts worth UGX 474,609,704, providers executed contracts beyond the contract periods indicated in the signed contracts as providers failed to complete contracts within the contractual timelines. Timely delivery of service is very important in achieving value for money hence late delivery is poor indicator of service delivery

Since procurement planning forms the basis of all procurement activities and public procurement's main goal is to provide efficient and effective services to the citizens, given the above state of service delivery in Lira Local Government, this study assessed the relationship between procurement planning and service delivery.

## **1.3 General Research objective:**

To assess the relationship between procurement planning and service delivery by Local Government

## **1.4 Specific Research objectives**

1. To establish whether procurement planning process contribute to effective service delivery
2. To examine the procurement planning practices that contributes to effective service delivery
3. To examine the effect of value of procurement planning on service delivery.

## **1.5 Research questions**

1. Can effective procurement planning process contribute to effective service delivery by local government procurement systems?
2. Does procurement planning practices contribute to effective service delivery of local government procurement systems?
3. How related is the recognition of the value of procurement planning with effective service delivery?

## **1.6 Scope of the Study**

### **1.6.1 Subject Scope**

The study focused on procurement planning and service delivery in local government system in Uganda. Three dimensions of process, practice and value was studied under procurement planning and three dimensions of cost, quality and timeliness were looked at under service delivery.

### **1.6.2 Geographical Scope**

The study was conducted at Lira municipality and Lira district, northern Uganda. In this study, the term LG or LDLG is used interchangeable with MC and where not stated, it means both the Municipal and local government. Since the end of the Lord Resistance Army rebel war in northern Uganda, the government has implemented a number of projects and supported the districts in northern Uganda as part of the recovery plan in order to uplift the livelihood of the people of northern Uganda. Based on this, Lira district was chosen for this study because of it being the mother district in Lango sub region and the oldest local government in the sub region.

Lira is situated in the Lango Sub-region and is approximately 110 kilometres (68 mi), by road, southeast of Gulu, along the highway between Gulu and Mbale. This is approximately 320 kilometres (200 mi), by road, north of Kampala, the capital of Uganda and its largest city. Lira is

approximately 124 kilometres (77 mi) northwest of Soroti, the nearest large town to the south. The coordinates of Lira are 2°14'50.0"N 32°54'00.0"E (Latitude: 02.2472; Longitude: 32.9000). Lira District now consists of four counties: Erute North County, Erute South County, Moroto County and Lira Municipality.

### **1.6.3 Time scope**

The study covered procurement program implemented between 2006 and 2018. The period under study coincided with the introduction of the Local government amendment act 2005 and the enactment of the Local Government procurement regulations 2006 to guide the procurement of goods and supplies in a decentralized systems in order to improve on service delivery.

### **1.7 Significance of the study**

The study generated knowledge that links procurement planning and service delivery and this will guide Policy makers in the planning for the effective implementation of public procurement so as it achieve its intended goals.

The study is helpful to all academicians in procurement, management and other fields in the furtherance of their studies in form of future research and in the operations at their work places, and the study has contributed to the existing literature in the field of procurement.

While this study may be of value to any person interested in procuring any service in the Ugandan public sector, it is hoped that the findings are beneficial to the Government and policy makers such as PPDA and the local government as it gives insight on the relationship between procurement planning and service delivery

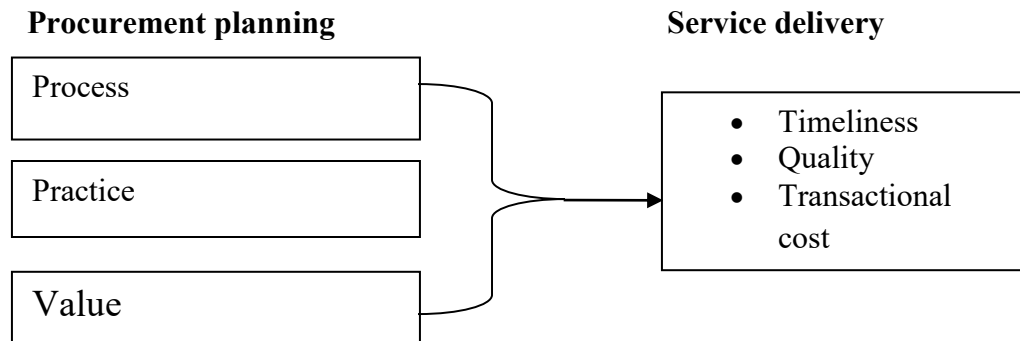
The study helped the researcher to acquire knowledge and understand the techniques of conducting research.

### **1.8 Conceptual framework of the study**

According to Mugenda and Mugenda (2003), a conceptual framework refers to a conceptualization of the relationship between variables in the study and it is shown

diagrammatically. Other than showing the direction of the study, a researcher can also be able to show the relationships of different constructs that he/she investigates.

**Figure 1: conceptual framework of the study**



Source: Basheka (2008, a), & Basheka (2008, b).

A conceptual framework above linked the three elements of procurement planning (procurement planning process, practices, and the value or importance of procurement) with effective service delivery (quality, cost and timeliness). Procurement planning is the independent variable which in this study influences the depended variable which is service delivery. Three dimensions of process, practice and value was studied under procurement planning and three dimensions of cost, quality and timeliness were looked at under service delivery.

Pinto and Sleven (1994) argued that an organization is only successful to the extent it satisfies the needs of intended users to efficient and effective measures. The efficiency measures correspond to the organizational and internal structures such as adherence to schedule, budget and specifications while effectiveness measures refer to user satisfaction. This view is supported by Atkinson et al (1997) who reveal that clients will not be satisfied if the end product fails to meet their price, quality, time frame functionality and desired performance standards. This therefore, requires the organization to design, manage and specify the requirements for the supplier to meet the desired standard. If the specifications are not clearly defined, the supplier may continue to deliver goods to client who fails to give them an opportunity to earn reasonable

return on their investment of time capital and time. As a result the end-user will not be happy if the end product does not meet the requirements in terms of quality of service.

From the above information provided in the background, problem statement, study scope and the conceptual framework, it can be concluded that the information provided in chapter one necessitated a study in this topic.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents a critical review of public procurement system in Ugandan, theoretical and empirical data in existing literature on both the independent variable which is procurement planning and the dependent variable which is service delivery under study. Information in this chapter were guided by the research question.

#### 2.1 Theoretical framework

According to Mentzer et al (2008), a good research should be grounded in theory. This section explore the theory that was used to support the conceptual model constructed in the previous chapter.

##### 2.1.1 The Agency theory

Agency theory commonly referred to as the Principal-Agent theory is an agency model developed by economists that deals with situations in which the principal is in position to induce the agent, to perform some task in the principal's interest, but not necessarily the agent's (Health and Norman, 2004) as cited by Sang & Mugambi, (2014). This theory explains that procurement managers and all civil servant concerned with public procurement in the public sector play a relationship role. In this research context, the public through the elected councilors are the principals on behalf of the citizens, while the district & municipal council employees are the agents.

Classical principal-agent theory is built on the assumption of the agent as a self-seeker. If the agent's goal differ from those of the principal and it is difficult or expensive for the principal to know everything the agent knows, then the agent will take advantage of the situation to maximize his own utility. In conformity Trepte (2005) as quoted by Obanda (2010) opines that, the procurement agent is able to exploit his position and discretion given to him because he possesses greater information than his government principal on the products to be procured, the

tenders offering to supply and the markets themselves. His ability to use or to conceal information enables him to act on his own benefit. To realign the interests of the agent with those of the principal, the government needs a method of administrative control, generally in the form of procurement regulation, which provides incentives for compliance, such as on how procurement planning should be conducted, procedures and steps.

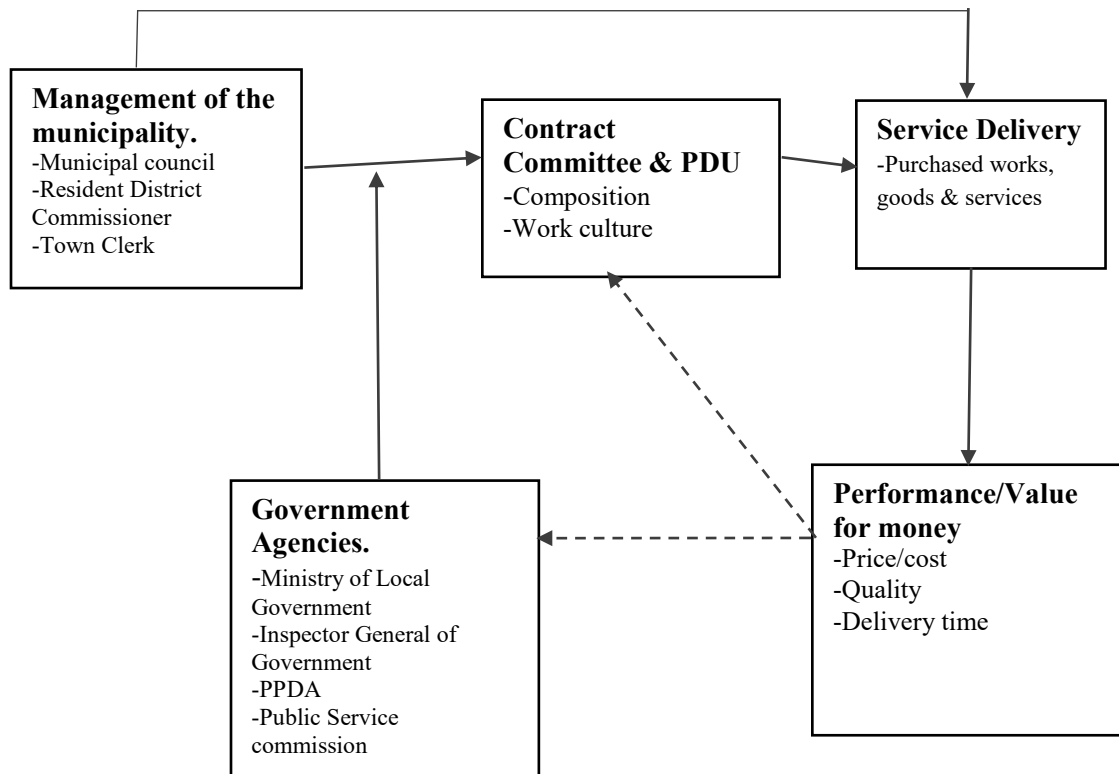
Sang & Mugambi, (2014) quoting from Soundry (2007) identifies this principal agent relationship among the possible risks whereby procurement managers show apathy towards principal preferred outcomes or even overriding of the principal's preferences thus resulting into noncompliance which affects eventual service delivery.

This theory constituted the road maps that guided this research from the formulation of research questions, through formulation of questionnaire, and data analysis and interpretation to the conclusions.

## **2.2. The context of procurement in Local Government (municipality) in Uganda**

Public procurement is a complex process of dynamically interacting multiple factors evolving over time. Hence, the context is to address the question: What variables affect procurement management in local governments in Uganda? A schematic diagram of the context of this study is illustrated below. The study context is derived from review of related literature particularly Sekaran (2000) as cited by Obanda (2010).

**Figure 2: The procurement context**



Source: Obanda, (2010).

From the schematic diagram above, the local government Council affects the overall delivery of services. On the other hand, the Resident District Commissioner (RDC) shall, according to The Local Governments Act, 1997, 72 (1) (a) represent the President and Government in the District; (b) co-ordinate the administration of Government services in the District, among other functions but the purpose here is to emphasize the fact that the office of the RDC equally influences service delivery in the local governments in Uganda.

The Contracts Committee is the intervening entity in as far as the schematic diagram of procurement management in the local governments in Uganda is concerned. For example, according to the Local Governments Amendment Act, 2006 94A (1), A municipal council shall establish a municipal Contracts Committee to serve the municipality. In addition, as a consequence of an amendment of section 24 of the Public Procurement and Disposal of Public Assets Act, 2003 the Tender Boards are substituted with Contracts Committees. Also a

procurement and disposal unit as a new structure is provided for. Hence, whereas the management of the Municipality is mandated to ensure effective delivery of services within its area of jurisdiction, the specific role of supplier selection and award of tenders is the preserve of the Contracts Committee. The PDU is synonymous with the procurement department. It is mandated to serve both the internal and external customers in the local government.

Government agencies act as oversight bodies and are the moderating variable. They moderate the relationship between the local government management and the Contracts Committees impacting on service delivery. With the passing of the PPDA Act (2003), the Local Government (Amendment) Act (No.2) 2006 and the supporting Local Government (Public Procurement and Disposal of Public Assets) Regulations (No.39) (2006), local governments in Uganda are mandated to comply with the policies, rules, regulations and practices stipulated therein. Compliance is enforced through the audit function of the PPDA. Hence it is expected that enhanced supervision of the procurement practices of the Contracts Committee & PDUs in local governments in Uganda by the PPDA will ensure delivery of value for money services. Further, the Local Government Act, 1997, section 96 mandates the Ministry of Local Government with the coordination of and advocacy for Local governments. In addition, Article 225 of the Constitution sets out the functions of the Inspector General of Government that equally influences the conduct of procurement in the local governments.

Local Governments Amendment Act, 2005 Section 55 1(a) provides for the appointment and disciplinary control of Accounting officers by the Public Service Commission. Hence, tactical procurement in the local governments is moderated by a number of Government agencies for which none could be said to be directly responsible.

Service delivery is the dependent variable, that is, the output in the study context. It is dependent on the management of the local government procurement system (procurement planning). The services, that is, the procured works, goods and services are evaluated in terms of quality, price/cost and the delivery time by the various stakeholders who include the end users, public/clients (individually or in groups) who are the intended beneficiaries and suppliers. An effective public procurement planning system will allow suppliers to provide satisfactory quality, service and price within a timely delivery schedule. The basic tenet of public procurement is to

acquire the right item at the right time, and at the right price, to support government actions (Obanda, 2010).

The context above shows the manner in which procurement is conducted in the local governments in Uganda. It provides the logical description of the interrelationships of the entity (local government) in the study.

### **2.3 Procurement planning**

Planning both as a concept and function is probably one of the extensively talked about concepts in the management literature. It is a function that forms the foundation for the rest of management functions. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004). Planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making. In management literature planning implies that managers think through their goals and actions in advance and that their actions are based on some method, plan or logic rather than on a hunch (Stoner, Freeman & Gilbert, 1995). The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate the activities (Robbins, 2001). While it has also been argued that, planning is not concerned with future decisions but rather with the future impact of decisions made today and thorough planning is critical as agencies are always facing budget constraints that cannot satisfy all capital acquisition needs (Drabkin & Thai, 2003).

In both developed and developing countries, local governments are instituted as channels of ensuring effective service delivery through the procurement of certain types of goods and services (Jones, 2007). At every stage of public procurement, there are risks of integrity which all concern the function of procurement planning, and should local government's procurement system fail to manage these risks, accountability and eventual service delivery is seriously threatened (Basheka, 2008). All public essential goods/services are required on around the clock basis and government ability to deliver them can be severely crippled by a shortage of needed

goods or services, and in such cases, the public has no tolerance for lack of preparedness (Mlinga, 2006).

According to Agaba and Shipman, (2007), procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement planning process. Economic commission of Africa (2003) defines procurement planning as the purchasing function through which organization obtain products and services from external suppliers. Procurement Planning is seen to be important, and even more so in large and complex, multi-year and/or multi-million dollar requirements, where people will change over time or requirements will evolve and where risk and scrutiny increases (Kovacs, 2004). Procurement Planning is supported and encouraged by project management experts and government departments because the procurement/resulting contract can lead to dissatisfaction and time-consuming detours when it is not done; and its absence is usually the causal factor identified when auditing the entrails as to what went wrong in the procurement process and government departments (Agaba and Shipman, 2007).

According to Mullins (2003), procurement planning is a process of determining the procurement needs of an entity and the timing of their acquisition and their funding such that the entities operations are met as required in an efficient way. As a function, procurement planning endeavors to answer the following questions: (a) what do you want to procure? (b) When do you want to procure it? (c) When are you to procure and when will you use the procured goods, services and works? (d) Where will you procure them? (e) When will resources be available? (f) Which methods of procurement will you use? (g) How will timely procurement or failure affect the user of the item(s) and the public procuring and assets disposal entity? (h) How can you be more efficient in the procurement process? and (i) Who will be involved in the procurement? (Basheka, 2008b)

Annual procurement plan is the procuring entity's indicative plan of what, how and when to procure goods, works and services for a particular financial year. It is a tool that facilitates early and smooth procurement process and draws businesses' early attention to procuring entity's

planned procurement of the forthcoming financial year (Basheka, 2006). A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually (Lewis and Roehrich, 2009). Whether you are embarking on a project procurement or organizational procurement planning exercise, the steps will be the same. First, define the items you need to procure (Arminas, 2002). Next, define the process for acquiring those items. And finally, schedule the timeframes for delivery. Procurement is thus one part of the commissioning process. It refers to a specific method of purchasing services which involves tendering for a contract. Sometimes it is more appropriate for a public body to fund a service through the provision of a grant, but then it will have less control over the precise outcomes to be delivered (Lawino, 2009).

Procurement planning is the primary function that sets the stage for subsequent procurement activities. It ‘fuels and then ignites’ the engine of the procurement process. A mistake in procurement planning therefore has wide implications for local governance, measured from the two indicators of accountability and participation. Procurement Planning is a legal requirement in all local governments in Uganda under Section 34 (2) of the Public Procurement and Disposal of Public Assets Act, 2003 and Local Government Regulation 62 of 2006. In number of cases, people do assume that planning procurement is a onetime event. But it is not. In fact, it is a function much longer and complex to understand. Government entities are required to prepare procurement plans based on approved annual budgets. They are also required to start their procurements early at the beginning of each Financial Year and not wait for funds release from Ministry of Finance, Planning and Economic Development. However, the common mistake by most government entities is that they delay to commence the procurement process giving the excuse that they are waiting for release of funds from Ministry of Finance, Planning and Economic Development (PPDA annual Procurement & Disposal Audit Report, 2012).

The ideals of planning suggest that development and public infrastructure can be implemented in an atmosphere of complete harmony and that environmental, social and economic disruptions can be minimized and this assumes that there is full knowledge of the social, economic, political and physical systems within which such development is operating (James, 2004). In a developed

or developing country, public procurement practitioners have and will face many challenges 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). Governed by a complex set of laws and regulations, local government procurement systems are designed to achieve three goals: (1) ensuring the best price; (2) providing open and fair competition among local vendors; and preventing favoritism and corruption (Duncombe & Searcy, 2007). In Uganda, procurement is a fundamental function that impacts on effective or 'ineffective' service delivery. There is no part of local government service delivery that does not depend on procurement of goods, services and works; and yet the area remains a neglected field of research. Procurement in local government in Uganda has not been corruption-free. Public procurement, at the local government level, is believed to be one of the principle areas where corruption in Uganda takes place (National Public Procurement Integrity Baseline Survey, 2006). Corruption is disastrous to the well-functioning of any government department. Corruption has been an intractable problem in many developing countries; especially where it has become systematic to the point where many in government have a stake .It diverts decision-making and the provision of services from those who need them to those who can afford them (Langseth, Kato, Kisubi & Pope, 1997).

According to Mapulanga (2015), successful procurement has to be based on effective planning. Effective and detailed planning can ensure that the procurement is in line with the organizational needs. This is because organization is at risk of losing money when its planning is poor as it would mean that not "urgent" items would be procured while necessary items would be starved out of cash. One of the best procurement planning strategy is the use of budgets. According to Fisher and Corbalán (2013) and according to the above-mentioned strategy, each department should indicate what is needed as well as the estimated cost of the item, which should be procured. Procurement budget should correspond to the revenues, which the company has set aside for the procurement activities. Brochner, Camén, Eriksson and Garvare (2016) agree that budgeting is very important aspect of procurement. This is because it ensures that all the details of the items to be procured are identified in advance, before the procurement process begins. Successful budgeting process not only involves the procurement department, but also other



departments that require having items and equipment. Rolfstam, Phillips and Bakker (2011) note that proper specification of the equipment and items required by each department is necessary in procurement planning. The departments have to provide budgets, which indicate the equipment and the quality standards for suppliers to ensure that proper equipment is being acquired.

Procurement must take a thoroughly professional view of its role in business as a whole and that must include planning (Bailey, Farmer, Jessop & Jones, 1998). Any such procurement begins with the planning decision to make the purchase and this will involve in the first place, deciding whether there is a need for the particular goods or services, ensuring that the purchaser has the legal powers to undertake the transaction, obtaining any relevant approvals within the government hierarchy and arranging the necessary funding (Arrowsmith, Linarelli & Wallace, 2000). But it is again not surprising that many procurement entities at both the central and local government levels have not taken planning a serious activity. The reasons for lack of procurement planning by such entities have been the actual lack of understanding of the value of procurement, proper enforcement of rules relating to planning (CPAR Report, 2004). It could also relate to lack of capacity due to limited procurement professionals and lack of commitment and support from management of those organizations. In fact, Thai, (2004), maintained that forms and procedures may be convenient and useful tools, but the planning effort will succeed only with the complete commitment and involvement of top management, along with appropriate personnel that have a stake. This implies that, without thorough procurement planning, the subsequent procurement processes will not yield substantial benefits. The consequences of poor or lack of procurement planning can never therefore be amusing. The World Bank Country Procurement Assessment Report, (2004 p.42) summarized these consequences as; 1) procurement failing to timely meet the actual needs of user departments, 2) advantages of scale and bulk purchasing are not achieved, 3) packaging and timing are not utilized to achieve value for money. The importance of procurement reform in almost all country's settings can be demonstrated based on its scale and role in terms of service delivery, the amount of money wasted by existing practices, reduced competition, higher prices due to market perceptions of risk, as well as the demonstrated ability of countries to capture enormous savings through concerted efforts to strengthen their procurement function (Harmonizing Donor Practices for Effective Aid Delivery, 1999).

In Uganda, Basheka (2008b) states that, procurement planning is part and parcel of the traditional planning already familiar in local governments: - notably, development planning and budgeting. The mandate for planning in local governments is derived from Regulation 62 of the Local governments (PPDA, 2006): user department to prepare an annual work plan for procurement based on the approved budget, which shall be submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities. It is also stated that a procurement plan should be integrated into the annual sector expenditure program to enhance financial predictability, accounting and control over procurement budgets and that a procurement and disposal unit is required to use the combined work plan to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year. The combined work plan for the procuring and disposing entity will include details of activities of works, services or supplies to be procured; a schedule of procurement requirements in order of priority; a statement of required resources supported by a schedule of the projected funding; a plan of the likely method of procurement for each requirement and the likely time required for each stage in the procurement cycle.

Article 190 of the Ugandan constitution states that district councils shall prepare comprehensive and integrated development plans incorporating the plans of lower level governments for submission to the National Planning Authority and Article 194 of the constitution mandates the central government to transfer funds in form of grants to local governments in order to implement decentralized services. Procurement is one of the core functions critical for achieving this objective in all local governments and it has to be planned under this constitutional mandate. Different stakeholders play different roles (Table 1) in the next page.

**Table 1: Key Stakeholders in Procurement Planning and their Responsibilities in Local Governments**

NO	STAKEHOLDER	RESPONSIBILITIES
1	User department	<ul style="list-style-type: none"> <li>- Recognizes needs/demands</li> <li>- Describes and initiate procurement requirements</li> <li>- Prepares an annual and quarterly procurement work plan based on the approved budget</li> <li>- Submits procurement work plan to the procurement and disposal unit for implementation</li> <li>- Seeks technical assistance in procurement planning activities where necessary</li> <li>- Recommends statement of requirements to the PDU (Regulations 26)</li> </ul>
2	Procurement and disposal unit (PDU)	<ul style="list-style-type: none"> <li>- Advises user departments on individual procurement methods and practices</li> <li>- Consolidates procurement work plan for the entity</li> <li>- Implements procurement plan</li> <li>- Advises on procurement lead time and costs</li> <li>- Carries out market survey on technological trends, availability and price trends</li> <li>- Updates the Procurement plan</li> </ul>
3	Technical planning unit	<ul style="list-style-type: none"> <li>- Formulates the Districts Corporate needs</li> <li>- Consolidates work plans/strategic plan</li> <li>- Costing procurement requirements</li> </ul>
4	Council	<ul style="list-style-type: none"> <li>- Approves planning framework, budget &amp; procurement plan upon which procurement plans are prepared by users</li> </ul>
5	Finance	<ul style="list-style-type: none"> <li>- Provides budget ceilings to facilitate development of procurement work plans</li> <li>- Confirms budget availability</li> <li>- Advises on cash flow over a period of time</li> </ul>

**Source:** LG Public Procurement and Disposal regulation (2006).

### 2.3.1 Procurement planning process

The budgets for all the departments are then reviewed, and in an organization that is committed to procurement planning, the accountants spend the time to find common purchasing requirements (Caldwell, Roehrich, and Davies, 2009). Based on the budgets submitted, they may direct departments to work with central purchasing to combine their planned spending for

specific commodities. This process works best in an organization that is committed to reducing costs. Issues surrounding delivery dates, contract compliance, and customer service issues must be resolved internally before going out to contract (Lewis and Roehrich, 2009).

According to Caldwell, Roehrich, and Davies, (2009), concept of procurement is that advanced planning, scheduling, and group buying will result in cost savings, more efficient business operation, and therefore increased profitability. There are four steps that form the basis of procurement planning: group buying, just in time delivery, negotiated bulk pricing, and reduced administrative overhead. Group buying is the process of combining the total resource requirements for different departments and creating one purchase order. The departments can be physically located in a range of buildings, with the delivery dates, quantities, and conditions listed in the purchase order. This practice is increasingly common in government and public sector firms, where the same item can be purchased for a range of different institutions (Caldwell, Roehrich, and Davies, 2009). In risk assessment risks associated with the procurement of goods are identified and strategy is developed to manage them contingent plans are also formulated. Sometimes risks are transferred to the contractor when he is considered most appropriate to manage them. However, sharing of risks between both the parties in all the stages of procurement process is considered to be the best possible approach in managing risks (Caldwell, Roehrich and Davies, 2009).

In the approval mechanism, the Procurement Agency provides clear authorization and delegation of powers for different categories of procurement. Procurements are initiated once approval of the competent authorities, as per authorization and delegation of powers, is accorded (Lewis and Roehrich, 2009). When selecting the method of procurement, open competition is considered to be the best basis for efficient public procurement to ensure that value for money has been obtained. Various methods of procurement are provided in the relevant manuals, rules and regulations and policy guidelines issued by the Governments and international institutions (Caldwell, Roehrich and Davies, 2009). Kovacs (2004) defines procurement methods and procedures as the guidelines for or means of acquisition of appropriate goods and/or services at the best possible cost to meet the needs of the organization in terms of quality, quantity, time, and location. Thus, procurement methods and procedures must be appropriate to circumstances.

Methods and strategies commonly used by institutions and governments to plan purchases more effectively include consolidation of requirements, term contracting, delegation of purchasing authority and value analysis. By consolidating their requirements internally and sometimes with other entities institutions and government increase their buying power and thus, obtain better pricing and services (Mangesho, 2003). By delegating to operating departments, the authority makes small purchases, certain emergency purchases and specialized purchases in institutional and governmental purchasing departments to provide operating departments with greater flexibility and reduces the cost of acquisition process. In addition, Vehicles must be in place to ensure that plans are realistically linked to resource constraints, and that, once developed; plans are effectively incorporated into sub-national budgets (Mullins, 2003).

The procurement planning process is provided for under Sect.58 of the PPDA, 2003 (Procurement and disposal planning) and states:

(1) In accordance with the budget preparation procedures issued by the Minister, a procuring and disposing entity shall in each financial year, by a date determined by the Secretary to the Treasury, prepare and submit to the Secretary to the Treasury and to the Authority, its annual procurement plan for the following financial year.

(2) A procuring and disposing entity shall plan its procurement and disposal in a rational manner and in particular shall—

(a) Aggregate its requirements where possible, both within the procuring and disposal entity and between procuring and disposal entities, to obtain value for money and to reduce procurement costs;

(b) make use of framework contracts wherever appropriate to provide an efficient, cost effective and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period of time;

(c) Not split procurement or a disposal to defeat the use of the appropriate procurement or disposal method;

(d) Integrate its procurement budget with its expenditure programme; and

(e) Integrate the disposal of assets, both listed and unlisted, in its assets register as well as in its income and expenditure budget.

(3) The Authority shall issue guidelines in respect of the format of the procurement plan to be prepared under this section.

(4) A procuring and disposing entity shall, on a quarterly basis and in any other case, wherever necessary, review and update its procurement plan.

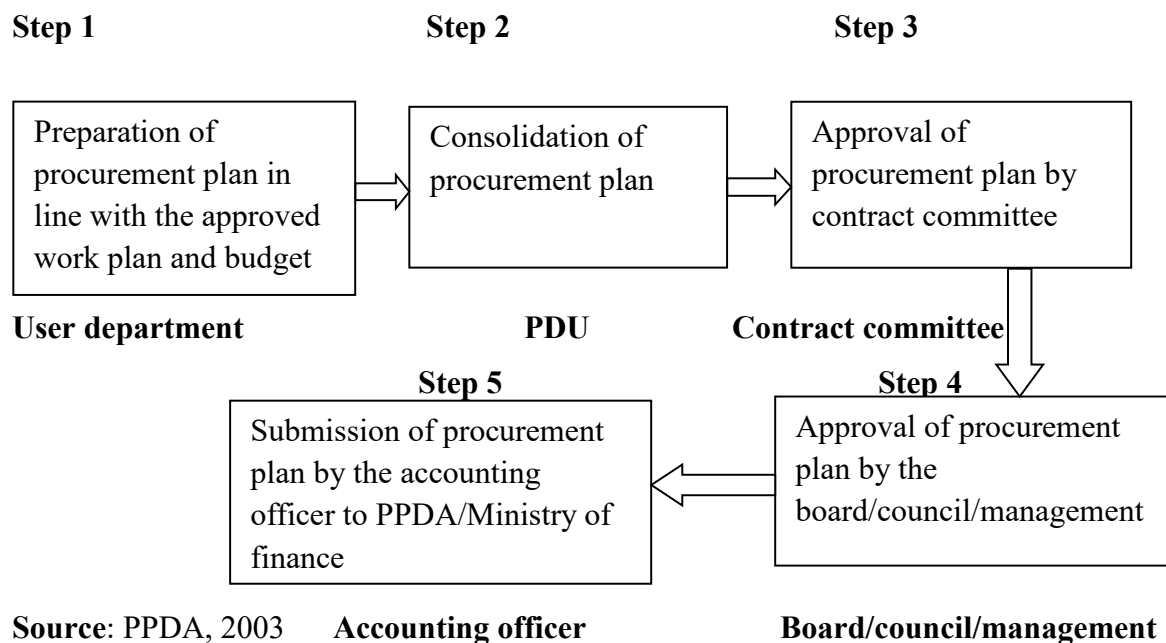
(5) A procuring and disposing entity shall notify the Secretary to the Treasury and the Authority of any changes made to its procurement plan and submit the updated and approved plan to the Authority.

(6) A procuring and disposing entity shall display its procurement plan and the updated and approved plan on its procurement and disposal notice board or using any other method as may be prescribed, for not less than twenty working days.

(7) Procurement shall not be carried out outside the procurement plan except in cases of emergency situations.

While, Sect.34 (2) states that, The User Department shall prepare a procurement plan based on the approved budget, which shall be submitted to the Procurement and Disposal Unit for implementation when required. Procurement planning process as provided by the PPDA, 2003 has five steps as in figure 4 below;

**Fig.4: procurement planning process**



### **2.3.2 Procurement planning practices**

The Local Government (Public Procurement and Disposal of Public Assets) Regulations of 2006 identifies about 20 steps that should be followed by local governments in the process of procurement planning. But contrary to this perception, a study by Basheka (2008b) and Basheka (2008a) identified only 14 of the steps that local governments should follow in their procurement planning. This implies that the remaining 6 steps (consulting key stakeholders, Making budgetary proposals and seeking approval, Identifying sources of funding for the procurement, Clear assignment of responsibility, Making clear term of reference (TOR) or statement of work (SOW) of requirements; and Determining the departmental work plans) that the law considers to be stages are actually planning practices, that is, the critical success factors for local government procurement planning in Uganda.

Proper and detailed specification is critical to procurement of goods of right quality and need. It identifies what is required from the contractor and he is expected to bid against the specifications given in the bid document. Specifications can be simple or complex depending on the nature of procurement (Caldwell, Roehrich and Davies, 2009). In order to ensure fair and impartial competition the specifications should be defined in such a manner that it allow widest possible competition and should not favour any single contractor or supplier nor put others at a disadvantage. Specifications should be generic and should not include references to brand names, model numbers, catalogue numbers or similar classifications (Caldwell, Roehrich and Davies, 2009).

### **2.3.3 Value of procurement planning**

Whenever; there is accurate forecasting of what goods, services and works local governments should procure (through procurement planning), the benefits of efficient utilization of resources are obvious. The officials who are involved in the acquisition process will be aware of the items that are required, the time when they are required, the methods that will be used, the people who are to be involved, the approval levels, etc. This will make all the processes transparent. It cannot

create serious room for corrupt tendencies as it would have been the case where planning was lacking (Basheka, 2008b).

Procurement Policy Manual (2009), procurement planning drives different expected results which are different from business as usual such as: reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy) , data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery. Mawhood (1983) further adds that effective procurement planning is an important route towards securing the right service to be delivered to the public, and also maximizing the level of service provision which can be achieved within the local Supporting People. A procurement plan helps Procuring Entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

## **2.4 Service delivery**

Oboth (2001) noted that, there is no definition of the phrase service delivery either deliberately or ignorantly. However he said, Service is a system or arrangement that supplies public needs, whereas delivery is periodical service delivery of a service. Therefore service delivery is a system or arrangement of periodical service delivery of supplying public needs. Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Heskett (1987) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms.



### 2.4.1 Quality of service delivered

In many low- and middle-income countries, dismal failures in the quality of public service delivery are demonstrated by high rates of absenteeism among teachers and doctors; leakages of public funds intended for schools, health clinics, or social assistance benefits; and shortages and stock-outs of pharmaceuticals and textbooks, among others (Ringold, et al, 2012). These failures have driven the agenda for better procurement service delivery right from the planning stage. Governments, civil society, and donors have become increasingly interested in the idea that properly managed procurement system can contribute to improved quality of service delivery by providing what the public wants through proper need assessment in the procurement planning stage.

Without any doubt, service quality is very important component in any organizational related activity. This is especially so, to marketer a customer's (citizen's) evaluation of service quality and the resulting level of satisfaction are perceived to affect bottom line measures of institutional success (Iacobucci et al., 1994). Public expectations are beliefs about a service that serve as standards against which service delivery is judged (Zeithaml et al., 1993); which client thinks a service provider should offer, rather than on what might be on offer (Parasuram et al., 1988). To some, service quality can also be defined as the difference between customer's expectations for the service encounter and the perceptions of the service received. According to the service quality theory (Oliver, 1980), it is predicted that customers will judge that quality as 'low' if service delivery does not meet their expectations and quality as 'high' when service delivery exceeds expectations. Closing this gap might require toning down the expectations or heightening the perception of what has actually been received by the customer (Parasuraman et al., 1985). According to Gronroos (1982), perceived quality of a given service is the result of an evaluation process since consumers often make comparison between the services they expect with perceptions of the services that they receive. He concluded that the quality of service is dependent on two variables: Expected service and Perceived service. Quality spells superiority or excellence (Taylor and Baker, 1994), (Zeithaml, 1988), or, as the consumer's overall impression of the relative inferiority / superiority of the organization and its services (Bitner and Hubbert, 1994; Keiningham et al., 1994-95). Consumer behavioral intentions are also influenced by the

standards of service quality (Bitner, 1990; Cronin and Taylor, 1992, 1994; Choi et al., 2004) as cited in Ramseook-Munhurrin, et al, (2010).

## 2.4.2 Indicators of Quality Service Delivery

Measuring service quality seems to pose difficulties to service providers because of the unique characteristics of services: intangibility, heterogeneity, inseparability and perishability (Bateson, 1985). Because of these complexities, various measuring models have been developed for measuring perceptions of service quality (Groenroos, 1983; 1990; Parasuraman et al., 1985; 1988; 1991; Stafford, 1996; Bahia and Nantel, 2000; Aldlaigan and Buttle, 2002) as cited in Munusamy, et al, (2010). The SERVQUAL model of Parasuraman et al. (1988) proposes a five-dimensional construct of perceived service quality: tangibles; reliability; responsiveness; assurance; and empathy – with 20 items (indicators) reflecting both expectations and perceived service delivery as shown in table 2 below in the following page;

**Table 2: service quality dimension and indicators**

No	Dimension	Indicators
1	Tangibles	<ul style="list-style-type: none"> <li>• Have up-to-date equipment</li> <li>• Physical facilities are visually appealing</li> <li>• Employees are well dressed and neat in appearance</li> <li>• Visually appealing materials associated with the service</li> </ul>
2	Reliability	<ul style="list-style-type: none"> <li>• Show sincere interest in solving customers' problems</li> <li>• Performs the service right the first time</li> <li>• Provides services at the time promised</li> <li>• Maintains error-free records</li> </ul>
3	Responsiveness	<ul style="list-style-type: none"> <li>• Inform customers when services will be performed</li> <li>• Offers prompt services to customers</li> <li>• Always willing to help customers</li> <li>• Readily respond to customers' request</li> </ul>

4	Assurance	<ul style="list-style-type: none"> <li>• Able to instill confidence in customers</li> <li>• Customers feel safe in their transactions</li> <li>• Employees are courteous at all times</li> <li>• Have the knowledge to answer customers' questions</li> </ul>
5	Empathy	<ul style="list-style-type: none"> <li>• Have convenient operating hours to all</li> <li>• Employees given personal attention to all</li> <li>• Employees have customers best interests at heart</li> <li>• Employees understanding customers' needs</li> </ul>

Source: Ramseook-Munhurrun, et al, (2010)

According to the PPDA annual Procurement & Disposal Audit Report (2012), poor identification of users' needs at the procurement planning stage and failure to involve beneficiaries in the project design process leads to failure to address their needs for example Community Agriculture Infrastructure Improvement Programme (CAIIP) markets and Nabweya Water Gravity Scheme in Bududa. Since the procurement plan is based on an approved budget, some entities have unrealistic budget estimates which lead to incomplete projects that stall due to inadequate funding. Some Government entities try to circumvent the procurement process by creating delays and man-made emergencies leading to last minute requests for deviations from the Authority which are aimed at hindering competition and value for money (PPDA annual Procurement & Disposal Audit Report, 2012).

### 2.4.3 Transactional cost

According to Lv et al (2012), the idea of transaction costs origin from Coase's literature—The Nature of the Firm. In The Problem of Social Cost, he indicates that in order to carry out a market transaction it is necessary to discover who it is that one wishes to deal with, to inform people that one wishes to deal with and to what terms, to conduct negotiations leading up to a bargain, to draw up the contract, to undertake the inspection needed to make sure that the terms of the contract are being observed, and so on (Coase, 1960). Though, numbers of economists devotes to researching and improving the theory of transaction costs but they haven't unified

conclusion. For instance, Coase (1937) explains it as the cost of using price mechanism; Williamson regards it as the cost and expenses of economics system operation (Liu & Shen, 2006). And Steven Cheung (1998) deems that the transaction costs indicate all the costs, besides physical processes of production and transportation as cited in Lv et al (2012).

Poor procurement planning by Government entities is further evidenced by failure to prepare adequate designs/specifications leading to increased costs through contract variations and design reviews for example, under the procurement of bicycles by Ministry of Health, there was a change in the delivery location after the goods had been shipped leading to increased costs due to demurrage (PPDA annual Procurement & Disposal Audit Report, 2012).

## **2.5 Relationship between Procurement Planning and Service Delivery**

A significant number of African countries have over the years adopted measures aimed at decentralization of government, together with development planning and administration; a fashion that became popular in the 1980s (Livingstone & Charlton, 2001). While decentralization of service delivery may be justified on a number of grounds, the literature seems to suggest that improving service delivery has been a common factor (Ahmed et al., 2005; Mullins, 2003; Shah & Thompson, 2004). In many developing countries however, decentralization has not been able to achieve the benefits of effective service delivery because of many challenges confronted by local governments. Lack of commensurate revenue assignments, inadequate access to financial markets, and lack of necessary administrative capacity on the part of local authorities have been some possible explanations (Elhiraika, 2006). In all this debate, the role of public procurement systems remain silent; and yet public procurement is increasingly recognized as a central instrument to ensure efficient and corruption-free management of public resources (OECD, 2007, p. 19).

At every stage of public procurement, there are risks of integrity. During the pre-bidding period; starting from needs assessment, common risks include lack of adequate needs assessment, planning and budgeting of public procurement, requirements that are not adequately or

objectively defined, an inadequate or irregular choice of the procedure and a timeframe for the preparation of the bid that is insufficient or not consistently applied across bidders (OECD, 2007). All these concern the function of procurement planning. Should local government's procurement system fail to manage these risks, accountability and eventual service delivery is seriously threatened (Basheka, 2008b).

Service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients operates under a framework, in this case, the legal frame work governing procurement planning in local government. Service delivery framework is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context (Helmsing, 1995). Service delivery framework is the context in which a service provider's capabilities are arranged into services.

According to Helmsing (1995) the importance of procurement reform in almost all country's settings can be demonstrated based on its scale and role in terms of service delivery, the amount of money wasted by existing practices, reduced competition, higher prices due to market perceptions of risk, as well as the demonstrated ability of countries to capture enormous savings through concerted efforts to strengthen their procurement function (Agaba and Shipman, 2007). The government of Uganda through the decentralization system has put in place provisions to ensure the realization of her long term objective of improving the quality of life of its citizens. Substantial resources have been committed towards improving service delivery in areas such as infrastructure development and maintenance, rural development, human development and governance, among others. In particular, it is noted that households do not only need income but also require adequate community infrastructure such as schools, health facilities, clean water, roads, energy, security, law and order etc (National Service Delivery Survey, 2008).

Johan (2006) further came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plans to fail delivering services to the public. And

if it cannot be measured, it cannot be improved. If we only plan to comply with regulations, we are not managers, we are robots. What we plan we must implement. What we implement, we must monitor. We should not be afraid to ask the customer (citizens). They really do know best what they need and what they get. It is not always the same thing. Basheka (2004) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in local governments. Mullins (2003) asserts that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. Its contribution can be at both central and local government levels of public sector management. His findings revealed a significant positive relationship between procurement planning and service delivery in local government procurement systems in Uganda. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research.

Appropriate planning ensures that the procurement is in line with the organizational needs and encourages the capability to meet customer expectations, which is one aspect of service delivery (Ruparathna and Hewage 2015). In addition, according to Meehan, Ludbrook and Mason (2016), good planning prevents the organization from losing money, when the planning is poor as it ensures that only the important items are procured at the right amount and at the right time. Fisher and Corbalán (2013) identified that organizations that have procurement budget, have better service delivery comparing to those that do not have. According to Aliza, Kajewski and Bambang (2011), involving all the departments during the budgeting process ensures high service delivery. This is because proper specification of the equipment and items required by each department is necessary in procurement planning to enhance the service delivery. It ensures that better items, equipment and supplies that will service customers' needs are procured. It eliminates the chances of not offering services and products to customers because they are not available (Guillaume, Thierry and Grabot 2011).

Planning activities that take into consideration the long-term cost of strategy of the organization, also lead to good service delivery. Procurement planning that tends to anticipate future needs of

the customer also endears customers and leads to customers' satisfaction (Meehan, Ludbrook and Mason 2016). Planning enables the company to anticipate the future and hence procure equipment and supplies that will lead to customer satisfaction (Sahling and Kayser 2016). Procurement planning that also takes into consideration the offers made by the competitors to ensure that the company offers its services at a more affordable price than competitors, is also enhancing customers' perception of value offered by the company (Hawkins, Gravier, Berkowitz Muir 2015).

Besides the importance and regulatory requirement of procurement planning, Masaburi, (2006) and Mlinga, (2006) noted that, many procurement entities do not give the preparation of annual procurement plan the proper attention it deserves. PPDA Annual Procurement & Disposal Audit Report (2012) found that, procurement planning was poorly done and executed at Lira Municipal Council (MC), in particular, the audit revealed that procurements such as the partial construction of the Health Office at Lira MC was not in the procurement plan for Financial Year 2010/2011. It was further noted that contracts for procurements of revenue collection services were extended due to poor planning, the entity failed to advertise these services prior to expiry of the contracts of the existing providers. These led to a number of procurements not being executed and conducting procurements outside the procurement plan, hence hampering on service delivery in the Municipality. More so, the worst performing Local Government of the 29 Local Governments assessed with the highest average by both value and number of 100% was Lira District Local Government.

## **2.6 Conclusion and Literature gap:**

Basheka (2008a) argues that, Procurement is a newly emerging academic discipline in Uganda. And apart from the work of Basheka (2004), Basheka (2008) and lately Eyaa & Oluka (2016), no much 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 (PPDA) and other governments audit institutions. Review of literatures above reveals that, there are very little systematic research on the entire procurement process and procurement planning in particular, and the effects of this process on effective service delivery, yet Procurement process is a fundamental function that impacts on effective or 'ineffective' service delivery (Oboto,

2001). This limited research is surprising given that public procurement has been employed as a vital instrument for achieving economic, social and other objectives (Arrowsmith, 1998), and is regrettably an area vulnerable to mismanagement and corruption (OECD, 2007). More so, there is no part of local government service delivery that does not depend on procurement of goods, services and works (Oboth, 2001).

Therefore, this study was precipitated by the limited scientific literature documenting the relationship between procurement planning and effective service delivery in Uganda, with the aim of the research being to fill this research gap. Our underlying theory was that there's an agency relationship among the stakeholders charged with managing procurement in the local government (municipality) in a decentralized context as an institution.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter presents the methodology of the study. It comprises of the research design, study population, sampling frame/size, the type and source of data to be collected, sampling techniques used, and how data was analyzed and presented.

#### 3.1 Research Design

The study used qualitative and quantitative survey designs. The research method that the researcher used was a case study research. Kothari (1990) described a case study as a careful and complete examination of a social unit, institution, family, cultural group or an entire community. A case study he argued embraces depth rather than breadth of a study. Some of the more salient aspects of a case study research include the fact that a case study research uses multiple methods for collecting data which may be both qualitative and quantitative and that a case study research being exploratory in nature is used in areas where there are few or deficient body of knowledge.

#### 3.2 Population of the study

Target population is defined as universal set of the study of all members of real or hypothetical set of people, events or subjects to which an investigator wishes to generate this result (Mugenda and Mugenda, 2003). According to Babbie (2005) as cited by Sang & Mugambi, (2014) , the population for a study is that group (usually of people) about whom we want to draw conclusions, while Sanders et al. (2003) as cited in Kiama (2014) states that, a population is the full set of cases from which a sample will be taken from.

As provided by the personnel department of both institutions under study, the target population for this study were 170 (79 staffs of Lira municipal council and 91 staffs of Lira local government, (District personnel records November, 2014) from all the various departments employed at the headquarters only. The target population were used specifically in order to

validate the research from a statistical perspective and to ensure that opinions were solicited from respondents who understands local government service delivery.

### 3.3 Sampling Frame

The sampling frame describes the list of all population units that formed the unit of study. Basing on a population of 170, a sample size of 130 were used in this study. A sample of 130 respondents was considered adequate for this study (Krejcie & Morgan, 1970). The sample size employed translates to 76 percent of the population. Mugenda and Mugenda (2003) recommend 10 percent of the population as an adequate sample in a social study.

**Table 3.1: Sample Size**

No	Department	Population	Sample Size	Percentage
1	Administration	50	40	24%
2	Finance & Planning	28	25	15%
3	Works & Transport	29	20	12%
4	Production & Marketing	7	4	2%
5	Education & sports	14	10	6%
6	Community based services	10	8	5%
7	Audit	7	5	3%
8	Health	12	8	5%
9	Natural resources	13	10	6%
	<b>TOTAL</b>	<b>170</b>	<b>130</b>	<b>76%</b>

Source: Lira municipal and local Government personnel Records

**Table 3.2: Response Rate**

Total Sample Size	Response Rate	Percent	Non-Response Rate	Percent
130	118	90.77%	12	9.23%

As it can be seen in Table 3.2, out of 130 respondents sampled and administered with questionnaires, 90.77 % of them completed their questionnaires and returned them while the remaining 9.23 % of the respondents did not return their questionnaires as they were away with

other business engagements. This suggests that the response rate was generally higher and the error of margin obtained in the work was narrower.

### **3.4 Sampling Methodology/Technique**

The study adopted a cluster sampling technique to acquire a sample which were used to collect data for the study. The Municipal and local government were sub-divided into nine departments (cluster). From each cluster, respondents were selected using simple random sampling (purposive sampling) technique which is a non- probability sampling technique to select all the respondents who were believed to be in a better position to respond to the research questions. The criteria that the researcher used in selection of subjects were guided by the list of staffs provided by the municipal and district personnel department.

### **3.5 Data Source**

Both primary and secondary data were used in this study. The secondary data included a review of key public procurement publications and other literature on the subject. The primary data were solely collected through structured questionnaires administered to selected respondents by the researcher.

### **3.6 Data Collection Instruments/tools**

According to Sotirios Sarantakos (2005), a questionnaire is a method of survey data collection in which information is gathered through oral or written questionnaires. Oral questioning is known as interviewing; written questioning is accomplished through questionnaires which are administered to the respondents by mail or handed to them personally by the researcher. Questionnaires enables the researcher to collect a large sample of information in a short time and at a reasonably low cost (Mwangi, 1999) as cited in Gesuka & Namusonge (2013) and give similar or standardized questions to the subjects making it easier for comparison and generalization.

In this study, structured questionnaires with closed ended questions was employed to collect data was structured based on a 5 pointer scale questions where the respondent were required to complete the questionnaire that required them to indicate the extent to which they agree or disagree with the statement in the questionnaires. The questionnaires were tested for both

validity and reliability before administering to the respondents to make sure they are credible, objective and consistent. The questionnaires were administered by the researcher to all the respondent and collected after one week. To eliminate the errors of some questions not being answered, all the questionnaires collected were checked and rechecked and the ones found with un-answered questions were clarified to the respective respondents to get their answers. One of the limitation of questionnaires is low response rate and in this research, the researcher followed up on all the questionnaires and agreed on the collection time and period with the respondents. Out of 130 questionnaires administered, 118 were collected back and all filled properly while only 12 questionnaires were not retrieved back presenting a response rate of 90.77%.

### **3.7 Measurement of Research Variables**

The study investigated procurement planning as an independent variable based on three dimensions of procurement planning process, practice and value with their measurable indicators. Service delivery as a dependent variable was measured based on three dimensions of quality, timeliness and transactional cost also with their corresponding measurable indicators. These indicators were measured using an instrument (questionnaire) develop on a five point Likert scales measuring from strongly disagree as response 1 to strongly agree as response 5. Therefore, the researcher measured how respondents agree or disagree to the statements about the study variables.

The collective rank order was determined by entering the ranking given to each of the factors in the survey questionnaire. After entering the rankings given to each factor by each respondent, the total or sum of all the rankings for that factor was added. The factor with the least or lowest sum, was ranked number 5 or the last factor and the factor with the highest sum was ranked number 1 or first. The same procedure was used to analyze the ranking of factors between the different subgroups. To establish the relationship between the study variables that is to say, public procurement and performance of Lira district and municipal Government, logistic regression model was used. The details regarding these are demonstrated in Table 3.2 and 3.3.

**Table 3.2: Showing the Interpretation of Rating Scale on Independent Variable**

Rating (Legend) Scale	Rating Scale interpretation	Legend Scale interpretation
4.21-5.00	Strongly Agree	Very effective
3.41-4.20	Agree	Effective
2.61-3.40	Uncertain	Moderate
1.81-2.60	Disagree	Ineffective
1.00-1.80	Strongly Disagree	Very ineffective

**Table 3.3: Showing the Interpretation of Rating Scale on dependent variables**

Rating (Legend) Scale	Rating Scale interpretation	Legend Scale interpretation
4.21-5.00	Strongly Agree	Very high
3.41-4.20	Agree	High
2.61-3.40	Uncertain	Moderate
1.81-2.60	Disagree	Low
1.00-1.80	Strongly Disagree	Very low

### 3.8 Validity and Reliability

#### Reliability of Instruments

According to Amin (2005), reliability of an instrument refers to the extent to which the research instruments are without bias thus, presenting consistent measurements especially in data collection process. To ensure reliability for interview guides, recorded interviews, extensive interview notes and field notes were ensured so as determine reliability. These processes highlighted potential problems and areas that might have been omitted. The pre-test contributed to the credibility, dependability and trustworthiness of a questionnaire. The findings from the

test-retest were coded in the SPSS, a computer package to test for reliability at the Cronbach's alpha coefficient of 0.7 so as to assess the internal consistency as presented in Table 3.4.

**Table 3.4: Results of Reliability Test**

Variable	Anchor	Cronbach Alpha Value
Procurement Planning process	5-Point	.7013
Procurement Planning practices	5-Point	.9134
Value of Procurement planning	5-Point	.8724
Quality services	5-Point	.7612
Timeliness	5-Point	.7010
Transactional Cost	5-Point	.7012

Source: Pilot Research

As it can be seen in Table 3.4, the reliability test for different parameters shows that cronbach alpha values determined ranged from 0.7013 to 0.9134 and these are above the standard estimated cronbach alpha value of 0.7. In this regard, it can be noted that the items in questionnaire were reliable enough.

### Validity of Instruments

To ensure validity of instruments, Content Validity Index (CVI) was censured by subjecting the researcher devised questionnaires to judgment/ scrutiny by the content experts and these involved two experts in instrumentation. The findings from the two experts were used to establish content validity index as shown in Table 3.5

**Table 3.5: Validity Test**

	Relevant items	Not relevant items	Total
Rater 1	33	5	38
Rater 2	32	6	38

<b>Total</b>	<b>65</b>	<b>11</b>	<b>76</b>
--------------	-----------	-----------	-----------

$$CVI = \frac{\text{Relevant Items}}{\text{Total Number of Items}} = \frac{65}{76} = 0.86$$

Thus, since the CVI computed was above 0.7, the standard cronbach alpha, the instruments were considered valid this is also in line with Amin (2005) who noted that the overall CVI for the instrument should be calculated by computing the average of the instrument and for the instrument to be accepted as valid the average index should be 0.70 or above (Amin, 2005).

### 3.9 Data Gathering Procedures

An introduction letter was obtained from the Uganda Christian University (UCU) as an approval for the researcher to conduct the study. The researcher first visited the administrator in charge of research in Lira Local Government to seek permission to carry out this study. Thereafter, selection of respondents was done using the identified sample selection procedures. The researcher then produced enough questionnaires for distribution. Respondents were explained about the purpose of the study. Respondents were requested to sign the Informed Consent Form. Respondents were also requested to answer completely and not to leave any part of the questionnaires unanswered. The researcher emphasized retrieval of the questionnaires within one week from the date of distribution. On retrieval, all returned questionnaires were checked if all were answered and those who had not completed were kindly requested to do so.

### 3.10 Data Analysis

Data for this research was both qualitative and quantitatively. Qualitative data analysis involved explanation of information obtained from the empirical literature. This was done through discussion and explanation of study findings. Quantitative analysis was done for the numerical data obtained from the field. This was done using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS).

Descriptive statistics was used to describe sample characteristics with frequencies, mean, standard deviation and percentages were used. The relationship between procurement planning

and service delivery was analyzed using correlation coefficient to establish the direction and strength of the relationships between these variables. Regression analyses was also carried out to determine the extent to which the independent variables predict the dependent variable. In addition, Model summary and ANOVA tests were also run on the data.

### **3.11 Ethical Considerations**

Sommer & Sommer (2007) as quoted by Kiama (2014) argue that ethical considerations such as confidentiality, anonymity and avoidance of deception are very important issues in social research. The researcher assured respondents of confidentiality and affirm that the study was purposely made for accomplishing academic goals. Trochim (2006) elucidated that researchers should acknowledge sources of information collected from textbooks and research materials. This study used secondary data that has been published in accordance with accountability measures. For the purpose of this study and in keeping with ethical standards in the conduct of research respect for copyright of the published data, the researcher acknowledged all sources of information from other scholars.

In conclusion, the population under study was well selected and representative enough with a good response rate got. Questionnaires were used to collect data and the data collection tool was tested for both reliability and validity that removed any bias and showed consistency in the tool used.



## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

#### 4.0 Introduction

This chapter analyses and presents the findings of the study. It begins with demographic characteristic of respondents, and then presents the findings regarding the contribution of procurement planning process to effective service delivery by local government; the contribution of procurement planning practices to effective service delivery of local government; and the influence of value of procurement planning on effective service delivery.

#### 4.1 Demographic Characteristics of Respondents

The demographic characteristics of respondents look at the distribution of respondents as regards to their gender, age group, education and their experience in their respective positions or posts. The findings regarding these are presented in Table 4.1.

**Table 4.1: Demographic Characteristics of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Valid Percent</b>
Male	77	65.3
Female	41	34.7
<b>Total</b>	<b>118</b>	<b>100.0</b>
<b>Age</b>		
Below 25 Years	7	5.9
25-35 Years	28	23.7
36-45 Years	50	42.4
46-55 Year	21	17.8
above 55	12	10.2
<b>Total</b>	<b>118</b>	<b>100.0</b>
<b>Education</b>		
Post Graduate	17	14.4
Bachelor	66	55.9
Diploma	24	20.3
Certificate	11	9.3

<b>Total</b>	<b>118</b>	<b>100.0</b>
<b>Experience</b>		
Below 2 years	4	3.4
2-3 years	11	9.3
4-7 years	20	16.9
8-10 years	36	30.5
Above 10 years	47	39.8
<b>Total</b>	<b>118</b>	<b>100.0</b>

**Source: Primary Data**

#### **4.2 Procurement Planning in Lira Local Government**

Before determining the research objectives, this study assesses the effectiveness of procurement planning in Lira Local Government as regards to procurement process, procurement practices and procurement value using mean values. Mean ranges from 1.00-1.79 indicated that majority of the respondents strongly disagreed with the items investigated under procurement planning in Lira Local Government, thus, the procurement planning in the area is very ineffective; mean ranges from 1.80-2.59 show that majority of the respondents disagreed with the items investigated under procurement planning in Lira Local Government, thus, the procurement planning in the area is ineffective; mean ranges from 2.60-3.39 indicate that majority of the respondents were not sure about the items investigated under procurement planning, thus, the procurement planning in Lira Local Government is at moderate level; mean ranges from 3.40-4.19 show that majority of the respondents agreed with the items investigated under procurement planning in Lira Local Government, thus, the procurement planning in the area is effective; and lastly; mean ranges from 4.20-5.00 portray that majority of the respondents strongly agreed with the items investigated under procurement planning in Lira Local Government, thus, the procurement planning in the area is very effective. The findings regarding these are presented in Tables, 4.2, 4.3 and 4.4.

**Table 4.2: Mean Values Showing the Effectiveness of Procurement Planning Process in Lira**

**Local Government**

<b>Procurement Planning Process</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Interpretation</b>
Work for the year is collected from various departments and combined together	3.86	.816	Effective
What need to be bought are aligned with the money available	3.86	.914	Effective
We always put together similar items that needs to be bought	3.69	.958	Effective
List of what needs to be bought are forwarded to the procurement and disposal unit	3.36	1.10	Moderate
Obtaining approval of what we have planned to buy is done	3.36	1.14	Moderate
We agree with other departments/finance on money allocation	3.24	1.19	Moderate
Time when the items to be bought are needed is stated and communicated	3.23	1.27	Moderate
What we plan to buy is listed in order starting from the most important to the least important items	3.08	1.17	Moderate
We only agree on what our municipality/local government can afford to buy	2.78	.39	Moderate
The method of purchasing items is always identified early before actual purchase	2.63	.33	Moderate
Our meetings sometimes discuss procurement matters	2.53	1.35	Ineffective
What we agreed to buy is always written down	2.13	1.10	Ineffective
Combined list of what we need to buy is circulated and avail to staff members	1.97	1.01	Ineffective
We also obtain things from the market such as, items types and prices	1.92	1.03	Ineffective
<b>Mean Average of Procurement Planning Process</b>	<b>2.97</b>	<b>1.06</b>	<b>Moderate</b>

**N=118**

**Source: Primary Data**

From above Table 4.2, mean average was 2.97 and standard deviation was 1.06.

**Table 4.3: Mean Values Showing Procurement Planning Practices in Lira Local Government**

<b>Procurement Planning Practices</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Interpretation</b>
We Identify where the money to use in buying things will come from.	3.09	.79	Moderate
Each department has different work to do and they are determine early enough before works begins	2.77	.51	Moderate
We forward to government how much money we need	2.68	.59	Moderate
Discussing and recording what need to be bought ensures that our needs are shown clearly	2.58	.67	Ineffective
We involve other stakeholders in determining what we need to buy	2.26	.63	Ineffective
Discussing matters of procurement in our meeting is our responsibility	2.18	.48	Ineffective
<b>Mean Average of Procurement Planning Practices</b>	<b>2.96</b>	<b>0.61</b>	<b>Moderate</b>

N=118

**Source: Primary Data**

From the results in table 4.3 above, mean average was 2.96 at a standard error of 0.61

**Table 4.4: Mean Values Showing Value of procurement planning in Lira Local Government**

<b>Value of procurement planning</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Interpretation</b>
Determining what we wants to buy early ensures that we do the right thing	3.05	.67	Moderate

<b>Value of procurement planning</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Interpretation</b>
Determining what we want to purchase early ensures that we accomplish government plans in time	2.52	.34	Ineffective
We always get quality goods and services when we determine what we want to buy early enough.	2.13	.68	Ineffective
<b>Mean Average of Value of procurement planning</b>	<b>2.57</b>	<b>.56</b>	<b>Ineffective</b>

N=118

**Source: Primary Data**

The overall mean average of value of procurement planning was 2.57 with a standard deviation of 0.56 as presented in Table 4.4 above.

### **4.3 Level of Service Delivery in Lira Local Government**

This study also determined the level of service delivery in Lira Local Government. Service delivery in the local government was examined in terms of quality services, timeliness and transactional costs. Mean values were also used to determine the level of service delivery in Lira Local Government. Mean ranges from 1.00-1.79 indicated that majority of the respondents strongly disagreed with the items investigated under service delivery in Lira Local Government, thus, the level of service delivery in the area is very low; mean ranges from 1.80-2.59 show that majority of the respondents disagreed with the items investigated under service delivery in Lira Local Government, thus, the level of service delivery in the area is low; mean ranges from 2.60-3.39 indicate that majority of the respondents were not sure about the items investigated under service delivery, thus, the level of service delivery in Lira Local Government is at moderate; mean ranges from 3.40-4.19 show that majority of the respondents agreed with the items investigated under service delivery in Lira Local Government, thus, the level of service delivery in the area is high; and lastly; mean ranges from 4.20-5.00 portray that majority of the respondents strongly agreed with the items investigated under service delivery in Lira Local Government, thus, the level of service delivery in the area is very high. Table 4.5 shows the findings regarding the level of service delivery in Lira Local Government.

**Table 4.5: Mean Values Showing the Level of Service Delivery in Lira Local Government**

<b>SERVICE DELIVERY</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Interpretation</b>
-------------------------	-------------	-----------------	-----------------------

<b>Quality Service</b>			
We understand the need of the people we serve	3.35	.66	Moderate
Our staffs have knowledge in answering citizen's questions	2.54	.94	Low
We keep citizens informed about when services will be performed	2.44	.74	Low
We provide services as planned/promised	1.95	.94	Low
We use modern equipment in delivering services	1.88	.69	Low
<b>Mean Average under Quality Service</b>	<b>2.43</b>	<b>0.79</b>	<b>Low</b>
<b>Timeliness</b>			
Our suppliers respect and follow our service delivery schedule	3.59	.63	High
Our suppliers deliver what we need on time	3.39	.88	Moderate
There is less delays in communicating our services to the public	3.33	.67	Moderate
Accessing our services is always fast	2.99	1.30	Moderate
Services are delivered to the public on time as required	2.29	1.26	Low
<b>Mean Average</b>	<b>3.12</b>	<b>0.95</b>	<b>Moderate</b>
<b>Transactional Cost</b>			
We provide service as planned within our budget	3.79	.86	High
We have good relations with our suppliers	3.32	.55	Moderate
Bulk purchase increase bargaining power	3.25	.87	Moderate
We provide sustainable services to the community	2.60	.89	Moderate
Our administrative cost is always low	2.09	.79	Low
<b>Mean Average under Transactional Cost</b>	<b>3.01</b>	<b>0.79</b>	<b>Moderate</b>
<b>Overall Mean Average</b>	<b>2.85</b>	<b>0.85</b>	<b>Moderate</b>

N=118

#### Source: Primary Data

From table 4.5 above, mean average was 2.85 at a standard deviation of 0.85

### 4.5 Relationship between Procurement Planning and Service delivery of Lira Local Government

To answer the research objectives established whether there is any significant relationship between procurement planning and service delivery of Lira Local Government, a Pearson correlation was established. In determining the relationship between the study variables, this study included only the variables that were found significant at the 5 percent level of significance in the correlation model. The findings derived from these were also used to test the hypotheses and are presented in Table 4.6, 4.7 & 4.8.

**Table 4.6: Correlation between Procurement Planning Process and Service Delivery of Lira Local Government**

		Procurement Planning process	Service delivery
Procurement Planning process	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	118	118
Service delivery	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

**Source: Primary Data**

Results in Table 4.6 indicates a correlation between the independent variable and dependent variable at r. value of .947\*\* and significant value of 0.000.

**Table 4.7: Correlation between Procurement Planning Practices and Service Delivery of Lira Local Government**

		Procurement planning practices	Service delivery
Procurement planning practices	Pearson Correlation	1	.989**
	Sig. (2-tailed)		.000
	N	118	118
Service delivery	Pearson Correlation	.989**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

**Source: Primary Data**

Results in Table 4.7 indicates a correlation between the independent variable and dependent variable at of r. value of .989\*\* and significant value of 0.000.

**Table 4.8: Correlation between Values of Procurement Planning and Service Delivery of Lira Local Government**

	Value of procurement planning	Service delivery
--	-------------------------------	------------------

Value of procurement planning	Pearson Correlation	1	.971**
	Sig. (2-tailed)		.000
	N	118	118
Service delivery	Pearson Correlation	.971**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

**Source: Primary Data**

Results in Table 4.8 indicates a correlation between the independent variable and dependent variable at Person Correlation of .971\*\* and the significant value of 0.000.

To test the research hypotheses, multiple regression analysis: through the model summary; ANOVA and the logistic regression were employed and the findings regarding these are presented in Table 4.9, 4.10 and 4.11.

**Table 4.9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 <sup>a</sup>	.987	.987	.131
a. Predictors: (Constant), Procurement planning process, Procurement planning practices and Value of procurement planning				

**Source: Primary Data**

The R square of 0.987 was registered as presented in table 4.9 above

**Table 4.10: The ANOVA**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.988	3	41.996	2.434E3	.000 <sup>a</sup>
	Residual	1.604	93	.017		
	Total	127.592	96			
a. Predictors: (Constant), Procurement planning, Procurement planning practices and Value of procurement planning						
b. Dependent Variable: Service delivery						

ANOVA indicated a f of 2.434 at 0.000 level of significance as presented in table 4.10 above



**Table 4.11: A logistic regression of the effect of Procurement Planning on Service Delivery in Lira Local Government**

Variable	Beta	Std. Error	Wald	Df	Sig	Exp ( $\beta$ )
Procurement Planning Process	0.209	0.083	6.355	1	<b>0.012**</b>	0.811
Procurement Planning Practices	0.170	0.164	1.075	1	<b>0.014**</b>	1.185
Value of procurement planning	0.309	0.156	3.917	1	<b>0.008**</b>	1.362
Constant	3.216	2.782	1.337	1	0.248	24.928
Overall cases correctly predicted = 62.04%						
Correctly predicted service delivery= 56%						
N = 118						

\*\*significant at 5%

Table 4.11 indicates a regression between procurement planning process at beta of 0.209 at 0.012 level of significance, procurement planning practice at beta of 0.170 at 0.014 level of significance and value of procurement planning at beta of 0.309 with 0.008 level of significance.

## CHAPTER FIVE

### DISCUSSION AND INTERPRETATION OF RESULTS

#### 5.0 Introduction

This chapter interprets and discusses the key study findings. It begins with demographic characteristic of respondents, the findings regarding the contribution of procurement planning process to effective service delivery by local government; the contribution of procurement

planning practices to effective service delivery of local government; and the influence of value of procurement planning on effective service delivery.

### **5.1 Demographic Characteristics of Respondents**

Results in Table 4.1 indicate that 65.3 % of the respondents were males whiles 34.7 % of them were females. Although males were the majority participants in this study, the research findings were not affected by the gender imbalance since the aspects under investigation were not gender biased. Selecting respondents from both genders helped in information complementation as what could not be mentioned by one gender was mentioned by the other.

Regarding respondents' age, the results in Table 4.1 indicate that most respondents (42.4 %) were from the age group of 36-45 years; they were followed by those in age group of 25-35 as they were 23.7%; 17.8 % of the respondents were from the age group of 46-55 years old; 10.2 % of the respondents were from 50 years and above; and the least participants were those below 25 years as they were 5.9 %. This implies that most of the respondents were in their mid-adulthood age and this could be so because there is generally work security in the public sectors thus, those who have been employed while in their youthful age continue working until their retirement age. Nevertheless, information obtained from respondents from different age groups was very important in that it helped in collection of diversified information about the study variables as people from different age groups have different views regarding procurement planning and service delivery since the PPDA act was introduced in 2003 while others were already in public service as 39.8% of respondents have over 10 years work experience while others had not yet joined public service as demonstrated by the remaining 60.2% of the respondents.

Regarding the education level of respondents, Table 4.1 indicates that majority (55.9 %) of the respondents who participated in this study had bachelor degrees; they were followed by the diploma holders (20.3%); 14.4 % of the respondents attended post graduate studies; and the least participants in the study were those who had certificates as they formed (9.3 %). This suggests the majority of the respondents were those who could read, analyze and understand issues of procurement planning and service delivery in area of the study before responding to them effectively.

Based on experience of respondents in their various positions in public sector, Table 4.1 shows that majority of the respondents 39.8 % of the respondents had experience in their positions/posts for over 10 years; these were followed by those with 8-10 years; 16.9 % of the respondents had experience of 4-7 years; 9.3 % of the public servants who participated in this study had experience of 2-3 years; and 3.4% had experience in their current positions for less than 2 years. The general impression on the level of experience of respondents in the public service suggests that many of them are dedicated to their employment terms and have considerable information about program implementation, procurement planning and service delivery. Employees who are engaged to work and are available to offer service and attention to clients, enhance the perception of service delivery, compared to employees who are absent and disengaged (Manso and Nikas 2015). Similarly, having employees who are disengaged leads to poor service delivery and they can't put in place proper plans and appropriate contract terms that would ensure that suppliers are fully obligated to deliver high quality supplies that will lead to better service delivery (Meehan, Ludbrook and Mason 2016)

## **5.2 Procurement Planning in Lira Local Government**

### **5.2.1 Procurement Planning process**

Considering the overall mean average of all the items in Table 4.2 that is 2.97 and standard deviation of 1.06, it can be said that the procurement planning process in Lira Local Government and municipal council is generally moderate.

Procurement planning process in Lira Local Government is generally moderate because list of what needs to be bought are forwarded to the procurement and disposal unit (mean of 3.36; st.dev 1.107); obtaining approval of what local government officials have planned to buy is moderately done (mean of 3.36; st.dev 1.144); officials do not always agree with other departments/finance on money allocation (mean of 3.24; st.dev 1.196); time when the items to be bought are needed is not consistently stated and communicated (mean of 3.23; st.dev 1.277); what officials plan to buy is not always listed in order starting from the most important to the least important items (mean of 3.08; st.dev 1.178); officials do not sometimes agree on what their

municipality can afford to buy (mean of 2.78; st.dev .391); the method of purchasing items is not always identified early before actual purchase (mean of 2.63; st.dev .332).

Much as most of the items under procurement planning process scored moderate, respondent highly agreed that work for the year is collected from various departments and combined together (mean of 3.86; st.dev .816); what need to be bought are aligned with the money available (mean of 3.86; st.dev .914); and officials always put together similar items that needs to be bought (mean of 3.69; st.dev .958).

Respondents also ineffectively rated some items under procurement planning process and these included discussing and recording what need to be bought to ensure that their needs are shown clearly (mean of 2.58; st.dev .670); officials involving other stakeholders in determining what they need to buy (mean of 2.26; st.dev .629); and discussing matters of procurement in meeting being officials responsibility (mean of 2.18; st.dev .479).

Comparing the research findings on procurement planning process in Lira Local Government with the ones by other authors whose works have been reviewed in the literature, it can be noted that the study findings in case of Lira Local Government is in agreement with the one by (James, 2004) as the author noted that when procurement planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources.

At it is in case of the Lira Local Government, Stoner, Freeman& Gilbert (1995) also noted that planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making. In management literature planning implies that managers think through their goals and actions in advance and that their actions are based on some method, plan or logic rather than on a hunch.

Similarly, the research carried out in Lira Local Government is also in line with the one by Drabkin & Thai (2003) and Robbins (2001) because the scholars showed the planning function

in procurement encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate the activities.

The studies by Agaba and Shipman (2007) and Kovacs (2004) are also in agreement with the one carried out in particular reference to Lira Local Government because all of them indicate that procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. This suggests that departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement planning process.

Effectiveness in the procurement planning process was also emphasized by researchers such as Basheka (2006) and Lewis and Roehrich (2009) and this relates to the findings in the case of Lira Local Government. All the study findings are related as they state that annual procurement plan is the procuring entity's indicative plan of what, how and when to procure goods, works and services for a particular financial year. The studies also noted that it is a tool that facilitates early and smooth procurement process and draws businesses' early attention to procuring entity's planned procurement of the forthcoming financial year.

Further still, the study findings in case of Lira Local Government is also in agreement with the ones carried out by Arminas (2002) and Lawino (2009) as they scholars perceived procurement is thus one part of the commissioning process. As it was in the case of Lira Local Government, the scholars confirmed that sometimes it is more appropriate for a public body to fund a service through the provision of a grant, but then it will have less control over the precise outcomes to be delivered.

Finally, a study carried out in Uganda by Basheka (2008b) is also in agreement with the one carried out in Lira Local Government and they also pointed out that procurement planning is part and parcel of the traditional planning already familiar in local governments: notably, development planning and budgeting. All the study findings also show a procurement plan should be integrated into the annual sector expenditure program to enhance financial

predictability, accounting and control over procurement budgets and that a procurement and disposal unit is required to use the combined work plan to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year.

The findings in procurement planning process in Lira Local Government could be in agreement with the ones being reviewed in the literature because procurement planning forms the basis of other procurement practices in any organizations regardless of its setting. Thus, there is need for the procurement officers in all sectors and organizations including in local governments to serious take procurement planning process such that other procurement activities can function effectively.

### **5.2.2 Procurement Planning Practices in Lira Local Government**

As seen in Table 4.3, the mean average of procurement planning practices which is 2.96 at a standard error of 0.61 suggests that the effectiveness of procurement planning practices in Lira Local Government were moderately rated.

Procurement planning practices were also moderate in Lira Local Government because officials do not necessarily identify where the money to use in buying things will come from (mean of 3.09; st.dev .798); each department does not necessarily have different work to do and determine early enough before works begins (mean of 2.77; st.dev .508); and respondents are not sure whether officials forward to government how much money they need (mean of 2.68; st.dev .594).

Nevertheless, some items under procurement planning practices were ineffectively rated and these included discussing and recording what need to be bought ensures that officials' needs are shown clearly (mean of 2.58; st.dev .670); officials involving other stakeholders in determining what they need to buy (mean of 2.26; .629); and discussing matters of procurement in meeting being officials' responsibility (mean of 2.18; st.dev .479).

Relating the study findings on procurement planning practices in case of Lira Local Government with the ones by other scholars and researchers whose studies have been reviewed in the literature, it can be noted that the study in case of Lira Local Government is in line with the one by Basheka (2008b) and Basheka (2008a) as the scholar in all its two works noted that some steps are very significant in the procurement planning practices. The ones being identified include consulting key stakeholders, making budgetary proposals and seeking approval, Identifying sources of funding for the procurement, clear assignment of responsibility, making clear term of reference (TOR) or statement of work (SOW) of requirements; and determining the departmental work plans. This suggests that the procurement planning practices in Lira Local Government is moderately rated because they have not been following some these steps that are critical to the success for local government procurement planning in Uganda.

The study findings on procurement planning practices in case of Lira Local Government also relate to the ones by Caldwell, Roehrich and Davies (2009) as their study contends that to ensure effective procurement planning practices, proper and detailed specification is critical to procurement of goods of right quality and need. Thus, it can be said that the procurement planning practices in Lira Local Government was somewhat moderate because it could not fully identify what is required from the contractor and the supplier is expected to bid against the specifications given in the bid document. The study findings on procurement planning practices in case of Lira Local Government was moderately because the local government could not effectively ensure fair and impartial competition the specifications should be defined in such a manner that it allow widest possible competition and should not favour any single contractor or supplier nor put others at a disadvantage. Thus, to ensure effectiveness in procurement planning practices, specifications should be generic and should not include references to brand names, model numbers, catalogue numbers or similar classifications (Caldwell, Roehrich and Davies, 2009).

This finding is in line with other studies reviewed in the literature because selecting the right suppliers ensures effectiveness in costing and value for money as well as purchasing genuine products and service for effective running of any organization whether it being public or private.

Thus, involving other stakeholders in determining what Lira Local Government needs to buy and discussing matters of procurement in local government's meetings could enhance effectiveness in procurement planning practices more effective.

### **5.2.3 Value of procurement planning in Lira Local Government**

As presented in table 4.4, the overall mean average of value of procurement planning shows that the value of procurement planning in the Lira Local Government is ineffective as its overall mean average was 2.57 and this refers to ineffective in the rating scale and at the standard deviation of 0.83.

Value of procurement planning was ineffectively rated by respondents because respondents disagreed that determining what officials want to purchase early ensures that they accomplish government plans in time (mean of 2.52; st.dev .338); they also disagreed that officials always get quality goods and services when they determine what we want to buy early enough (mean of 2.13; st.dev .688). One item under value of procurement planning was moderately rated and this is Determining what we wants to buy early ensures that we do the right thing (mean of 3.05; st.dev .667).

Comparing the research findings on value of procurement planning in Lira Local Government with the ones by other authors and scholars whose studies have been reviewed in this study, it can be noted that the study on value of procurement planning in Lira Local Government is also in agreement with the ones by Basheka (2008) whose study noted that value of procurement planning is achieved when officials who are involved in the acquisition process will be aware of the items that are required, the time when they are required, the methods that will be used, the people who are to be involved, the approval levels, etc. as it was in case of Lira Local Government, this will make all the processes transparent. It cannot create serious room for corrupt tendencies as it would have been the case where planning was lacking.

Relating the research findings on value of procurement planning in Lira Local Government with the studies analyzed in the literature, it can be noted that the study in case of Lira Local



Government is in agreement with the one by Mawhood (1983) whose study indicated that that effective procurement planning is an important route towards securing the right service to be delivered to the public, and also maximizing the level of service provision which can be achieved within the local Supporting People. Thus, for a procurement plan helps Procuring Entities in Lira Local Government to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

The findings in procurement planning process in Lira Local Government could be in agreement with the ones being reviewed in the literature because every procurement planning process and practices are ensured so as to achieve procurement value in every organization regardless of the size. Thus, the local government should make sure that there is a close supervision of the procurement process in a bid to manage the costs.

### **5.3 Level of Service Delivery in Lira Local Government**

Based on the overall mean average of 2.85 and standard deviation of 0.85 as indicated in Table 4.5, it can be noted that respondents rated the service delivery in Lira Local Government moderately. Considering the mean averages of all the items, it can also be noted that service delivery was higher in terms of timeliness (mean of 3.12; st.dev 0.95); this was followed by transactional cost (mean of 3.01; st.dev 0.79); and lastly, it was in service quality (mean of 2.43; st.dev 0.79).

Service delivery as regards to timeliness was rated moderate because respondents noted that suppliers do not always deliver what is needed on time (mean of 3.39; st.dev .88); there are sometimes delays in communicating services to the public (mean of 3.33; st.dev .68); and public does not always access services from the municipality as fast as it is expected (mean of 2.99; st.dev 1.30). However, one item under service delivery as regards to timeliness was highly rated and another one was lowly rated as respondents agreed that the suppliers of the municipality respect and follow service delivery schedule (mean of 3.59; st.dev .63); but they disagreed that services are delivered to the public on time as required (mean of 2.29; st.dev 1.26) respectively.

Service delivery as regards to transactional cost was also moderately rated because respondents noted that they do not always have good relations with all their suppliers (mean of 3.32; st.dev .55); that bulk purchase from suppliers does not necessarily increase bargaining power (mean of 3.25; st.dev .87); and they noted that the municipal doesn't adequately provide sustainable services to the community (mean of 2.60; .89). One item under transactional cost was also highly rated and another one was lowly rated as respondents agreed that the municipal provides service as planned within their budget (mean of 3.79; st.dev .86); and they disagreed that the municipal's administrative cost is always low (mean of 2.09; st.dev .79) respectively.

Service delivery as regards to service quality was lowly rated because respondents disagreed that the staffs in the municipal have knowledge in answering citizen's questions (mean of 2.54; st.dev .94); they also disagreed that the municipal keeps citizens informed about when services would be performed (mean of 2.44; st.dev .74); that the municipal provides services as planned/promised (mean of 1.95; st.dev .94); and they also disagreed that the municipal use modern equipment in delivering services (mean of 1.88; st.dev .69). Nevertheless, one item under service quality was moderately rated as respondents noted that the municipal doesn't fully understand the need of the people they serve (mean of 3.35; st.dev .66).

Comparing the study findings on service delivery in Lira Local Government with the ones by other authors whose studies have been reviewed in the literature, it can be noted that the study on service delivery in Lira Local Government is in line with the one carried out by Ringold, et al, (2012) whose study stated that in many low- and middle-income countries, dismal failures in the quality of public service delivery are demonstrated by high rates of absenteeism among teachers and doctors; leakages of public funds intended for schools, health clinics, or social assistance benefits; and shortages and stock-outs of pharmaceuticals and textbooks, among others. As it was in the case of Lira Local Government, these failures have driven the agenda for better procurement service delivery right from the planning stage.

The study findings on service delivery in Lira Local Government is also in agreement with those by Ramseook-Munhurrin, et al, (2010) as the scholars noted that the quality of service is dependent on two variables: Expected service and Perceived service. As it was in the case of Lira Local Government consumer behavioural intentions towards social service delivery are also influenced by the standards of service quality.

Study findings by Bahia and Nantel (2000), Aldaigan and Buttle (2002) are also in agreement with the ones by the study findings on service delivery in Lira Local Government because the scholars noted that measuring service quality seems to pose difficulties to service providers because of the unique characteristics of services: intangibility, heterogeneity, inseparability and perishability. This is because there are complexities in various measuring models especially those ones that have been developed for measuring perceptions of service quality.

As it can be noted from the discussions of the findings on service delivery in Lira Local Government relates to the findings from other authors whose works have been discussed in the literature. This could be true because service delivery in many African countries, Uganda in particular has been generally low and Lira could not be an exception. Thus, there is need to pay close attention to factors affecting service delivery in local government setting so that interventions can be put in place.

## **5.5 Relationship between Procurement Planning and Service delivery of Lira Local Government**

According to the findings presented in Table 4.6, 4.7 & 4.8, it can be noted that there is a positive, strong and significant relationship between procurement planning and level of service delivery of Lira Local Government.

Considering the various constructs, Table 4.6 indicates that procurement planning process is positively correlated with service delivery Lira Local Government and this relationship is indicated in the r. value of .947\*\* and significant value of 0.000.

Similarly, as presented in table 4.7, procurement planning practices is positively related to the service delivery of Lira Local Government. This correlation between the two variables is indicated in the  $r$  value of .989\*\* and significant value of 0.000.

Finally, the findings in Table 4.8 also show that effectiveness in value of procurement planning in Lira Local Government is positively and significantly related to the service delivery of the Local Government. This finding is supported by the  $r$  value of .971\*\* and significant value of 0.000.

The model summary as presented in table 4.9 shows the *R. Square* and this tells us that 98.7 percent of the observed variability in the service delivery at Lira Local Government is explained by the independent variable which is public Value of procurement planning.  $R$  value of 0.944 is the correlation coefficient between the observed value of independent variable and the predicted value based on the regression model. A value close to zero tells that the independent variable is not linearly related to the dependent variable. Since the observed  $R$  Value is quiet large at 0.994, this indicates that the linear regression model fits well. The adjusted  $R$  Square (0.987) which is a coefficient of determination implies that 98.7 of the service delivery of Lira Local Government is explained by the factors such as procurement planning process, procurement planning practices and value of procurement planning. According to the study, 2.3 % of the service delivery is explained by other factors not investigated in this study.

The analysis of the variance (ANOVA) in table 4.10 was used to test the equivalent hypotheses that stated that there are significant relationship between the procurement planning, Procurement planning practices and methods and service delivery of Lira Local Government. The hypotheses are tested at the  $F=2.434E3$ ,  $p<0.000$  and from this it can be said that the hypotheses that have been stated are accepted. This study implies that when other factors are kept constant, improvement in procurement planning as regards to procurement planning process, procurement planning practices and value of procurement planning will significantly lead to improvement in service delivery of Lira Local Government.

Table 4.11 shows that the estimated coefficient of procurement planning process has a positive and significant influence on service delivery in Lira Local Government at the 5 percent level of significance. This implies that there is high probability for the service delivery to improve with

improvement in effectiveness in procurement planning process. The findings shows that, holding the other factors constant, the probability of the service delivery to increase is by 20.9% whenever the procurement planning process becomes more effective. This is represented by Beta of 0.209 at 0.012 level of significance

The estimated coefficient of procurement planning practices on service delivery was positive and significant at 5 percent level of significance. This signifies that there is a high probability for the service delivery to improve with increase in effectiveness in procurement planning practices. The result as presented in Table 4.11 shows that, holding the other factors constant, the probability of service delivery to improve is by 17% whenever procurement planning practices become more effective. This is represented by beta of 0.170 at 0.014 level of significance.

Further still, it can also be noted from Table 4.11 that the estimated coefficient of value of procurement planning on service delivery was positive and significant at the 5 percent level of significance. This suggests that there is higher probability for the service delivery to improve with improvement in effectiveness in value of procurement planning. Considering the beta result of 0.309 at 0.008 level of significance, it can also be noted that holding the other factors constant, the probability of service delivery to improve is by 30.9% whenever value of procurement planning becomes more effective.

Table 4.11 further shows that 62% of the total variation in the sample was explained by the variables in the logistic model. The figure for correctly predicted service delivery was 56%. This therefore shows that the parameters included in the model were significantly different from zero at the 5% level of significance.

Comparing the research findings on the relationship between procurement planning and effective service delivery by local government procurement system in Lira Local Government with the ones by other researchers and scholars whose works were reviewed in the literature review, it can be said that the study in case of Lira Local Government is in line with the ones by Ahmed et al., (2005), Mullins (2003), Shah & Thompson (2004), Livingstone & Charlton (2001) as their studies pointed out that significant number of African countries have over the years adopted measures aimed at decentralization of government, together with development planning and

administration; a fashion that became popular in the 1980s. While decentralization of service delivery may be justified on a number of grounds, the literature seems to suggest that improving service delivery has been a common factor.

The study findings in case of Lira Local Government is also in agreement the one by Elhiraika, (2006) as all of them showed that in many developing countries however, decentralization has not been able to achieve the benefits of effective service delivery because of many challenges confronted by local governments.

As it was also in case of Lira Local Government, lack of commensurate revenue assignments, inadequate access to financial markets, and lack of necessary administrative capacity on the part of local authorities have been some possible explanations. At every stage of public procurement in Lira Local Government, there were risks of integrity and this was also clearly indicated by Basheka (2008b) as the main reason for ineffective service delivery in many African countries. Some of the common risks during the pre-bidding period; starting from needs assessment, include lack of adequate needs assessment, planning and budgeting of public procurement, requirements that are not adequately or objectively defined, an inadequate or irregular choice of the procedure and a timeframe for the preparation of the bid that is insufficient or not consistently applied across bidders.

As it was in the case of Lira Local Government, studies by Agaba and Shipman (2007) also recommended that the procurement planning in many African countries do not meet the required standards. Thus, the scholar recommends that the importance of procurement reform in almost all country's settings can be demonstrated based on its scale and role in terms of service delivery, the amount of money wasted by existing practices, reduced competition, higher prices due to market perceptions of risk, as well as the demonstrated ability of countries to capture enormous savings through concerted efforts to strengthen their procurement function. Appropriate planning ensures that the procurement is in line with the organizational needs and encourages the capability to meet customer expectations, which is one aspect of service delivery (Ruparathna and Hewage 2015).

Lastly, Johan's (2006) statement also meant that his view on the relationship between procurement planning and service delivery relates to the study findings in Lira Local Government. This is because the scholar came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plans to fail delivering services to the public. And if it cannot be measured, it cannot be improved. If we only plan to comply with regulations, we are not managers, we are robots. What we plan we must implement. What we implement, we must monitor.

In conclusion, the finding from the study revealed a positive and significant relationship between the independent and dependent variable and this study is in line with studies done by various authors.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **6.0 Introduction**

This chapter summarizes the key research findings, draws conclusions based on the research objectives and findings and suggests recommendations to improve procurement planning so as to improve service delivery in Lira Local Government.

## **6.1 Summary of Key Findings**

### **6.1.1 Procurement Planning Process and Level of Service delivery**

This study found out that the procurement planning process in Lira Local Government was generally moderate in effectiveness and this finding was shown by the overall mean average of 2.83 that refers to moderate in the rating scale. There is a positive, strong and significant relationship between procurement planning process and service delivery represented by r. value of .947\*\* at 0.000 level of significance. On whether procurement planning process in Lira Local Government contributes to service delivery or not, this study found out that the service delivery in the local government will improve with improvement in effectiveness in procurement planning process. This finding is supported by the regression result shows that holding the other factors constant, the service delivery in Lira Local Government can increase by 20.9% whenever the procurement planning process becomes more effective.

### **6.1.2 Procurement Planning Practices and Level of Service delivery**

This study also found out that the procurement planning practices in the Lira Local Government was still moderate as regards to their effectiveness. This finding was confirmed by the mean average of procurement planning practices which was 2.96 and this refers to moderate in the rating scale at a standard error of 0.61. On the correlation between procurement planning practices service delivery, this study found out that there is a positive, strong and significant relationship between the two variables represented by r. value of .989\*\* at 0.000 level of significance. This signifies that service delivery can to improve with increase in effectiveness in procurement planning practices. This finding was confirmed by the beta result that showed that holding other factors constant, the service delivery will improve by 17% whenever procurement planning practices become more effective.

### **6.1.3 The Value of Procurement Planning and Level of Service delivery**

This study finally found out that the value of procurement planning in Lira Local Government was ineffective and this was confirmed by the overall mean average of 2.57 and this refers to ineffective in the rating scale and at the standard deviation of 0.83. Regarding the relationship between the value of procurement planning and service delivery, this study found out that there



is a positive, strong and significant represented by r. value of .971\*\* at 0.000 level of significance. This therefore shows that an improvement in the value of procurement planning can lead to a positive improvement in the service delivery in the local government. Considering the regression result, it can be noted that holding the other factors constant, the probability of service delivery to improve is by 30.9% whenever value of procurement planning becomes more effective.

## **6.2 Conclusions**

### **5.2.1 Procurement Planning Process and Level of Service delivery**

Concerning the contribution of procurement planning process in Lira Local Government, this study concludes that effectiveness in procurement planning process in the local government will positively and significantly contribute to service delivery in the local government. This, the study asserts that the service delivery in Lira Local Government can increase by 20.9% whenever the procurement planning process becomes more effective.

### **5.2.2 Procurement Planning Practices and Level of Service delivery**

Regarding the effect of procurement planning practices on the service delivery in Lira Local Government, this study conclude that there is a positive and significant relationship between effectiveness in procurement planning practices and the service delivery in the local government. Thus, any unit improvement in the effectiveness in procurement planning practices will lead to improvement in service delivery by 17%.

### **5.2.3 The Value of Procurement Planning and Level of Service delivery**

On the relationship between the values of procurement planning in Lira Local Government, this study concludes that there is a strong and positive relationship between procurement planning value and service delivery and improvement in the value of procurement planning will significantly lead to improvement in service delivery in Lira Local Government. Therefore, any improvement in value of procurement planning in Lira Local Government will lead to improvement in service delivery in the local government by 30.9%.

#### **5.2.4 General Conclusion**

Generally, it can be concluded that procurement planning is positively and significantly correlated to service delivery in Lira Local Government. It can also be concluded that of the three the constructs under procurement planning (procurement planning process, practices and value) the one that has more impact on improvement of service delivery in Lira Local Government is procurement planning value and will lead to improvement in service delivery by 30.9%; then followed by the procurement planning process (20.9%); and finally, the procurement planning practice as its influence on service delivery was 17%.

#### **5.3 Recommendations**

The findings of the study showed that there is great need for the local governments to improve their service delivery through proper procurement planning as described by the respondents on the contribution of procurement planning to local governments' service delivery. Although procurement planning may not be the only contributing factor to local governments' service delivery, it is imperative that local governments review their existing procurement systems in order to identify the weak points and fasten them accordingly as this directly affects their service delivery.

In light of the conclusions above, below are the recommendations suggested;

- The local government should undertake to do market capability analysis as part of its procurement planning. This will allow the local government to assess the ability of the market to meet its required goods and services in the right quantities and quality in the right prices. The study highlighted that the market assessment was ineffective done represented by a mean average of 1.92.
- The local government should also work on having reliable suppliers whose delivery schedules are realistic and within the local government's requirements. This will minimize emergency purchases that are normally expensive and therefore negatively impact on the service delivery of the local government.

- All items to be procured must be put in the procurement plan and the monitoring of the implementation of the plan must be done on a quarterly basis to review the progress. Any needs for adjustment must be agreed upon and approved and per the local government procurement policy. This will avoid items procured outside the procurement plan and others not put in the plan.
- To strengthen the procurement planning and methods monitoring aspects, management should ensure that the procurement policies are easily accessed by the staff so that they are appropriately guided through the process. Awareness of the requirement/need of procurement plans needs to be created among staff during sittings such as staff meetings

#### **5.4 Limitations of the study**

This research had its share of limitations. First of all, the research was focused on the employees as the main participants, yet service delivery can only be appropriately assessed by the customers, as they are the ones who experience the implications of the service delivery. Therefore, this limited the outcomes of the study, since the employee participants could not indicate that the service delivery of their company can be very poor. The other weakness of the study is that service delivery is a wide concept and can't be effectively assessed by the few dimensions, which were used to assess it in this study.

#### **5.5 Suggestions for further research**

The study was limited to three attributes of procurement planning and few variables of service delivery measures. There is a need for future research to replicate the findings employing multidisciplinary measures of local government service delivery and wider coverage of procurement planning and also applying it to different populations. Finally, future research should focus on investigating the service delivery by focusing on the customers.

## REFERENCE

1. Agaba, E & Shipman, N (2007), Public Procurement Reform in Developing Counties: The Uganda Experience. In G.Piga & K.V.Thai (Eds.), *advancing Public procurement Practices, innovation and Knowledge sharing*, 373- 391.
2. Aliza, A., Kajewski, S. and Bambang, T. 2011. *The Importance of Project Governance Framework in Project Procurement Planning*. *Procedia Engineering*, 14(1), pp. 1929-1937.

3. Amann, M. Roehrich, J. Ebig, M. and Harland, C. 2014. *Driving sustainable supply chain management in the public sector: The importance of public procurement in the European Union*. Supply Chain Management: An International Journal, 19(3), pp. 74-75
4. Ambe, I.M. & Badenhorst-Weiss, J.A (2011), An examination of supply chain management in the South African public sector. 20th Annual IPSERA 2011 Conference, 10–14 April, Maastricht, the Netherlands.
5. Ambe, I.M. & Badenhorst-Weiss, J.A (2012), procurement challenges in the south african public sector; *Journal of Transport and Supply Chain Management*
6. Andvig J, & Todorov B (2011), anti-corruption in public procurement: balancing the policies, *Norwegian Institute of International Affairs (NUPI) and the Center for the Study of Democracy (CSD)*.
7. Appelbaum D. and Lawton S.V (1990), *Ethics and the professions*, New York, Prentice Hall.
8. Atkinson, A.A., Waterhouse, J.H., and Wells, R.B. (1997). A stakeholder approach to strategic performance measurement. *Sloan Management Review*; Cambridge, 38 (3) pp 25-37.
9. Awio Godwin., Northcott Deryl., (2001), Decentralization and budgeting: the Uganda health sector experience, *International Journal of Public Sector Management*, Volume 14, Issue 1, pp. 75-88.
10. Axelsson, B., Bouwmans, P., Rozemeijer, F. & Wynstra, F. (2006), “Developing and Managing knowledge and competencies”, pp. 135- 169, in: Axelsson, B., Rozemeijer, F. & Wynstra, F. (Edt.), *Developing Sourcing Capabilities – Creating strategic change in purchasing and supply management*, 1st Edition, John Wiley, West Sussex.
11. Basheka C. B & Mugabira I. M (2008); measuring professionalism variables and their implication to procurement outcomes in Uganda, 3rd international public procurement conference proceedings, 28-30 August 2008
12. Basheka, B.C. (2012), Public Procurement Skills Requirements Framework for Local Government Procurement Professionals in Uganda: A self-Perceptive Approach, *Journal of Public Procurement and Contract Management*, Vol.1, No.1, PP 1-25

13. Basheka, B.C., and Michael .I. Mugabira, M.I. (2008), Measuring Professionalism Variables and their Implication to Procurement Outcomes in Uganda, The 3rd International Public Procurement Conference Proceedings.
14. Bouwmans, P. (2003), Purchasing Knowledge: Key to purchasing performance – Managing and organizing for knowledge management in purchasing at large companies, Master Thesis, Eindhoven: Technical University.
15. Carr, A. S. & Smeltzer, L. R. (2000), “An empirical study of the Relationship among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier; Responsiveness”, Journal of Supply Chain Management, Vol. 36 No. 3, pp. 40-54.
16. De Boer, L., and Telgen, J. (2006), Purchasing Practice in Dutch Municipalities, Journal of Supply Chain Management, Vol.34, No 2, pp. 31 – 36.
17. Deme, A. (2009). "Why is it important to undertake good planning before undertaking a procurement process?" IGF Journal 21(1).
18. European Commission (2011). Impact and Effectiveness of EU Public Procurement Legislation.
19. Eyaa S & Oluka N. P (2011), explaining non- compliance in public procurement in Uganda, *International Journal of Business and Social Science Vol. 2 No. 11*, available online at: [www.ijbssnet.com/journals/Vol. 2 No. 11 \[Special Issue-June.../6.pdf](http://www.ijbssnet.com/journals/Vol. 2 No. 11 [Special Issue-June.../6.pdf) (accessed on 16 July 2014)
20. Fisher, E., and Corbalán, S. (2013). *Fair trade and European public procurement: legal principles and governance dynamics*. Social Enterprise Journal, 9(1), pp. 104-115.
21. Fisher, E., and Corbalán, S. 2013. *Fair trade and European public procurement: legal principles and governance dynamics*. Social Enterprise Journal, 9(1), pp. 104-115
22. Gelderman, et al (2006) “Public procurement and EU tendering directives – explaining non-compliance”, The International Journal of Public Sector Management
23. Gesuka, D. M. & Namusonge, G. S. (2013), Factors affecting compliance of public procurement regulations in Kenya: A case study of Butere District, *International Journal of Social Sciences and Entrepreneurship*, 1 (5), 882-896: Available at [www.ijssse.org/articles/ijssse\\_v1\\_i5\\_882\\_896.pdf](http://www.ijssse.org/articles/ijssse_v1_i5_882_896.pdf) (accessed on 13 August 2014)

24. Gituma K. J (2013), Evaluating professionalism in performance of public procuring entities: a case study of the ministry of energy and petroleum-Kenya, *Jomo Kenyatta University of Agriculture and Technology; Proceedings of 1st JKUAT-SHRD Research Conference 12th and 13th September 2013*
25. Giuinipero, L. C. & Handfield, R. B. (2004), Purchasing Education and Training II, CAPS, Research Report: Tempe, Arizona
26. Giuinipero, L. C. & Percy, D. H. (2000), "World-class purchasing skills: An empirical investigation", *Journal of Supply Chain Management*, Vol. 36 No. 4, pp. 4-15.
27. Guillaume, R., Thierry, C. and Grabot, B. 2011. *A decision support tool for procurement planning process under uncertainty*. IFAC Proceedings Volumes, 44(1), pp. 1590-1595
28. Halloran J (1983) *Applied Human Relations and organizational approach, 2nd Edition*
29. Hawkins, T., Gravier, M., Berkowitz, D. and Muir, W. 2015. *Improving services supply management in the defense sector: How the procurement process affects B2B service quality*. *Journal of Purchasing and Supply Management*, 21(2), pp. 81-94
30. Hilda (2018), Lira Municipal Council to re-focus on service delivery; Nov 13, 2018; <http://radiowa.org/lira-municipal-council-to-re-focus-on-service-delivery/>
31. Horby A.S (1999) *Advanced Learners Dictionary, Oxford University Press, Oxford*
32. Hui, W.S., Othman, R.O., Norman, O., Rahman, R.A & Haron, N. H (2011). Procurement issues in Malaysia. *International Journal of Public Sector Management*, 24(6), 567- 593.
33. Hunja, R. R. (2003), Obstacles to public procurement reform in developing countries, in Arrowsmith, S. & Trybus, M (Eds.) *Public Procurement: The continuing Revolution*, Kluwer international.
34. Inspectorate of Government (2011), second annual report on corruption trends in Uganda: using the data tracking mechanism
35. James, U.V. (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

36. Kalinzi C (2014), Level of professionalism in public procurement: A survey of selected districts in Uganda, *Net Journal of Business Management*, Vol. 2(1), pp. 1-7, June 2014; *Full Length Research Paper*.
37. Kavula J. M, Kalai. M. J & Migosi J (2014), Determinants of implementation of public procurement regulations in Kenya's secondary schools: *Full Length Research Paper*, International Journal of Educational Research and Reviews ISSN: 2329-9843 Vol. 2 (1), pp. 009-016, Available online at [www.internationalscholarsjournals.org](http://www.internationalscholarsjournals.org) (Accessed on August 21, 2014)
38. Kiama P. G (2014), Factors Affecting Implementation of Public Procurement Act in SACCO Societies in Kenya; *International Journal of Academic Research in Business and Social Sciences February 2014, Vol. 4, No. 2 ISSN: 2222-6990*
39. Kiama P. G (2014), Factors Affecting Implementation of Public Procurement Act in SACCO Societies in Kenya, *International Journal of Academic Research in Business and Social Sciences, Vol. 4, No. 2 ISSN: 2222-6990*
40. Kothari, R. (2004). *Research methodology methods and techniques* (Second ed.), New Delhi.
41. Krejcie, R.V., and Morgan, D.W. (1970), Determining Sample Size for Research Activities, *Educational and Psychological Measurement*, 30, 607-610.
42. Lan,Z.G. Riley, L. and Cayer, J. N.( 2005). „How can local Government Become and Employer of Choice for Technical professionals?“, *Review of Public Administration*, Vol25, No.3, pp. 225-242
43. Lv Z, Liu Q & Wang P (2012), Literatures Review on Transaction Costs Measurement Advances, *Asian Social Science*; Vol. 8, No. 12; Canadian Center of Science and Education
44. Lysons, K. (2000). *Purchasing and Supply Chain Management*, London: UK: Financial times, Prentice Hall, Pearson Education Ltd.
45. Manson, P. and Nikas, A. (2015). *Examining the Effects of Post Tender Negotiation in UK's Public Sector Procurements: An Empirical Study*. *Procedia Computer Science*, 64(1), pp. 457-465



46. Mapulanga, P. 2015. *Public procurement legislation and the acquisition of library materials in academic libraries in Malawi*. Library Review, 64(2), pp. 24- 45.
47. Mason, R.R. (1998). "Ethics: A Professional Concern: Civil Engineering." *American Society of Civil Engineers*, 68 (12): 63-66.
48. Matthee C.A (2006), the potential of internal audit to enhance supply chain management outcomes. Master's dissertation, University of Stellenbosch, Stellenbosch.
49. Matthews, D. (2005). "Strategic Procurement in the Public Sector: A mask for financial and administrative policy." *Journal of Public Procurement* 5(3): 388.
50. McCue P. C, Buffington W. K, Howell D. K (2003), The Fraud/Red Tape Dilemma in Public Procurement: A Study of U.S. State and Local Governments, a research paper presented at the Public Sector purchasing and Supply Research Study Symposium, Budapest, Hungary, April 10-12, 2003.
51. Meehan, J., Ludbrook, M. and Mason, C. 2016. *Collaborative public procurement: Institutional explanations of legitimised resistance*. *Journal of Purchasing and Supply Management*, 22(3), pp. 160-170.
52. Migosi J, Ombuki C, Ombuki N. K and Evusa Z (2013), Determinants of non-compliance of public procurement regulations in Kenyan secondary schools: *Full Length Research Paper*, *international journal of educational administration and policy studies*, Vol.5 (7), pp. 154-159, available online at: [www.academicjournals.org/.../article1384185013\\_Migosi%20et%20al.pdf](http://www.academicjournals.org/.../article1384185013_Migosi%20et%20al.pdf) (accessed on 16 July 2014)
53. Ministry of Education and sports; [http://www.education.go.ug/files/downloads/government\\_secondary.pdf](http://www.education.go.ug/files/downloads/government_secondary.pdf) (accessed on 24 August, 2014)
54. Mugenda, O and Mugenda, A (2003). *Research Methods, Quantitative and Qualitative Approaches*. Nairobi: ACTS.
55. Mullins, D. R. (2003). *Accountability and Coordination in a Decentralised Context: Institutional, Fiscal and Governance Issues*. Washington, DC., American University.

56. Munusamy J, Chelliah S and Mun W. H (2010), Service Quality Delivery and Its Impact on Customer Satisfaction in the Banking Sector in Malaysia, *International Journal of Innovation, Management and Technology*, Vol. 1, No. 4, ISSN: 2010-0248
57. Mwangi D. T & Kariuki J. T (2013), Factors Affecting Compliance of Public Hospitality Entities to Public Procurement Laws and Regulations in Kenya, *International Journal of Business and Commerce* Vol. 2, No.10: Jun 2013[66-78] (ISSN: 2225-2436), published by *Asian Society of Business and Commerce Research*: available at [www.ijbcnet.com/2-10/ijbc-13-2912.pdf](http://www.ijbcnet.com/2-10/ijbc-13-2912.pdf) (accessed on 20 August 2014)
58. New vision, Monday, August 11, 2014, Vol.29, No.160, pg 40; procurement graduates urged on professionalism (article by Billy Rwothungeyo).
59. Ntayi M. J, Mutebi H, Ngoboka P and Kyeyune G (2012), social value orientation and regulation compliance in Ugandan public procurement.
60. Nwabuzor, A (2005), Corruption and development: new initiatives in economic openness and strengthened rule of law. *Journal of Business Ethics*, 59(1), 121-138.
61. OECD-DAC/World Bank (2006), “*Organization for Economic Committee Development (OECD)/Development Assistance Committee (DAC)/ World Bank*”, *Joint Venture for Procurement: Methodology for Assessment of National Procurement Systems, version 4, pp. 1 -16*
62. Office of the Auditor General (2011), value for money audit report on procurement system in local governments – a case study of 7 districts.
63. Office of the Auditor General report (2016), annual report of the auditor general on the financial statements for the year ended 30th June 2016, local authorities
64. Osei-tutu. E, Mensah.S, Ameyaw. C (2011), the level of compliance with the public procurement act (act663) in Ghana, management and innovation for a sustainable built environment 20 – 23 June 2011, Amsterdam, the Netherlands: available at [www.repository.tudelft.nl/assets/uuid:f6134e5f-f6e4-4f37-b547.../249.pdf](http://www.repository.tudelft.nl/assets/uuid:f6134e5f-f6e4-4f37-b547.../249.pdf) (accessed on 20 August 2014)
65. PPDA Annual Procurement & Disposal Audit Report on 92 Procuring and Disposing Entities for the Year Ended 30th June 2012

66. PPDA report (2017), Procurement and Disposal Audit Report on 74 entities for Procurements and Disposals for the Year Ended June, 2017, Vol. III, Local Government Entities
67. Ramseook-Munhurrun P, Lukea-Bhiwajee D. S, Naidoo P (2010), service quality in the public service international journal of management and marketing research, Vol 3, No 1.
68. Ringold D; Holla A; Koziol M; Srinivasan S (2012), Citizens and Service Delivery: *Assessing the Use of Social Accountability Approaches in the Human Development Sectors*, The International Bank for Reconstruction and Development / The World Bank, 1818 H Street NW, Washington DC
69. Ruparathna, R. and Hewage, K. 2015. *Sustainable procurement in the Canadian construction industry: current practices, drivers and opportunities*. Journal of Cleaner Production, 109(12), pp. 305-314.
70. Sabiiti K. C & Muhumuza E (2012), second generation procurement: moving from compliance to results in public procurement, trends, challenges and opportunities from the Uganda experience
71. Sahling, F. and Kayser, A. 2016. *Strategic supply network planning with vendor selection under consideration of risk and demand uncertainty*. Omega, 59(2), pp. 201-214,
72. Sang, W. K. & Mugambi, F. (2014). Factors affecting compliance with public procurement laws and regulations in public institutions in Kenya: A case study on public entities in Mombasa County. *International Journal of Social Sciences and Entrepreneurship*, 1 (11), 650-671: available at [http://www.ijssse.org/articles/ijssse\\_v1\\_i11\\_650\\_671.pdf](http://www.ijssse.org/articles/ijssse_v1_i11_650_671.pdf) (accessed on 20 August 2014)
73. Scott, W.R. (2008). Lords on the Dance: Professionals as institutional agents. *Organization Studies*, 29: 219-238.
74. Slevin, D.P. and Pinto, J.K. (1986). The Project Implementation Profile: a new tool for project managers. *Project Management Journal*, 17 (4) 57 -70
75. Smart Procurement (2011), South Africa public procurement: poor value for money. Available from: [www.smartprocurementworld.com](http://www.smartprocurementworld.com) (accessed on 28 May 2014).
76. Sparrow, M. K (2000), the Regulatory Craft: Controlling Risk, Solving Problems and Managing Compliance, Brookings Institution Press, Washington, DC

77. Steiner, J. C. (2001). 'How important is professionalism to corporate communication?', Corporate Communication: *An International Journal*, Volume 6. Number 3, pp.150-156
78. The Public Procurement and Disposal of Public Assets Authority, Compliance Audit Report, 2008.
79. Whitehead, M. (2006), "The skills gap", European Leaders in Procurement, 3rd Edition, October 2006, pp. 29-31.

## APPENDIX A: QUESTIONNAIRE

### **Dear Respondent,**

This questionnaire is to collect data on an ongoing MBA study at Uganda Christian University. The study is to assess procurement planning and service delivery in Local government in Uganda. You have been selected to participate in this study as one of the respondents.

Please take some minutes of your time and fill this questionnaire as honestly as possible. Your answers will be treated with utmost confidentiality.

### **SECTION A: BACKGROUND INFORMATION**

Please fill in and use a tick (✓) to indicate your response, (where applicable)

1. Gender

Male	Female

2. Age (in years)

Below 25	25-35	36-45	46-55	Above 55

3. Highest education qualification

Postgraduate	1 <sup>st</sup> Degree	Diploma	Certificate	Secondary	Primary	Others (specify) .....

4. How long have you worked with the Municipality/Local government?

Below 2 year	2-3 years	4-6 years	7-10 years	Above 10 years

**SECTION B: PROCUREMENT PLANNING**

Under this section, Please indicate/tick (✓) against the corresponding box to show your level of agreement with the statement regarding procurement planning.

Use the following scale: Strongly Disagree (1); Disagree (2); Neither Agree nor Disagree (3); Agree (4); strongly agree (5)

A	Procurement Planning Processes	1	2	3	4	5
1	We always put together similar items that needs to be bought					
2	Work for the year is collected from various departments and combined together					
3	What need to be bought are aligned with the money available					
4	Our meetings sometimes discuss procurement matters					
5	List of what needs to be bought are forwarded to the procurement and disposal unit					
6	Combined list of what we need to buy is circulated and avail to staff members					
7	What we plan to buy is listed in order starting from the most important to the least important items					
8	We agree with other departments/finance on money allocation					
9	Obtaining approval of what we have planned to buy is done					

10	What we agreed to buy is always written down					
11	Time when the items to be bought are needed is stated and communicated					
12	We only agree on what our municipality can afford to buy					
13	The method of purchasing items is always identified early before actual purchase					
14	We also obtain things from the market such as, items types and prices					
<b>B</b>	<b>Procurement Planning Practices</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	We involve other stakeholders in determining what we need to buy					
2	We forward to government how much money we need					
3	We Identify where the money to use in buying things will come from.					
4	Discussing matters of procurement in our meeting is our responsibility					
5	Discussing and recording what need to be bought ensures that our needs are shown clearly					
6	Each department has different work to do and they are determine early enough before works begins					
<b>C</b>	<b>Value of procurement planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Determining what we wants to buy early ensures that we do the right thing					
2	We always get quality goods and services when we determine what we want to buy early enough.					
3	Determining what we want to purchase early ensures that we accomplish government plans in time					

## SECTION C: SERVICE DELIVERY

Under this section, Please indicate/tick (✓) against the corresponding box to show your level of agreement with the statement regarding service delivery.

Use the following scale: Strongly Disagree (1); Disagree (2); Neither Agree nor Disagree (3); Agree (4); strongly agree (5)

<b>A</b>	<b>Quality service</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	We provide services as planned/promised					

2	We keep citizens informed about when services will be performed					
3	Our staffs have knowledge in answering citizen's questions					
4	We understand the need of the people we serve					
5	We use modern equipment in delivering services					
<b>B</b>	<b>Timeliness</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Services are delivered to the public on time as required					
2	Accessing our services is always fast					
3	Our suppliers deliver what we need on time					
4	There is less delays in communicating our services to the public					
5	Our suppliers respect and follow our service delivery schedule					
<b>C</b>	<b>Transactional cost</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Bulk purchase increase bargaining power					
2	We have good relations with our suppliers					
3	We provide service as planned within our budget					
4	Our administrative cost is always low					
5	We provide sustainable services to the community					

*Thank you*

## APPENDIX B: SPSS DATA ANALYSIS OUTPUT

### OUTPUT ON DEMOGRAPHIC CHARACTERITICS OF RESPONDENTS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	77	63.1	65.3	65.3
	Female	41	33.6	34.7	100.0
	Total	118	96.7	100.0	
Missing	System	4	3.3		
Total		122	100.0		

#### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 Years	7	5.7	5.9	5.9
	25-35 Years	28	23.0	23.7	29.7
	36-45 Years	50	41.0	42.4	72.0
	46-55 Year	21	17.2	17.8	89.8
	above 55	12	9.8	10.2	100.0
	Total	118	96.7	100.0	
Missing	System	4	3.3		
Total		122	100.0		

#### Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Post Graduate	17	13.9	14.4	14.4
	Bachelor	66	54.1	55.9	70.3
	Diploma	24	19.7	20.3	90.7
	Certificate	11	9.0	9.3	100.0
	Total	118	96.7	100.0	
Missing	System	4	3.3		
Total		122	100.0		

#### Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2 years	4	3.3	3.4	3.4
	2-3 years	11	9.0	9.3	12.7



4-7 years	20	16.4	16.9	29.7
8-10 years	36	29.5	30.5	60.2
Above 10 years	47	38.5	39.8	100.0
Total	118	96.7	100.0	
Missing System	4	3.3		
Total	122	100.0		

#### OUTPUTS REGARDING PROCUREMENT PLANNING PROCESS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PROCUREMENT PLANNING	0				
PROCUREMENT PLANNING PROCESS	0				
We always put together similar items that needs to be bought	118	1	5	3.69	.958
Work for the year is collected from various departments and combined together	118	1	5	3.86	.816
What need to be bought are aligned with the money available	118	1	5	3.86	.914
Our meetings sometimes discuss procurement matters	118	1	5	2.53	1.350
List of what needs to be bought are forwarded to the procurement and disposal unit	118	1	5	3.36	1.107
Combined list of what we need to buy is circulated and avail to staff members	118	1	5	1.97	1.017
What we plan to buy is listed in order starting from the most important to the least important items	118	1	5	3.08	1.178
We agree with other departments/finance on money allocation	118	1	5	3.24	1.196
Obtaining approval of what we have planned to buy is done	118	1	5	3.36	1.144
What we agreed to buy is always written down	118	1	5	2.13	1.106
Time when the items to be bought are needed is stated and communicated	118	1	5	3.23	1.277
We only agree on what our municipality can afford to buy	118	1	5	2.78	1.391
The method of purchasing items is always identified early before actual purchase	118	1	5	2.63	1.332
We also obtain things from the market such as, items types and prices	118	1	5	1.92	1.031
Valid N (listwise)	0				

#### OUTPUTS REGARDING PROCUREMENT PLANNING PRACTICES

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation

PROCUREMENT PLANNING PRACTICES	0				
We involve other stakeholders in determining what we need to buy	118	1	5	2.26	1.229
We forward to government how much money we need	118	1	5	2.68	1.294
We Identify where the money to use in buying things will come from.	118	1	5	3.09	1.198
Discussing matters of procurement in our meeting is our responsibility	118	1	5	2.18	1.279
Discussing and recording what need to be bought ensures that our needs are shown clearly	118	1	5	2.58	1.270
Each department has different work to do and they are determine early enough before works begins	118	1	5	2.77	1.208
Valid N (listwise)	0				

#### OUTPUTS REGARDING PROCUREMENT PLANNING IMPORTANCE

##### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PROCUREMENT PLANNING IMPORTANCE	0				
Determining what we wants to buy early ensures that we do the right thing	118	1	5	3.05	1.267
We always get quality goods and services when we determine what we want to buy early enough.	118	1	5	2.13	1.188
Determining what we want to purchase early ensures that we accomplish government plans in time	118	1	5	2.52	1.338
Valid N (listwise)	0				

#### OUTPUTS REGARDING SERVICE DELIVERY

##### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SERVICE DELIVERY	0				

QUALITY SERVICE	0				
We provide services as planned/promised	118	1	5	1.95	.941
We keep citizens informed about when services will be performed	118	1	5	2.44	1.337
Our staffs have knowledge in answering citizen's questions	118	1	5	2.54	1.337
We understand the need of the people we serve	118	1	5	3.35	1.263
We use modern equipment in delivering services	118	1.00	5.00	1.8814	1.08738
TIMELINESS	0				
Services are delivered to the public on time as required	118	1.00	5.00	2.2966	1.26295
Accessing our services is always fast	118	1.00	5.00	2.9915	1.30414
Our suppliers deliver what we need on time	118	1.00	5.00	3.3898	1.18418
There is less delays in communicating our services to the public	118	1.00	5.00	3.3305	1.27471
Our suppliers respect and follow our service delivery schedule	118	1.00	5.00	3.5932	1.03145
TRANSACTIONAL COST	0				
Bulk purchase increase bargaining power	118	1.00	5.00	3.2458	1.26718
We have good relations with our suppliers	118	1.00	5.00	3.3220	1.25324
We provide service as planned within our budget	118	1.00	5.00	3.7966	1.25786
Our administrative cost is always low	118	1.00	5.00	2.0847	1.19526
We provide sustainable services to the community	118	1.00	5.00	2.6017	1.19929
Valid N (listwise)	0				

#### OUTPUT REGARDING CORRELATION

		Correlations			
		Procurement Planning Process	Procurement Planning Practice	Value of Procurement Planning	Service delivery
Procurement Planning Process	Pearson Correlation	1	.942**	.978**	.947**
	Sig. (2-tailed)		.000	.000	.000
	N	118	118	118	118
Procurement Planning Practice	Pearson Correlation	.942**	1	.956**	.989**
	Sig. (2-tailed)	.000		.000	.000
	N	118	118	118	118
Value of Procurement Planning	Pearson Correlation	.978**	.956**	1	.971**
	Sig. (2-tailed)	.000	.000		.000
	N	118	118	118	118
Service delivery	Pearson Correlation	.947**	.989**	.971**	1
	Sig. (2-tailed)	.000	.000	.000	

N	118	118	118	118
---	-----	-----	-----	-----

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

#### OUTPUT REGARDING MULTIPLE REGRESSION ANALYSIS

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 <sup>a</sup>	.987	.987	.131

a. Predictors: (Constant), Procurement planning process, Procurement planning practices and Value of procurement planning

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.988	3	41.996	2.434E3	.000 <sup>a</sup>
	Residual	1.604	93	.017		
	Total	127.592	96			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Procurement planning process, Procurement planning practices and Value of procurement planning

##### Regression

Variable	Beta	Std. Error	Wald	Df	Sig	Exp ( $\beta$ )	Marginal Effect
Procurement Planning Process	0.209	0.083	6.355	1	0.012**	0.811	0.364
Procurement Planning Practices	0.170	0.164	1.075	1	0.014**	1.185	0.388
Value of procurement planning	0.309	0.156	3.917	1	0.008**	1.362	0.049
Constant	3.216	2.782	1.337	1	0.248	24.928	
Overall cases correctly predicted = 62.04%							
Correctly predicted service delivery= 56%							
N = 118							

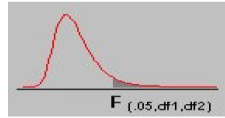
#### APPENDIX C: Sample size (s) for the given population sizes (N);

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338

15	14	110	86	290	165	850	256	300	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

**MORGAN & KREJCIE (1970) TABLE**

**APPENDIX D: THE FREQUENCY (F) DISTRIBUTION TABLE**



F Table for  $\alpha = 0.05$  (1/3)

df2/df1	1	2	3	4	5	6	7	8	9	10
1	161.4476	199.5000	215.7073	224.5832	230.1619	233.9860	236.7684	238.8827	240.5433	241.8817
2	18.5128	19.0000	19.1643	19.2468	19.2964	19.3295	19.3532	19.3710	19.3848	19.3959
3	10.1280	9.5521	9.2766	9.1172	9.0135	8.9406	8.8867	8.8452	8.8123	8.7855
4	7.7086	6.9443	6.5914	6.3882	6.2561	6.1631	6.0942	6.0410	5.9988	5.9644
5	6.6079	5.7861	5.4095	5.1922	5.0503	4.9503	4.8759	4.8183	4.7725	4.7351
6	5.9874	5.1433	4.7571	4.5337	4.3874	4.2839	4.2067	4.1468	4.0990	4.0600
7	5.5914	4.7374	4.3468	4.1203	3.9715	3.8660	3.7870	3.7257	3.6767	3.6365
8	5.3177	4.4590	4.0662	3.8379	3.6875	3.5806	3.5005	3.4381	3.3881	3.3472
9	5.1174	4.2565	3.8625	3.6331	3.4817	3.3738	3.2927	3.2296	3.1789	3.1373
10	4.9646	4.1028	3.7083	3.4780	3.3258	3.2172	3.1355	3.0717	3.0204	2.9782
11	4.8443	3.9823	3.5874	3.3567	3.2039	3.0946	3.0123	2.9480	2.8962	2.8536
12	4.7472	3.8853	3.4903	3.2592	3.1059	2.9961	2.9134	2.8486	2.7964	2.7534
13	4.6672	3.8056	3.4105	3.1791	3.0254	2.9153	2.8321	2.7669	2.7144	2.6710
14	4.6001	3.7389	3.3439	3.1122	2.9582	2.8477	2.7642	2.6987	2.6458	2.6022
15	4.5431	3.6823	3.2874	3.0556	2.9013	2.7905	2.7066	2.6408	2.5876	2.5437
16	4.4940	3.6337	3.2389	3.0069	2.8524	2.7413	2.6572	2.5911	2.5377	2.4935
17	4.4513	3.5915	3.1968	2.9647	2.8100	2.6987	2.6143	2.5480	2.4943	2.4499
18	4.4139	3.5546	3.1599	2.9277	2.7729	2.6613	2.5767	2.5102	2.4563	2.4117
19	4.3807	3.5219	3.1274	2.8951	2.7401	2.6283	2.5435	2.4768	2.4227	2.3779
20	4.3512	3.4928	3.0984	2.8661	2.7109	2.5990	2.5140	2.4471	2.3928	2.3479
21	4.3248	3.4668	3.0725	2.8401	2.6848	2.5727	2.4876	2.4205	2.3660	2.3210
22	4.3009	3.4434	3.0491	2.8167	2.6613	2.5491	2.4638	2.3965	2.3419	2.2967

F Table for  $\alpha = 0.05$  (2/3)

df2/df1	12	15	20	24	30	40	60	120	$\infty$
1	243.9060	245.9499	248.0131	249.0518	250.0951	251.1432	252.1957	253.2529	254.3144
2	19.4125	19.4291	19.4458	19.4541	19.4624	19.4707	19.4791	19.4874	19.4957
3	8.7446	8.7029	8.6602	8.6385	8.6166	8.5944	8.5720	8.5494	8.5264
4	5.9117	5.8578	5.8025	5.7744	5.7459	5.7170	5.6877	5.6581	5.6281
5	4.6777	4.6188	4.5581	4.5272	4.4957	4.4638	4.4314	4.3985	4.3650
6	3.9999	3.9381	3.8742	3.8415	3.8082	3.7743	3.7398	3.7047	3.6689
7	3.5747	3.5107	3.4445	3.4105	3.3758	3.3404	3.3043	3.2674	3.2298
8	3.2839	3.2184	3.1503	3.1152	3.0794	3.0428	3.0053	2.9669	2.9276
9	3.0729	3.0061	2.9365	2.9005	2.8637	2.8259	2.7872	2.7475	2.7067
10	2.9130	2.8450	2.7740	2.7372	2.6996	2.6609	2.6211	2.5801	2.5379
11	2.7876	2.7186	2.6464	2.6090	2.5705	2.5309	2.4901	2.4480	2.4045
12	2.6866	2.6169	2.5436	2.5055	2.4663	2.4259	2.3842	2.3410	2.2962
13	2.6037	2.5331	2.4589	2.4202	2.3803	2.3392	2.2966	2.2524	2.2064
14	2.5342	2.4630	2.3879	2.3487	2.3082	2.2664	2.2229	2.1778	2.1307
15	2.4753	2.4034	2.3275	2.2878	2.2468	2.2043	2.1601	2.1141	2.0658
16	2.4247	2.3522	2.2756	2.2354	2.1938	2.1507	2.1058	2.0589	2.0096
17	2.3807	2.3077	2.2304	2.1898	2.1477	2.1040	2.0584	2.0107	1.9604
18	2.3421	2.2686	2.1906	2.1497	2.1071	2.0629	2.0166	1.9681	1.9168
19	2.3080	2.2341	2.1555	2.1141	2.0712	2.0264	1.9795	1.9302	1.8780
20	2.2776	2.2033	2.1242	2.0825	2.0391	1.9938	1.9464	1.8963	1.8432
21	2.2504	2.1757	2.0960	2.0540	2.0102	1.9645	1.9165	1.8657	1.8117
22	2.2258	2.1508	2.0707	2.0283	1.9842	1.9380	1.8894	1.8380	1.7831

F Table for  $\alpha = 0.05$  (3/3)

df2/df1	1	2	3	4	5	6	7	8	9
23	4.2793	3.4221	3.0280	2.7955	2.6400	2.5277	2.4422	2.3748	2.3201
24	4.2597	3.4028	3.0088	2.7763	2.6207	2.5082	2.4226	2.3551	2.3002
25	4.2417	3.3852	2.9912	2.7587	2.6030	2.4904	2.4047	2.3371	2.2821
26	4.2252	3.3690	2.9752	2.7426	2.5868	2.4741	2.3883	2.3205	2.2655
27	4.2100	3.3541	2.9604	2.7278	2.5719	2.4591	2.3732	2.3053	2.2501
28	4.1960	3.3404	2.9467	2.7141	2.5581	2.4453	2.3593	2.2913	2.2360
29	4.1830	3.3277	2.9340	2.7014	2.5454	2.4324	2.3463	2.2783	2.2229
30	4.1709	3.3158	2.9223	2.6896	2.5336	2.4205	2.3343	2.2662	2.2107
40	4.0847	3.2317	2.8387	2.6060	2.4495	2.3359	2.2490	2.1802	2.1240
60	4.0012	3.1504	2.7581	2.5252	2.3683	2.2541	2.1665	2.0970	2.0401
120	3.9201	3.0718	2.6802	2.4472	2.2899	2.1750	2.0868	2.0164	1.9588
$\infty$	3.8415	2.9957	2.6049	2.3719	2.2141	2.0986	2.0096	1.9384	1.8799

df2/df1	10	12	15	20	24	30	40	60	120	$\infty$
23	2.2747	2.2036	2.1282	2.0476	2.0050	1.9605	1.9139	1.8648	1.8128	1.7570
24	2.2547	2.1834	2.1077	2.0267	1.9838	1.9390	1.8920	1.8424	1.7896	1.7330
25	2.2365	2.1649	2.0889	2.0075	1.9643	1.9192	1.8718	1.8217	1.7684	1.7110
26	2.2197	2.1479	2.0716	1.9898	1.9464	1.9010	1.8533	1.8027	1.7488	1.6906
27	2.2043	2.1323	2.0558	1.9736	1.9299	1.8842	1.8361	1.7851	1.7306	1.6717
28	2.1900	2.1179	2.0411	1.9586	1.9147	1.8687	1.8203	1.7689	1.7138	1.6541
29	2.1768	2.1045	2.0275	1.9446	1.9005	1.8543	1.8055	1.7537	1.6981	1.6376
30	2.1646	2.0921	2.0148	1.9317	1.8874	1.8409	1.7918	1.7396	1.6835	1.6223
40	2.0772	2.0035	1.9245	1.8389	1.7929	1.7444	1.6928	1.6373	1.5766	1.5089
60	1.9926	1.9174	1.8364	1.7480	1.7001	1.6491	1.5943	1.5343	1.4673	1.3893
120	1.9105	1.8337	1.7505	1.6587	1.6084	1.5543	1.4952	1.4290	1.3519	1.2539
$\infty$	1.8307	1.7522	1.6664	1.5705	1.5173	1.4591	1.3940	1.3180	1.2214	1.0000