

**PROCUREMENT PLANNING AND QUALITY OF SERVICE DELIVERY IN ROAD
INFRASTRUCTURE PROJECTS IN UGANDA : A CASE STUDY OF UGANDA
NATIONAL ROADS AUTHORITY (UNRA)**

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**UGANDA CHRISTIAN
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DECLARATION

I, **Mukisa Paul Mpagi**, affirm that the research dissertation original and has been done with the support sources from other researchers and due acknowledgement has been made, it has not been submitted to any institution of high learning



Signature

Date 16th December 2024

APPROVAL

I affirm that a dissertation titled “Procurement planning and quality of service delivery in road Infrastructure projects in Uganda: A Case Study of Uganda National Roads Authority (UNRA) has been written under my supervision and is now ready for submission for further examination.

Mugisha Henry, PhD
(Supervisor)



Signature

4th March, 2025.....

Date

DEDICATION

Through Jesus Christ, I dedicate this work to the Almighty God, who is my source, provision, strength, grace and wisdom, and has sustained me throughout the course of my study. It is by the abundance of your love that I found grace and favor before you and this is the foundation of my life's achievements.

To you I accord the glory.

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ABSTRACT

This study focused on procurement of road infrastructure projects directly handled by Uganda National Roads Authority (UNRA) in Uganda, specifically examining the relationship between procurement planning and quality of road infrastructure projects. Only data related to procurement activities was bench-marked on at UNRA. Specific objectives of the study were to examine the relationship between procurement, need identification on quality-of-service delivery in road infrastructure projects, to assess the relationship between procurement specifications planning on quality-of-service delivery and to determine the relationship between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda. Cross sectional study design was employed and a sample of 160 respondents was generated from the study population. Inclusion of procurement officers and heads of department, project managers, budget planners as well as road project supervisors and operations department were all part of the criteria. While components related to road infrastructure projects lacking procurement plans were excluded. Key findings showed a statistically significant moderate positive relationship of the components of procurement planning with quality-of-service delivery as; procurement needs identification at ($r=.586$, $P=.000$); procurement Specification Planning ($r=.530$, $P=.000$) and Procurement Budget Planning at ($r=.475$, $P=.000$). it was established that Effective procurement need identification, specification planning, and budget planning are vital for enhancing service delivery quality in road infrastructure projects. Statistically significant correlations across all three areas affirm that structured planning, timely execution, and expert involvement are essential for achieving value-for-money and reliable service outcomes. It was therefore recommended that policy adoption, capacity building and project planning needs continuous enhancement to improve institutional performance on the road infrastructures.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the problem, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, scope of the study and conceptual framework.

1.1 Background of the study

The background of the study is dimensioned into historical, theoretical, conceptual and conceptual perspectives.

1.1.1 Historical Background

Quality of service delivery has evolved over centuries, tracing its roots to medieval Europe where craftsmen formed guilds to uphold standards of workmanship. In modern terms, quality of service delivery refers to providing the right services to the right people, at the right time, and in the right manner. The concept matured significantly in the 19th and 20th centuries, particularly in the United States, where Frederick W. Taylor introduced scientific management to improve productivity without relying on highly skilled artisans. Later, Walter Shewhart emphasized process control, shifting focus from just the final product to the procedures that produce it (Saeed, Arain & Lu, 2020). These developments laid the foundation for contemporary service quality frameworks, which emphasize efficiency, reliability, timeliness, and compliance with standards.

In Africa, however, ensuring quality service delivery, especially in infrastructure, remains a major challenge. Road infrastructure projects often suffer from poor performance, which undermines social progress and exacerbates inequality and population pressures (PSC Report, 2021). Many African nations struggle to provide essential public services due to limited resources and systemic inefficiencies (Mbaku, 2020). Corruption further compounds these issues, stifling both service quality and governance (Osemeka, 2020).

Service quality in sub-Saharan Africa remains inconsistent, hindered by limited infrastructure, funding, and human capacity, especially in public services (Odaro, 2012; Mireku & Bervell, 2023). According to Calderon and Serven (2010), poor road networks hinder access to essential services like education, healthcare, and markets, especially in rural areas, exacerbating inequality and

limiting development. In East Africa, inadequate road maintenance and planning reduce reliability and responsiveness, key service quality dimensions also increasing transport costs and safety risks (Tiwari et al., 2020). Infrastructure gaps remain a major barrier to improving service delivery across sectors.

Uganda, like many developing countries, faces similar constraints. Poor infrastructure and inefficiencies in service delivery hinder economic growth and the provision of essential services (Cynthia, 2021). Public entities such as the Uganda National Roads Authority (UNRA) have been criticized for unreliable, untimely, and ineffective road service delivery (Madu, 2023). These service delivery failures present bottlenecks to Uganda's operational efficiency and raise concerns about the underlying causes, particularly the role of procurement planning.

Procurement planning is a foundational function in both public and private organizations. It transforms government budgets into tangible services and is estimated to account for 18.42% of global GDP, and between 9%–13% in emerging economies (Salim & Kitheka, 2019). Uganda has made strides in regulating procurement through the Public Procurement and Disposal Act (2003) and its accompanying regulations (2006), enforced by the Public Procurement and Disposal of Assets Authority (PPDA) (Stanley, 2014). Nakabugo (2019) emphasizes that effective procurement planning through collaboration between management and user departments is essential for ensuring the timely availability of goods and services.

Despite these frameworks, poor procurement planning remains a major obstacle to service quality in Africa. In Uganda's road sector, the persistent gap between procurement planning and actual service delivery outcomes suggests a need for deeper investigation. This study therefore seeks to explore the relationship between procurement planning and the quality of service delivery in road infrastructure projects, using UNRA as a case study.

1.1.2 Theoretical Perspective

The study is underpinned by Deming's theory of Total Quality Management which is based on four principles: appreciation for systems, knowledge of variations, theory of knowledge and psychology (Deming, 1996). The major assumptions of Deming's theory of Total Quality Management are continuous improvements and satisfying the customer which not only means merely meeting his expectations, but to exceed them. According to Deming's Theory, the system's

operation always has a solution. For instance, it is an unsustainable business model to chastise someone for a mistake without addressing the system flaw that first caused the issue. System and process improvement as well as the organization's overall functioning should be the main priorities. In order to improve the organizational performance of the road projects, the theory explains and supports the relationship between service delivery quality.

The theory explains an understanding of the overall processes including procurement planning involving undertaken through needs identification, specification planning, and budget planning. According to Wruck and Jensen (1994), quality management is an organizational technology that helps businesses become more productive. Since the 1990s, quality management has started to extend into the public sector, expanding well beyond the commercial sector. During this time, scholarly study on public productivity has increased dramatically, presuming that quality management techniques indeed apply to government services.

1.1.3 Conceptual Perspective

The independent variable is procurement planning, a method used by associations or open establishments in planning purchasing exercises for a specific time allocated. This is ordinarily completed process amid arranging system (Karanja & Kiarie, 2015). According to Adom, Kamil and Agyem (2018). The process of defining, combining, and establishing the timelines for the acquisition of requirements with the goal of having them as and when needed is known as procurement planning. An effective procurement plan will outline the steps involved in finding and choosing consultants, contractors, and suppliers. Procurement planning involves the organisational needs identification, specification planning and budget planning to facilitate the execution of the procurement function (Atiga&Azanlerigu, 2015). This research embraced the conceptualization of procurement planning by Atiga&Azanlerigu, 2015) to focus on procurement planning at UNRA through procurement need Identification, procurement specification planning and procurement budget planning.

According to Asakeya (2014), Needs identification include evaluating and analyzing front-end demands to make sure that the learning and non-learning solutions found meets performance and business requirements. A specification is a statement of needs in the context of procurement. It specifies what the buyer wants to purchase and, as a result, what the supplier must offer. Depending on the requirement, specifications may be straightforward or intricate. The specification must

accurately and truthfully represent the buyer's needs for the procurement process to be successful. Procurement budget planning involves organizations to forecast and plan their procurement activities, ensuring that sufficient funds are available to meet purchasing needs.

The dependent variable is quality of service delivery. Quality service delivery refers to the provision of excellent services that meet or exceed customer expectations. It is a critical factor for the success of any business, including hospitality and tourism industries (Davis, 2014). Akaninyene and Mark (2015) who argued that service delivery quality in the government sector refers to the provision of services and benefits to citizens by government agencies and departments. This can include a wide range of services, such as healthcare, education, social services, public safety, infrastructure, and more. The goal of service delivery in the government sectors is to meet the needs and expectations of citizens in an efficient and effective manner, while also upholding the principles of transparency and accountability.

Additionally, quality of service delivery in public procurement has been scholarly assessed through a wide range of performance variables. Reviewing both strategic and operational dimensions of procurement systems. According to Basheka (2021) indicators such as customer satisfaction, compliance with procurement regulations, value for money, and effectiveness of contract management are commonly used to evaluate how procurement planning influences the overall responsiveness of institutions to service delivery systems. Similarly, Komakech, (2020) appreciates the significance of procurement planning but also highlights stronger emphasis on its role within contract management and service delivery. According to Komakech, procurement planning is the foundation for effective contract administration, which in turn drives service delivery outcomes. In line with the current study findings, poor procurement planning leads to misaligned expectation and service failures.

Building on this foundation, the current study introduces three core constructs i.e. economy of services, timeliness of services, and reliability of services. These constructs offer a more targeted lens for evaluating procurement planning outcomes. Economy of services refers to the cost-efficiency achieved in delivering public goods and services; timeliness assesses the extent to which services are delivered within planned schedules; and reliability captures the consistency and dependability of service outputs over time. By focusing on these dimensions, the study aims to provide empirical insights into how procurement planning directly affects the quality of service delivery in road infrastructure projects.

1.1.4 Contextual Perspective

A parliamentary act known as the Uganda National Authority Act, No. 15 of 2006, created the Uganda National Roads Authority (UNRA). UNRA started operations on July 1st, 2008. Among other things, UNRA's mandate includes developing and maintaining the country's road network, advising the government on general road policy, and helping to address transportation-related issues. One outcome of the road sector reforms is UNRA. The 10-Year Road Sector Development Program (RSDP) was created by the Ugandan government in 1996.

The Road Agency Formation Unit (RAFU), a semi-autonomous organization under the MoWT, was established in 1998 as part of the reform process to oversee the development of national highways. A study on the creation of an independent Road Authority is carried out in 2002. The study's conclusions influenced the bill's development, which established WIT LTD. The Ugandan Parliament enacted the bill in May 2006, and the president signed it into law in June of the same year. In 2007, the Board of Directors (BODs) was established. In November 2007, the Executive Director is then appointed. UNRA started operating fully on July 1st, 2008, however it still has difficulties with a small number of internet visits feedback from users indicates uneasy access to information, low internet coverage and few numbers of materials downloaded.

The services offered by UNRA is road construction services and these are expected to be of economy of services, timeliness of services and reliability of service, despite this the service quality is far below the bench as road services are provided in less timely manner and not well in adherence to the standard operations of the road projects. In execution some road projects are executed beyond the budgeted costs, and many are done at exorbitant prices (ACODE, 2021).

According to available data, more than 50 road projects in the nation were either not completed or were postponed, were plagued by cost overruns, or collapsed as a result of subpar construction work ten years ago (Booth and Mutebi 2019). The Kawempe-Kafu Road (166 km), which was delayed and badly built with weak underlying layers, is one of the highways that had similar issues (Booth and Mutebi, 2015). Lukuli Road (7.7 kilometers) was one of several other roads whose construction was either delayed or of poor quality.

The issue persists despite several protests regarding Uganda's high project failure rates in road construction. As a result, additional study is still required to provide better answers to the issue. Despite the fact that UNRA has a very strong procurement department that effectively plans through needs analysis, specification planning, and procurement budget planning in compliance with the Procurement and Disposal Act of 2003 and procurement and disposal regulations, this incident still occurred. It's incumbent therefore that the current study set foot in investigate the relationship between procurement planning on quality-of-service delivery in road projects a case study of Uganda national roads authority (UNRA).

1.2 Statement of the Problem

Uganda National Roads Authority (UNRA), like other government agencies, has a well-established procurement department that conducts timely procurement planning, including needs identification, specification development, and budget allocation (UNRA Report, 2022). These processes are intended to enhance the quality of service delivery in road infrastructure projects; that is, ensuring timely completion, cost-effectiveness, adherence to specifications, and durability (Ayebare, 2019). However, despite these structured procurement efforts, UNRA continues to face persistent challenges in road project outcomes.

Road projects in Uganda frequently miss their scheduled completion timelines, frustrating government development plans and undermining public confidence (Ahimbisibwe, 2024). Additionally, many projects exceed their planned budgets, placing pressure on the Ugandan consolidated fund and contributing to stalled or incomplete road works (Muggaga & Ntirandekura, 2024). Compounding these issues is the frequent non-compliance with technical specifications, resulting in roads that deteriorate prematurely and fail to meet durability expectations (Ayebare, 2019). The consequences of poor road quality are far-reaching: increased economic strain due to frequent rehabilitations, and a rise in road accidents linked to substandard road conditions, which have tragically cost lives (ACODE, 2021). These outcomes persist even though procurement planning is designed to generate quality service providers and ensure efficient project execution. This paradox raises critical questions about the effectiveness of procurement planning in influencing service delivery outcomes. If procurement planning is being conducted appropriately, why does poor road quality remain a recurring issue? It is therefore imperative to investigate the relationship between procurement planning and the quality of service delivery in road infrastructure projects

1.3 Purpose of the study

The study set to examine the relationship between procurement planning and quality of service delivery in road infrastructure projects in Uganda, a case study of Uganda national roads authority (UNRA).

1.4 Specific Research Objectives

- 1) To examine the relationship between procurement, need identification on quality-of-service delivery in road infrastructure projects in Uganda.
- 2) To assess the relationship between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda.
- 3) To determine the relationship between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda.

1.5 Research Questions

- 1) What is the relationship between procurement need identification and quality of service delivery in road infrastructure projects in Uganda?
- 2) What is the relationship between procurement specification planning and quality of service delivery in road infrastructure projects in Uganda?
- 3) What is the relationship between procurement budget planning and quality of service delivery in road infrastructure projects in Uganda?

1.6 Scope of the study

The scope is divided into geographical, time and subject scopes

1.6.1 Geographical Scope

The study was done in UNRA headquarters. The headquarters of UNRA are located in the UAP Nakawa Business Park, at 3-5 New Port Bell Road, in the Nakawa Division of Kampala, Uganda's capital and largest city. The geographical coordinates of UNRA's headquarters are:0°19'40.0"N, 32°36'46.0"E (Longitude:0.327778; Latitude:32.612778), UNRA has been selected because it has experiences service quality challenges despite deploying the procurement planning systems.

1.6.2 Content Scope

The research examined the contribution of procurement planning on quality of services delivery, and specifically examines the relationship between procurement need identification on quality-of-service delivery, relationship between procurement specification planning on quality-of-service

delivery and lastly to determine the relationship between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda.

1.6.3 Time Scope

This study is being conducted and was completed within the period July-October 2024; the data for the study was collected within this period. The research focused on information for the period of 6 years (2018 to 2024).

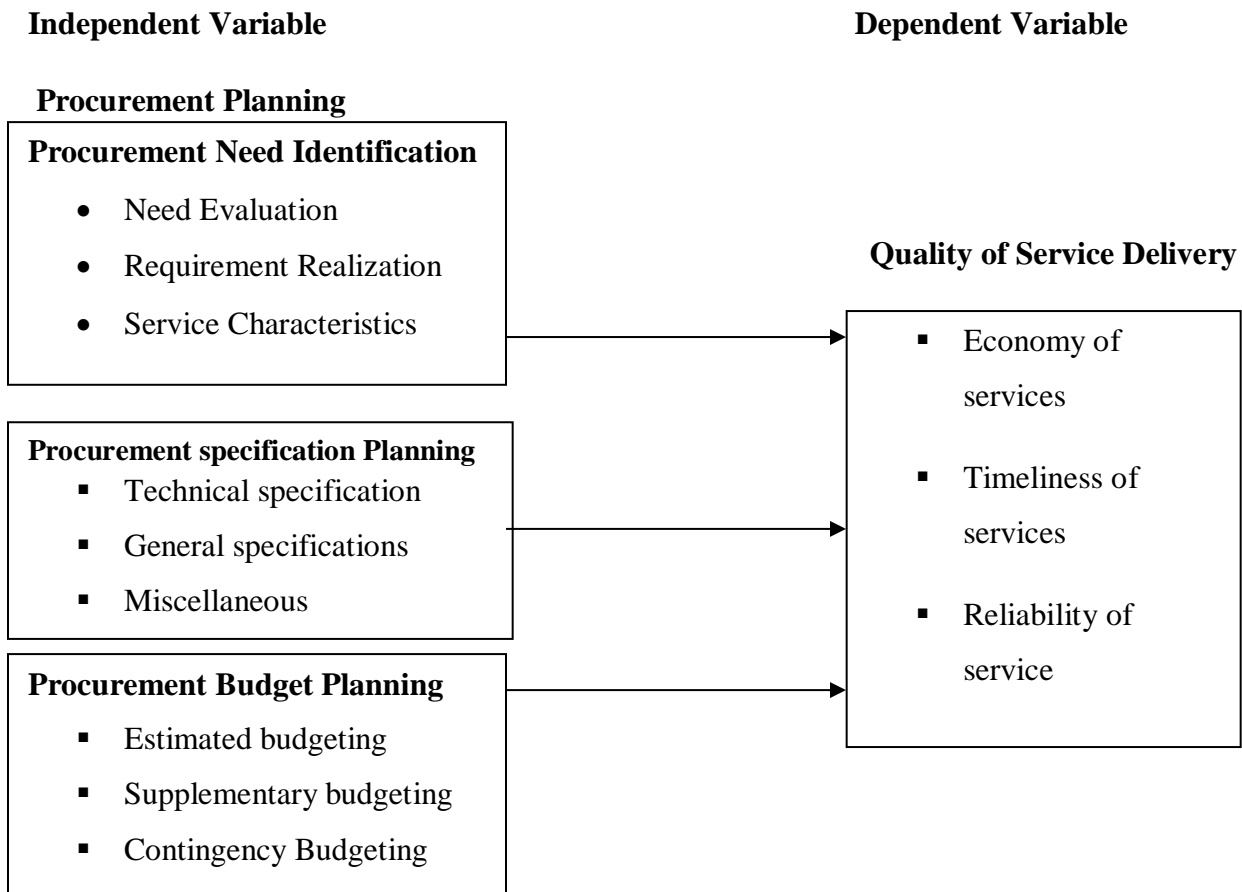
1.7 Significance of the study

The study will solutions to the factors associated with failure and the strategies used to enhance knowledge of procurement planning and service delivery in UNRA and other Ugandan and international agencies will be the study's culmination. Additionally, the study will support the enactment of laws that outline requirements and guidelines for a successful and efficient approach to improving the nation's quality of service delivery. Data from this study will also be available for immediate use by other scholars and organizations involved in the nation's procurement planning and public service delivery.

The study is expected to get information on procurement planning and service delivery that will aid in the generation of policies for the planning of effective implementation of public procurement so as it achieves its intended goals.

The study is significant to academicians in procurement, management among other field aimed at furthering the studies in the future that will be a basis for future research and the study has contributed to the existing literature in the field of procurement necessary for inducing the quality-of-service delivery.

1.8 Conceptual Framework



Source: Salim & Kitheka (2019) and modified by researcher 2024

Figure 1.1: Conceptual Framework

The concept indicates the connection between procurement planning and quality of service delivery. Procurement planning is dimensioned through procurement need identification, specification, and budget planning. The dependent variable is

Quality of service delivery is dimensioned through economy of services, timeliness of services, and reliability of services. The framework depicts that the presence of good procurement planning has the potential to generate service delivery quality in the organization and vice versa.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews existing literature related to procurement planning and its relationship with the quality of services. Literature review was done through analysis of relevant scholarly articles related to the study variables, the literature is reviewed in accordance to the objectives of the study which includes the review of literature on the relationship between procurement needs identification, specification planning and procurement budget planning on the quality-of-service delivery. The chapter was dimensioned into theoretical and empirical review of literature.

2.1 Review of related theories

The study was guided by Deming's theory of Total Quality Management was based on the principles of appreciation for the systems of knowledge in variations, Hugh Van Seaton's (2010) theory of Total Quality Management, which is founded on organizational theory, six sigma, performance management systems, and continuous process improvement, and Deming's (1996) theory of knowledge and psychology. Deming's philosophy of Total Quality Management is predicated on two key tenets: ongoing quality improvements and customer satisfaction, which goes beyond simply meeting but even surpassing the client's expectations.

According to Van Seaton (2010), the performance management system is built on the study of organizational culture and outlines its four goals, providing a way to promote innovation. Establishing a positive work environment should help stabilize the social system; defining and establishing long-term goals and expectations should help shape employee behavior; and facilitating strong corporate values should help an organization give its members an organizational identity in order to foster collective commitments.

In order to improve the performance of an organization, the theory describes and supports the relationship between quality management methods or aspects (Oswald, 2009). Customers or recipients of goods and services, suppliers, and products are all involved in the broader processes that the theory explains.

In a paper published in the Journal by Rono, (2013)'s research revealed that optimizing When compared to individual-level problem solving, the use of systems-level problem solving and interventions resulted in a notable improvement. It is argued that the system accounts for up to

85% of the variation in work performance, with individuals accounting for 15%. There is evidence that applying Deming's Theory principles can speed up healthcare quality improvement, even if clinical implementation is still a relatively young area of study. In his article on the keys to quality improvement in healthcare, John Haughom, MD, asserts that clinicians are more receptive to change than many people realize and that quality improvement must be supported by solid evidence. The secret is to start with minor process adjustments that encourage clinician autonomy.

Zahari (2019) argue that quality is an organizational technology that enables businesses to boost their output. In truth, Toyota may have pursued TQM in part due to the necessity to reduce production costs. Process management techniques transfer control of the process from experts (like the quality inspector) to front-line staff members who are tasked with working on it. In this sense, front-line operators are motivated to proactively prevent quality problems from occurring (anticipatory explanation) as well as to respond more quickly to correcting quality problems when they do occur (quick-response explanation). This leads to continuous quality improvement.

During this time, there has been a notable increase in academic study on public productivity, which makes the assumption that service quality practices apply to government services. The TQM program seems to have maintained a strong presence in a number of contemporary public organizations in recent years (Mello, Eckhardt & Leiras, 2017). The theory strength is its capacity to detect the performance of organizations from the perspective of the quality management in the organization; procurement planning is therefore undertaken in the realization of a functional system of services delivered.

2.2 Empirical Review

2.2.1 Relationship between procurement needs identification on quality-of-service delivery

Basheka (2008, 2009) conducted extensive empirical research using factor analysis and correlation methods to examine the relationship between procurement planning and local governance in Uganda. His studies involved 99 respondents from 11 local governments, yielding a 66% response rate. The findings revealed a statistically significant positive relationship between effective procurement planning and improved governance outcomes, including transparency, accountability, and service delivery efficiency. Specifically, Basheka's factor analysis identified procurement planning as a critical component influencing the performance of local government

procurement systems. His work empirically validates the argument that procurement planning is not just procedural but a strategic function that directly impacts public sector performance.

Similarly Basheka (2021) underscores procurement planning as a foundational pillar in achieving quality service delivery within public institutions. He argues that effective procurement planning is not merely a procedural formality but a strategic function that aligns organizational needs with available resources and market capabilities. According to Basheka, poor planning often results in delayed service provision, cost overruns, and compromised quality, especially in developing countries where institutional capacity is limited. He emphasizes that procurement planning must be integrated into broader organizational goals, supported by accurate forecasting, stakeholder engagement, and timely budget allocations to ensure responsiveness and efficiency in service delivery.

Salim and Kitheka (2019) conducted a study whose main objective aimed to ascertain how State Corporations' procurement performance in Mombasa County, Kenya, was impacted by procurement planning. Need identification, need specialization, budget and cost estimations, procurement methodologies, and their impact on procurement performance were the study's particular goals. The researcher selected a sample that was representative of the total population using a stratified random sampling technique, and the study used a descriptive design 204 middle- and senior-level employees who were chosen from the 34 state corporations in Mombasa County made up the target group. At the 95% confidence level, the sample size of 135 demonstrated some degree of significance. Since all of the departments' functions were consolidated and appropriate for data collection, the questionnaires were used to gather primary data from the numerous departments, including the departments of procurement, finance, human resources and administration, operations, engineering, and law. The SPSS software version 24 was used to descriptively analyze the data in order to evaluate the strength of the association between the independent and dependent variables using a multivariate regression analysis and the Pearson correlation coefficient (r). The findings were displayed as a frequency distribution. The research recommend for supplier competence development in order to increase the quality of the services and products.

Determining the wants of customers has become widely acknowledged as an essential element in enhancing service delivery across several domains. Determining what needs to be purchased is a crucial step in the supplier sourcing process. It comprises identifying the goods or services your

business need, as well as their suppliers, timeliness, and quantity. Raji et al.'s study from 2022 examined the role of user requirements assessment in the public sector in a number of countries, including the US, UK, and Canada. The findings demonstrated how important it is to incorporate user input into the planning and provision of services to ensure that they meet the actual demands of the general public.

While emphasizing contract management and institutional reforms, Komakech (2020) through field observations and case study of local government structures highlighted recurring issues such as poor communication between stakeholders, lack of independent contract management units, and inadequate delivery monitoring, which stem from weak procurement planning. Komakech's empirical insights suggest that improving procurement planning especially in the per-contract phase can importantly improve contract execution and service delivery outcomes. His recommendations are based on observed patterns of procurement failures and inefficiencies in Uganda's PDEs, reinforcing the operational importance of planning in public procurement.

Zahari and Haliza (2019) did a research on procurement need identification and found that it had a positive bearing on the service quality. It was revealed that proper conducting of the procurements are essential in the realization of the goals and objectives and the procurement in defense environment was based on qualitative techniques such as interviews and documentary analysis and the findings indicate that the capital assets present a procurement procedural needs that the requirements are needed for assessment and taken in consideration in the ensuring an account taken for the new capital assets and integration of the assets to assist the government agencies in the rehabilitation of the considered aspects to the growth and development.

Nyamila and Barasa (2024) did a study on assessing the relationship between procurement needs planning and service delivery in Lamu Kenya, the results indicate that user needs identification has the potential to generate quality service delivery. The evaluation of the descriptions evaluate the random sampling approach were the 504 employees were considered as the target population. The sample was generated using Yamane formula for sample computation and it was established that departments in operations, engineering, legal, finance and procurement are the target departments ably in applying the questionnaires and the data was gathered based on the questionnaires. The study employed SPSS for the analysis which was both inferential and

descriptive and determined that through means and regression analysis. The results indicate that a unit change in procurement planning through user identification has a significant contribution to service delivery performance in Lamu County. The coefficients affirm that the service delivery is a product of procurement needs analysis in the organizations. Therefore, recommend for a clear procedural mechanism in framework development and budget allocation to ensure that the service delivery is timely generated in a timely manner.

Ouma and Ochiri (2017) did a study to examine the effect of implementation of outsourcing needs identification on quality of service delivery, the sample was generated based on census sampling and descriptive survey design was used to determine the regression model of assessing the relationship between needs identification and service delivery quality. Outsourcing practices and supplier management, contract management, staff competency and regulatory framework with an R value of 0.866. The study on procurement needs identification in ensuring quality of service delivery. In a related study, Martemyanova (2022) argued that procurement needs identification influence the service delivery quality based on the gas company in Russia, its affirmed that the state of the selection indicate a positive effect of procurement planning on the service delivery and association.

In a related study finally, Martemyanova (2018), Jackson and Ombui (2018) found that procurement identification has a potential to enhance the service delivery with the population of the study indicating a statically significant relationship between the variables of the study. The study indicate that the procurement planning has a bearing on the service delivery generally related to conclude that the procurement need identification in procedures are in high existence and show a positively related effect on the assessing the procurement needs identification on affecting the quality-of-service delivery.

2.2.2 Relationship between procurement specifications planning on quality-of-service delivery

Gatobu (2020) did a study on procurement planning and service delivery in Kenya based companies. The study found a conclusion that procurement planning significantly leads to improved services delivery in the Kenya state businesses. The researcher established that a favorable and significant relationship between the service redelivery through procurement

planning is eminent, the current study set to be done in UNRA to address the state of procurement specification planning on quality of service delivery in the road projects.

A study was carried out by Lawino and Arinaitwe (2023) to assess the impact of procurement strategy planning of specifications on service delivery. One of the objectives of the study was to examine the relationship between procurement planning and service delivery. Both qualitative and quantitative research methodologies were used, and the data were analyzed using tables, frequency and percentage, and the results were interpreted. The 0.000 level of significance is applied to the purchase planning process, which is represented by an r. value of 947, an r. value of 989, and a final r. value of 971. The study's findings indicate that there is a substantial and favorable association between service delivery and procurement strategy.

Augustine Annane (2019) conducted a study on procurement planning and quality of service delivery indicating based on an explanatory approach with quantitative study with a target population indicating that, the population of the study was staff and management of the Volta river authority, the questionnaire was based on primary data and analysis according to SPSS version 32. The study found out that procurement specification planning has a positive bearing on the quality of service delivery in services offered. The study made recommendations which included VRA to continue investing in sustainable procurement as an approach to enhancing the service delivery. the current study will be undertaken in the road projects based on the information needed to generate coherence of service quality compared to the study which only evaluated the procurement planning stances in quality-of-service delivery.

Jackson and Ombui (2018) assess the effect of procurement planning on service delivery in state corporations in Kenya using Kenya Agricultural and Livestock Research Organization as a case. Ninety procurement officers and financial officers from the Kenya Agricultural and Livestock Research Organization made up the study's target population. The study concluded that procurement planning has a large and positive impact on service delivery in Kenyan state companies based on the results of regression analysis. Additionally, the study discovered a positive and noteworthy correlation between the procurement portfolio and service delivery. Additionally, the study discovered a positive and noteworthy correlation between procurement rules and

procedures and service delivery. Additionally, the study discovered a positive and noteworthy correlation between procurement planning and service delivery.

Ogwel (2020) conducted a study on effects of procurement specification planning on institutional performance. The study's primary goal was to determine how procurement strategy affected institutional performance. His study's goal was to investigate how procurement planning affects the performance of public institutions, with an emphasis on quality standards, cost estimation, need analysis, and specified goals. According to the report, there is a dearth of scientific research on the relationship between procurement planning efforts and the efficient operation of public institutions. Additionally, the study found a statistically significant correlation between performance and procurement planning. The study's recommendations included the necessity for every department users to establish their department's resource requirements in order to enable the procurement department to allocate funds appropriately. Ogwel's study unlike the current study was conducted in the vicinity of legal fraternity compared to the current study proposed to be done in the road projects.

David and Muthini (2019) assessed the Influence of procurement specification planning on procurement performance of private health institutions in Kenya. The results of the study showed that service delivery in the health sector is positively correlated with green, sustainable procurement. In this case, the procurement level has an impact on service delivery. A high degree of productivity is ensured when an organization can buy all it needs to carry out its operations. An organization may thus effectively use its resources to satisfy the necessary need when it has proper logistics and instruments. High consumer procurement is a result of high output. Additionally, the study found a significant relationship between production companies and suppliers. When a business can manufacture high-quality products for suppliers to sell, its performance is enhanced.

Nyoike and Ismail (2020) examined the effect of procurement specification planning practices on service delivery quality in the manufacturing sector in Kenya. According to the study, managers of firms should evaluate their procurements to guarantee efficient procurement procedures. According to the critical view, when a company can create a conceptual timetable based on the hierarchy of priorities, it can manage its profitability yields more effectively. The organization is able to satisfy all of the requirements and purchases necessary to conduct all of its operations

through this method. This allows them to better manage its procurement efforts by taking charge of all costs associated with buying logistics and other equipment. Once more, the implementation of contemporary technology within the company improves service delivery and allows decision makers to save money. The study by Nyoike and Ismail (2020) is a research undertaken on procurement planning in manufacturing sector yet the current study will be executed in the roads sector in Uganda presenting geographical and contextual gaps by instituting the current study.

2.2.3 Relationship between procurement budget planning and quality of service delivery

Scott and Enu-Kwesi (2018) conducted a study to examine the function of procurement budgeting in Ghana's district assembly in terms of service delivery. Using a mixed-method research approach, the study gathered both qualitative and quantitative data through document analysis, focus groups, interviews, and questionnaires. The study employed multistage sampling to choose participants for focus groups, key interview informants, and questionnaire responders. A sample was taken from 34 of the 170 district assemblies that were in existence in 2008. 20 focus group members, 612 District Assembly (DA) officials, 1020 people, and 28 national/regional authorities participated in the study. Regression and descriptive statistics were used to evaluate quantitative data, which were measured using scaled items, while thematic analysis was used to analyze qualitative data. The findings showed that voters rated service delivery poorly, even if district assembly officials thought it was adequate.

The study found that budgeting procedures significantly improved the provision of services. The study's conclusions have a big impact on scholars, public administrators, and citizens because they show how important it is to have sound budgeting procedures in place for public sector decentralized governments and agencies to be able to provide the public with satisfactory services, especially in the context of Africa.

Kakai and Mukono (2022) carried out an investigation to determine how allocation affected Kenyan governmental organizations' procurement procedures budget. The study's foundation was Resource Based Theory, and a descriptive research methodology was selected. The study's target audience consisted of approximately forty chief registrars, court registrars, deputy registrars, directors, and deputy directors in the judiciary. The study, which used a census technique, used the entire population of the forty respondents. Budget allocation and budget usage were positively correlated, according to the Pearson's association Coefficient, which assesses association strength

($r = 0.798$, p -value 0.0001). The findings indicated a positive correlation between budget utilization and the procurement process, as indicated by Pearson's Correlation Coefficient of $r = 0.608$, p -value 0.0001. The results of the regression analysis demonstrated a robust and favorable relationship between the budget allocation and procurement procedures and the judiciary's utilization of funds.

With Nairobi City County as a case study, Apiyo and Mburu (2019) examined the variables impacting procurement planning in Kenyan county governments with the intention of providing suggestions for efficient procurement planning.

Finding out how staff competency, budgeting procedures, ICT tools, and management assistance affect procurement planning was the aim of the study. As part of a census, questionnaires were given to all 103 workers of the procurement department. Data was collected using self-administered questionnaires. The gathered data was analyzed using both qualitative and quantitative approaches. The study discovered that budgeting procedures, a lack of leadership support, inadequate procurement staff competencies, and ICT tools all had an effect on buy planning. Finally, the study recommended that additional research be conducted in other countries to see if the same outcomes might be achieved.

Fourie and Malan (2020) researched public procurement in addressing the systemic issues. The lack of standard documents for frameworks was found to be a challenge for use of framework agreements. This research goes further in unearthing the factors blocking integration efforts despite the existence of enabling procurement regulation.

Rengshik (2020) found that there exists a positive relationship between procurement budget planning and service delivery. Prior to any purchase is made, a thorough needs assessment is done to comprehend the precise wants of the organization and create space for innovations to successfully meet the need. When demands and suppliers are not properly identified, incorrect goods or services may be supplied which adds time, effort, and cost which impact on the standard of service delivery

As posited by Ganfure & Kedir (2020) procurement budget planning must balance three conflicting demands: the for satisfying the interest in the concerns that are of value are money in efficient and effective regulatory environment needed for the purpose of reducing the concerns in competition, ensuring transparency and compliance to social interests with the social exclusion and economic development reasonably realized in the organizations for development, and environmental policy.

The two crucial success elements in effective evaluation for acquisitions were the continuity of government employees and their expertise and abilities.

Fletcher (2020) emphasized that anyone involved in procurement must have the requisite expertise to bargain with vendors. The management and key procurement personnel must be skilled negotiators if organizations are to flourish as they will be able to spot possibilities to cut expenditures and save money. Procurement expertise can be applied to negotiations to achieve shorter services offered to the clients (Ndung'u, Were, & Mwangangi, 2020). Procurement expertise prevents slower negotiations by sticking to a schedule. In order to maintain service, the government frequently accepts less advantageous conditions as deadlines approach. This is because the reputational cost of a service disruption for government agencies is so significant.

Rengshik (2020) established that procurement budgeting positively influences quality of service delivery. Maintaining correct records and supervising the application of specifications and service level agreements are essential components of efficient contract administration. Good contract management improves the quality of the goods and services delivered while reducing procurement expenses (Sayyed, Hatamleh, & Alaya, 2021). The supply of quality services is impacted by two main procurement management activities which are to follow up on deliveries and then expediting which can be done through reviewing the status of the transaction and routine communication with suppliers

Procurement budget planning show that maximizes value through handling all interactions with external organizations that provide goods and services to an organization for mutual success to enhance quality service delivery (Oduro, Nyarku, & Gbadeyan, 2020). Procurement management through developing stronger and more cooperative relationships with important suppliers ensures service delivery by lowering total ownership costs; managing risks, responsiveness, reliability and flexibility enhance performance quality (Tumusiime, 2022). The local authorities should embrace procurement management to facilitate an effective service delivery.

Abraham (2024) conducted a study to examine the relevance of procurement planning in the service quality delivery for the organizations with the procurement planning assumed to drive the service delivery to high heights. Therefore asserting that the systems and identification of loopholes exist in the evaluation process for the inspection in the government as a mechanism for the evaluation of the procurement needs and processes needed to satisfy the components of

benchmarking, therefore appropriate systems are needed in ensuring the competitiveness of the institutions and ensuring they remain compliant to the environment of controls and works needed in the process management of the services delivery. Compared to the current study in UNRA, the previous studies were executed in the environment different from the road constructions evaluating the possibility of procurement planning on service delivery quality in UNRA.

2.3 Research Gaps

A series of the studies have been done on procurement needs identification, procurement specification planning and procurement budget planning on quality of service delivery, the studies were however not all done on the road projects, not specific to UNRA and many done outside Uganda. Most of the studies done realized that there existed mostly statistically significant relationship between procurement planning constructs and quality of service delivery, yet this may not be the case with the environment of Uganda. The procurement budget plans are therefore needed to realize an effective and compatible mode of operations needed in the realization of the services efficiency in the organizations and companies welfare and wellness ensured in a mode of transformative stances to the community realization of the goals and objectives. The review of the literature has been done in different countries, most studies undertaken in developed countries with less in developing countries like Uganda or even Kampala presenting a geographical besides the studies reviewed were done before 2024 in the different contexts presenting a time gap and contextual gaps. The review of literature on the above studies were basically article reviews done based on smaller populations and samples while the current study will be undertaken based on bigger sample population of above 100 to address the methodological gaps. The current study therefore addresses time, methodological and contextual gaps for the study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

Research design, study population, sample population, sampling techniques, data collection methods, data collection instruments, data quality control, data analysis, ethical considerations, and study limitations are all methods that were used throughout the entire research process and are presented in this chapter.

3.2 Research Design

A research design is an arrangement or condition for the collection and analysis of the data in the manner that combines different data collection methods and procedures including the processes aimed at ensuring that the research objectives are met. It constitute a blue print for the collection, measurement and analysis of the findings from the field (Kothari & Garg, 2014).

This study employed a mixed methods and cross-sectional study design in which the collection of the data was from the different individuals in a single time (Sekaran & Bougie, 2016).

The design used quantitative and qualitative approaches needed for embedded environment with the focus on collection of data using the closed ended questionnaires and the qualitative approach was done through an interview guide.

The study majorly adopts a quantitative research design with an integration of the qualitative findings for the study. This helped in identifying the aspects procurement planning and quality of service delivery at UNRA.

3.3 Study Population

Bajpai (2011) contend that a population is a set of people, elements and events in groups or things that constitute the events in the households meaning that the population is of homogenous nature. For the purpose of the study, the researcher targets to solicit data from the employees of UNRA which include procurement staff, procurement managers & engineering managers, the user departments considered include engineering, accounting, finance and ICT in UNRA and local leaders in Kampala especially (KCCA) to have a view of these leaders especially on quality of service delivery, this is because UNRA together with KCCA undertake many infrastructural projects in Kampala, these local leaders supplemented the responses of UNRA officials in answering the questionnaire on quality of service delivery to avoid bias of the UNRA officials on

the quality of services provided by UNRA. The population targeted is estimated to be 149 according to Human resource Report of UNRA (2023). The study target employees who are procurement and those directly dealing with the procurement in the execution of the services delivery. The estimated target population for the leaders at KCCA includes engineering, works and political leaders estimated to be 117. The total population of the study is therefore 266.

3.3.2 Sample Population

The study is determined according to Yamane (1967) formula which set to determine the elements to be selected as a representative population for the study, the researcher hence forth used a formula which suggested that the 95% confidence interval existed at $e=0.05$ with the population as 266 to determine the sample based on the formula below.

$$n = \frac{N}{1+N[e]^2}$$

N=Number of population

n= sample

e=standard error at 95% confidence level

$$n = \frac{266}{1+266[e]^2}$$

$$\frac{266}{1.665}$$

The sample population is 160 respondents.

3.4.2 Sampling techniques

The study employed stratified random sampling is the process of creating subgroups in a data set according to departments of the employees. Stratified sampling way through which the population can be divided into different sub populations will be used. The survey therefore involves the overall population variation that can be of advantage to the generation of each sub population independently.

In this study the researcher divided the population into departments of UNRA and thereafter simple random sampling is employed in the selection of the employees where names of all stratified departments was written on small piece of paper which was placed in a box, the employee in each

department shook and later pick the required number of participants at random. Therefore, out of the total number of employees in UNRA and only the required number was obtained to participate in the study.

The researcher used purposive sampling for the selection of procurement and engineering managers. The use of purposive sampling technique is justified by the prevalence of detailed knowledge of procurement and quality of service delivery by the procurement and engineering officials given that procurement planning is rooted from engineering due to roads together with procurement for purposes of planning. Purposive sampling was employed in the selection of the respondents in the study characters in knowledge, experiences in the criteria (Cresswell, 2012). Purposive sampling is used in gaining insights in the understanding of the specific phenomena for the specific perspectives in the context of the study.

3.5 Sources of Data

The researcher attains data through questionnaires and interview guide as the research tools employed in the collection of data.

Primary Data

According to Mugenda & Mugenda (2003), primary data is information that has been collected for the first time and has not been processed. Questionnaires and field interview guides were used to gather primary data, as they are popular research tools. The purpose of this was to get primary data from the chosen participants.

3.6 Data collection methods and instruments

The survey and interview methods were used for data collection.

3.6.1 Survey

The survey method was adopted based on the structured questionnaire as the instrument for collecting data from staff (non-managerial staff). The survey is suitable for non-observable form of data such as perceptions and feelings of the respondents and appropriate for quantitative assessment. These was used to collect data from nonmanagerial staff directly based on self-administered questionnaires to generate quantitative data.

3.6.2 Interview

Using semi structured interview guides, situational interviews were particularly be administered for systematic and comprehensive data collection from procurement and engineering managers. According to Amin (2005), interviews are employed when there is need to generate depth

revelations about a phenomenon in the study based on the need to evaluate the study dimensions. The interviews were conducted with procurement and engineering managers to generate qualitative data.

3.7 Data collection Instrument

The process of getting respondents' thoughts on the research subject is known as data collecting (Kothari, 2004). Both questionnaires and interview guides was used in this study in order to collect data.

3.7.1 Questionnaires

To gather primary data from the employees (nonmanagerial staff), the study deployed a questionnaire. Because they can be used by a wide number of respondents, the questionnaires are deemed appropriate. They offer the advantages of anonymity, self-administrability, and question standardization to facilitate data analysis processes (Kombo & Tromp, 2006). In addition to questions drawn from the research objectives, the questionnaire included a section on social demographics. Closed-ended questions on a 5-point Likert scale was used in the survey. 4 = Agree, 3 = Uncertain, 2 = Disagree, and 1 = Strongly Disagree. In survey research, the Likert scale is the most popular method for scaling replies (Dawson, 2019). The questionnaires were employed to attain data from non-managerial staff of engineering, accounting, finance and ICT and political leaders, engineering and works at KCCA also provided data using the questionnaires, the same questionnaire with the purpose of curbing biased reporting.

3.7.2 Interview Guide

This was used to collect primary data from managerial staff of procurement and Engineering. It involved the use of a semi-structured interview schedule/guide as an instrument. Since the aforementioned types of respondents possess important information but might not have enough time to complete it, the interviewing method employing the interview guide was considered appropriate. In questionnaires (Saunders, 2000). The interviews was attain qualitative data from engineering and procurement management.

3.8 Validity and Reliability of the Instrument

The two principal aspects of validity and reliability shall be explored as follows:

3.8.1 Validity

According to Mugenda (2009), validity is the extent to which findings from data analysis accurately depict the phenomenon being studied. In order to make sure that the data gathered yields

significant and trustworthy findings that are represented by the study's variables, the researcher will make sure that the questions are pertinent when determining validity. Based on statistical and philosophical ideas, exploratory factor analysis (EFA) was initially used by Spearman in 1904 (Spearman, 1961). In order to assess ideas and validate measuring tools, it was quickly embraced by numerous researchers. The latent variables (sometimes called constructs, factors, dimensions, or internal qualities) that can parsimoniously demonstrate the covariation of a set of observed variables are found using this statistical technique (Watkins, 2018). Put more simply, EFA quantifies the elements that make the arrangement and structure of the measurement tools clear (Watkins, 2018).

. In this study, the researcher subjected the data collected to exploratory data analysis before any tests in SPSS package and selected only items with the factor loads above 0.5 and this are the ones which constituted the instrument for the study as items in the questionnaire with factor loads below 0.5 was deleted. The items of the questionnaire all generated a Rotated matrix value were all above 0.5.

The researcher must make sure that the interview guide's question items align with those in the questionnaire guide in order for validity to be taken into account and credibility to be informed.

3.8.2 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after trials (Mugenda & Mugenda, 2003). A test-retest methodology was used to determine the instrument's reliability. The instrument was piloted to a few employees of a relevant authority to ensure its reliability. Two weeks after the instrument is re-administered, the questionnaire responses from the pilot test was entered into SPSS (version 22), and Cronbach's alpha was produced. The range of Cronbach's alpha is 0 to 1. According to Neuman (2010), an instrument with a score of 0.7 or higher has a high degree of internal consistency and reliability, but a score between 0 and 0.6 indicates that the instrument has low dependability. Therefore, the researcher was proceed to gather data from the field once the 0.7 threshold has been reached.

Table 3.2: Cronbach's Alpha

Construct Variable	Cronbach's Alpha	Number of items
Procurement Planning & Quality of service delivery	0.812	25

Source: Cronbach's Alpha Value, 2024

The mean of the reliability is established at 0.812 therefore the internal consistency (Reliability) of the instrument is confirmed.

3.9 Procedure of Data Collection

Following the proposal defense and subject to revisions and approval by the research supervisor, the researcher drafted the study proposal. The university provided the researcher with an introductory letter. visits to present the respondents at KCCA and UNRA prior to the commencement of the actual data gathering process. In order to provide a concise overview of the topic, the introductory letter was included with the questionnaire. Responses were awaited for three weeks after the researcher uses study assistants to distribute the questionnaires for a week. Additionally, the researcher interviewed respondents by recording and transcribing their responses. To prevent misunderstandings, important views and opinions were documented verbatim.

3.10 Data Management and Analysis

Data was quantitatively and qualitatively analyzed as indicated here.

3.10.1 Quantitative Data Analysis

The quantitative data was undergo analyzed following data collection and clearing. SPSS version 22 was used for the analysis because of its extensive user-friendliness, statistical compatibility, and ease of use. The unit of descriptive analysis of frequency and percentages were taken into consideration when analyzing the data and means and standard devaiiton. To ascertain the link between the variables in the study and test the hypothesis at the 0.05 level of significance, the study used Pearson correlation.

3.10.2 Qualitative Data Analysis

Non-numerical analysis, or qualitative data analysis, is the process of methodically examining information to draw insightful conclusions and suggestions. The qualitative data undergo manual content analysis. Reading and rereading the transcripts in order to identify themes and create categories is known as content analysis (Amin, 2005). The study's code categories and themes

were used to analyze the qualitative data. In order to show the findings in chapter five, a list of the most important beliefs, opinions, concepts, and sentiments was coded based on the study's themes.

3.11 Ethical Considerations

The following are the ethical issues which were considered.

Authorities gave the researcher permission to speak with their staff. People in the study area were asked to ask questions about the study, and the researcher described the goals of the study, identify himself, and explain why the respondents were selected as well as the advantages, disadvantages, and discomforts of the study.

In order to show respect for the responders, the researcher made sure that whatever information they provide is kept completely private. This was achieved by obtaining guarantees for the completion of purely academic study and guaranteeing the confidentiality of the information gathered and obtained from the field.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter present analyzes and interprets the findings concerning the study which set to examine the relationship between procurement planning and quality of service delivery in road infrastructure projects in Uganda, a case study of Uganda national roads authority (UNRA). The objectives were to examine the relationship between procurement, need identification on quality-of-service delivery, secondly to assess the relationship between procurement specifications planning on quality-of-service delivery and thirdly to determine the relationship between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda. The chapter presents the results which are analyzed and interpreted in light of the results generated in both quantitative and qualitative findings. The chapter is arranged in terms of response rate, socio-demographic characteristics, descriptive statistics and the respective inferential statistics of correlation analysis and their respective qualitative findings as presented in the information here under.

4.1 Response Rate

This respective section cover the information generated from the field in terms of the responses generated out of the sample targeted or the questionnaires administered to the respondents. Based on the information needed from the field. The researcher administered a total of 150 questionnaires to the respondents and generated 147 responses after a period of 2 weeks and out of the managerial respondents targeted (10), the researcher attained responses from 9 respondents. Given the nature of the information, the generated results were from a reliably high response rate and these is affirmed by Amin (2005) who contend that a response rate of 70% is considered adequate when the quantitative data is collected, this response of 98% and 90% for questionnaire and interview guide is hence deemed adequate for the collection of the information from the field.

Table 4.1: Response Rate

	Sample	Return	Percentage
Questionnaire	150	147	98%
Interview	10	9	90%
Total	160		

Source: Primary Data 2024

4.2 Demographic characteristics of Respondents

This section present the demographic characteristics of respondents based on gender, age, and education and working experience of the respondents. The result from the demographic characteristic is presented in Tables 4.2-4.5.

4.2.1 Gender of the respondents

Gender of the respondents from the respondents is presented in table 4.2.

Table 4.2 Gender of the respondents

Gender	Frequency	Percent
Male	90	61.2
Female	57	38.8
Total	147	100.0

Source: Primary Data 2024

Table 4.2 indicates responses from the field indicate that the male respondents were 90(61.2%) respondents and female respondents were 57(38.8%) respondents. The results show that the majority respondents were generated male respondents than the female and this could be because the study entities employ more males than the females, never the less since this was not a gender-focused study, information generated from the field is reliable for decision making. The study findings enumerated indicate that the majority respondents were males although both genders participated in the study. The findings are in agreement with those of Varma (2023) who argued that the gender of respondents argument represent a fraction of the respondents with provided for information regarding the study as gender represent the study wellness.

4.1.2 Education of Respondents

Here the study was interested in attainment of the responses for the study based on the education of the respondents for the study.

Table 4.3: Education of Respondents

Education	Frequency	Percent
Certificate	6	4.1
Diploma	13	8.8
Degree	88	59.9
Post Graduate	40	27.2
Total	147	100.0

Source: Primary Data 2024

Findings in Table 4.3 indicate that majority respondents were degree holders representing 88(59.9%) of the respondents while those of post graduate were 40(27.2%) of the respondents followed by diploma holders who were 13(8.8%) of the respondents and then 6(4.1%) respondents were diploma holders of the respondents. The study findings therefore indicate that the majority respondents were educated hence has adequate understanding of the state of procurement planning and quality of service delivery. The results indicate that the respondents were educated and able to understand the questionnaires used in the data collection for the study. These findings agree with those of Saunders et al (2006) who pointed out to the reliability of the research that confirm to education and knowledge affirm the study reliability.

4.1.3 Age of Respondents

Here the study set to investigate the age of respondents for the field, the responses provided indicate that the age of the respondents are provided in Table 4.4

Table 4.4: Age of Respondents

Age	Frequency	Percent
20-29 years	9	6.1
30-39 years	64	43.5
40-49 years	55	37.4
50 years above	19	12.9
Total	147	100.0

Source: Primary Data 2024

Table 4.4 results on the age of respondents indicate that majority respondents were in the age of 30-39 years who were 64(43.5%) of the respondents, then 55(37.4%) respondents were in the age of 40-49 years, then those of above 50 years were 19(12.9%) respondents and finally those of 20-29 years were 9(6.1%) respondents. The study findings based on the study indicate that the majority respondents in the study are mature, responses are hence deemed to be taken from people with reasonable understanding of the study area. The results therefore indicate that the majority of respondents were of mature and of experienced age which made the study to consider their views as valid and authentic in relation to the study.

4.1.4 Categories of respondents

Table 4.5 Categories of respondents

Category	Frequency	Percent
Procurement managers(UNRA)	4	2.7
Procurement staff(UNRA)	32	21.7
Engineers (UNRA)	26	17.6
User departments (UNRA)	44	29.9
Local government/KCCA	41	27.9
Total	147	100

Primary Data:2024

Results in Table 4.5 indicate that participants from the user departments were the majority 44 representing 30% of the respondents, followed by local government officials particularly from KCCA 41(27.9%). others were heads of departments at UNRA 4(2.7%), procurement staff 32(21.7%) and lastly engineers who comprised 26(17.6%) indicating a proportional representation to provide valid and reliable information.

4.1.5 Working Experience

The research sought to investigate the time the respondents have been working with UNRA. The findings are presented in Table 4.5.

Table 4.6: Working Experience

Working Experience	Frequency	Percent
Less than 2 years	34	23.1
3-4 years	72	49.0
More than 5 years	41	27.9
Total	147	100.0

Source: Primary Data 2024

Table 4.6 findings on the working experience of respondents in association with UNRA and KCCA, the results indicate that 34(23.1%) respondents have been in work for less than 2 years who were 34(23.1%) respondents, then those of 3-4 years were 72(49%) respondents and finally those with the working experience of more than 5 years were 41(27.9%). The findings from the field indicate that the majority respondents have been in association with the case study for a long period of time, the responses indicate that these understand and have sufficient information on procurement planning and quality of service delivery in road services. Information attained is significant for the study since it was from informed persons.

4.3 Relationship between procurement need identification on quality-of-service delivery in road infrastructure projects in Uganda

The beginning research objective set to examine the relationship between procurement need identification on quality-of-service delivery in road infrastructure projects in Uganda. To achieve this objective, both quantitative and qualitative results of frequency and percentages and mean and standard deviation (descriptive analysis) has been done to determine the levels of procurement need identification and that of quality-of-service delivery in road infrastructure projects in Uganda and thereafter correlation analysis done to predict the relationship existing between procurement need identification on quality-of-service delivery in road infrastructure projects in Uganda.

4.3.1 Descriptive statistical analysis of procurement need identification in road infrastructure projects in Uganda

Table 4.6: Descriptive statistical analysis of procurement need identification in UNRA road infrastructure projects in Uganda

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Mean & Standard Deviation	
	F	%	F	%	F	%	F	%	F	%	Mean	ST.D
Procurement needs are timely routed from the user departments	63	42.9	33	22.4	10	6.8	22	15.0	19	12.9	3.67	1.47
User needs are critically evaluated for suitability of the needs in order to generate coherence	42	28.6	34	23.1	12	8.2	25	17.0	34	23.1	3.17	1.56
The user requirements are well forecasted by the users based on previous usage	36	24.5	36	24.5	10	6.8	27	18.4	38	25.9	3.03	1.56
User requirements are timely forecasted based on the future procurement needs of UNRA	44	29.9	51	34.7	11	7.5	17	11.6	24	16.3	3.50	1.440
Procurement staff at UNRA timely determine the procurement service features	53	36.1	47	32.0	19	12.9	16	10.9	12	8.2	3.76	1.271
Procurement needs routed from users are anchored to the overall objectives of UNRA	53	36.1	35	23.8	6	4.1	29	19.7	24	16.3	3.43	1.535
											3.43	.608

Source: Primary Data 2024

Table 4.6: Descriptive statistical analysis of procurement need identification in UNRA road infrastructure projects in Uganda, the results overall mean was ($M=3.43$), the standard deviation was .608 interpreted as fairly good meaning that UNRA does procurement needs identification in a fairly good manner. The responses to this are provided in the assessment of the individual aspects of the study as provided in table 4.6.

On whether the procurement needs are timely routed from the user departments, this had 42.9% respondents who strongly agreed, 22.4% agreed, 6.8% respondents were not sure, 15% respondents disagree and 12.9% respondents strongly disagree. The mean for the item was ($M=3.67$), the standard deviation ($SD=1.47$) interpreted as good meaning that there is timely needs routing from the user departments in the UNRA procurement planning activities.

On whether the user needs are critically evaluated for suitability of the needs in order to generate coherence, this had 28.6% respondents, 23.1% respondents who agree, 8.2% respondents were not sure, 17% disagree and 23.1% respondents strongly disagree. In this respect with the mean of (3.17), the standard deviation ($SD=1.56$) means that the needs are fairly evaluated to generates needs coherence.

The user requirements are well forecasted by the users based on previous usage, this had 24.5% respondents who strongly agree, 24.5% respondents agree, 6.8% respondents were not sure, 18.4% respondents disagree and finally 25.9% respondents strongly disagree. Combining the agreement percentage of 49% and the mean of ($M=3.03$), the standard deviation ($SD=1.56$) interpreted as fairly good means that the user requirements are fairly well forecasted based on the previous usage.

User requirements are timely forecasted based on the future procurement needs of UNRA, this had the 29.9% respondents who strongly agree, 34.7% respondents who agree, 7.5% respondents were not sure, 11.6% respondents disagree and finally 16.3% respondents strongly disagree. In the findings, the researcher contend that the mean (3.50), the standard deviation ($SD=1.440$) was interpreted as good meaning that the user requirements are timely forecasted based on the future procurement needs for UNRA.

Procurement staff at UNRA timely determines the procurement service features, this had the 35.1% respondents who strongly agree, 32% respondents agree, 12.9% respondents were not sure, 10.9% respondents disagree and finally 8.2% respondents strongly disagree. In this study, the

researcher contend that procurement staff determine the procurement service features well based on the mean ($M=3.76$) and the standard deviation was ($SD=1.271$), interpreted as good.

Procurement needs routed from users are anchored to the overall objectives of UNRA, this had the 36.1% respondents who strongly agree, 23.8% respondents agree, 4.1% respondents were not sure, 19.7% respondents disagree and finally 16.3% respondents strongly disagree. The mean was 3.43, the standard deviation ($SD=1.535$) interpreted as fairly good meaning that the procurement needs are fairly connected to the overall objectives of UNRA.

Results generated from the interviews in relations to the procurement need identification in UNRA road infrastructure projects in Uganda are provided in the subsections here under;

Procurement needs are generated timely from the use departmental heads, the users present their procurement needs which are submitted through the government plans are incorporated to the procurement requirements for planning purposes in UNRA. Procurement managers are the recipients of this departmental or government road needs (Interview with procurement Manager, 01).

Furthermore, it was revealed that procurement need identification is based on an accurate forecasts developed by users and procurement department based on the previous and future market anticipations in the procurement costs and needs for the future. (Interview with procurement Manager, 02).

Procurement staff at UNRA timely determines the procurement service features, procurement staff at UNRA are in existing in a timely means for the procurement services features in the roads projects. Procurement services features are taken in existing mechanism for the determination of the procurement management. (Interview with procurement Manager, 03).

Procurement need identification in UNRA road infrastructure projects of UNRA are undertaken in the road projects and procurement identification for the road projects in UNRA as fairly executed in the procurement roads projects.

4.3.2 Descriptive statistics of quality-of-service delivery in road infrastructure projects of UNRA, Uganda.

Table 4.7: Descriptive statistics of quality-of-service delivery in road infrastructure projects of UNRA, Uganda

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Mean & Standard Deviation	
	F	%	F	%	F	%	F	%	F	%	Mean	ST.D
The road services are done at a lower cost	40	27.2	34	23.1	9	6.1	14	9.5	50	34.0	3.00	1.66
The road services execution are usually done at an affordable costs	43	29.3	34	23.1	12	8.2	25	17.0	33	22.4	3.19	1.56
Road project schedules are usually adhered to in a phased manner	38	25.9	38	25.9	8	5.4	27	18.4	36	24.5	3.10	1.56
The period planned for the roads always adhered to	44	29.9	44	29.9	11	7.5	16	10.9	32	21.8	3.35	1.53
The road project plans are executed in adherence to the time of planning	50	34.0	44	29.9	17	11.6	19	12.9	17	11.6	3.61	1.37
The UNRA services are reliable to the people in the time of delivery	48	32.7	18	12.2	6	4.1	33	22.4	42	28.6	2.97	1.67
The road services usually complete the time schedule for which they were planned	41	27.9	26	17.7	11	7.5	26	17.7	43	29.3	2.97	1.62

Road services provided meet the durability standards without defects in a timely manner	26	17.7	43	29.3	10	6.8	30	20.4	38	25.9	2.92	1.49
											3.14	.680

Source: Primary Data 2024

Table 4.7 indicate responses on the descriptive statistics of quality-of-service delivery in road infrastructure projects of UNRA, Uganda, this had the mean of (M=3.14), the standard deviation was .680) interpreted as fairly good meaning that the quality of service delivery in road infrastructure projects of UNRA, Uganda has been measured as fairly good according to the overall mean response.

The road services are done at a lower cost according to 27.2% respondents who strongly agree, 23.1% respondents agree, 6.1% respondents were not sure, 9.5% respondents disagree and finally 34% respondents strongly disagree. The mean response was 3.00 and the standard deviation was 1.66 which was interpreted as fairly good meaning that the roads services are done are fairly cost services, this means the cost of the roads are not low.

The road services execution are usually done at an affordable costs, this had the 29.3% respondents who strongly agree, 23.1% respondents agree, 8.2% respondents were not sure, 17% respondents disagree and finally 22.4% respondents strongly disagree. The overall mean was 3.19 and the standard deviation was SD=1.56 interpreted as not so affordable pointing at the road executions as highly of cost.

Road project schedules are usually adhered to in a phased manner, this had the 25.9% respondents who strongly agree, 25.9% respondents agree, 5.4% respondents were not sure, 18.4% respondents disagree and finally 24.5% respondents strongly disagree, based on the mean response of 3.10 and the standard deviation of 1.56, the results indicate an average performance in the road schedule adherence meaning that adherence to the road schedule of the UNRA projects is at average.

The period planned for the roads always adhered to with the 29.9% respondents who strongly agree, 29.9% respondents agree, 7.5% respondents were not sure, 10.9% respondents disagree and 21.8% respondents strongly disagree and the mean was 3.35 and the standard deviation was 1.53 interpreted as fairly good meaning that period of the roads plans are not well adhered to in the projects executions.

The road project plans are executed in adherence to the time of planning, this had the 34% respondents who strongly agree, 29.9% respondents agree, 11.6% respondents were not sure, 12.9% respondents disagree and 11.6% respondents strongly disagree, based on the mean of 3.61, the standard deviation of 1.37 and the overall agreement measure the plans execution on time as good.

The UNRA services are reliable to the people in the time of delivery, this had the 32.7% respondents who strongly agree, 12.2% respondents who agree, 4.1% respondents were not sure, 22.4% respondents disagree and 28.6% respondents strongly disagree. The mean was 2.97; the standard deviation was 1.67 meaning that the UNRA services are less reliable in the time of delivery.

The road services usually complete the time schedule for which they were planned, this had 27.9% respondents who strongly agree, 17.7% respondents who agree, 7.5% respondents were not sure, 17.7% respondents disagree and 29.3% respondents strongly disagree. The mean was 2.97, the standard deviation was 1.62 interpreted as fair meaning that the road services are fairly completed in a fairly timely schedule.

Finally the road services provided meet the durability standards without defects in a timely manner, this had 17.7% respondents who strongly agree, 29.3% respondents agree, 6.8% respondents were not sure, 20.4% disagree, and 25.9% strongly disagree indicating that road services provided meet the durability standards without defects in a timely manner.

Quality-of-service delivery in road infrastructure projects of UNRA, Uganda are provided in the subsections here under;

The road services execution are usually done but the cost of the roads are actually provided in the road systems aimed at ensuring that road infrastructure projects of UNRA, this indicate that the cost of the roads executions is exercised in an appropriate manner.(Engineering Manager, 2024

The road services are usually completed the time schedule for which they were planned, the project completions are done in the manner considered in the time schedule for the road services mechanisms. (Engineering Manager, 2024)

Road services provided meet the durability standards without defects in a timely manner, the specifications are well developed amongst the road engineering schemes undertaken in the functional system in durability standards in a timely manner. (Engineering Manager, 2024)

4.3.3 Correlation between Procurement Need Identification and Quality-Of-Service Delivery in Road Infrastructure Projects in Uganda

Correlation analysis between procurement need identification and quality-of-service delivery in road infrastructure projects in Uganda. To achieve this objective the researcher correlated the mean on procurement need identification and quality-of-service delivery using the Pearson's Linear Correlation Coefficient, as indicated in table 4.8.

Table 4.8: Procurement Need Identification and Quality-of-Service Delivery in Road Infrastructure Projects in Uganda

		Procurement Need Identification	Quality of Service Delivery
Procurement Need Identification	Pearson Correlation	1	.586**
	Sig. (2-tailed)		.000
	N	147	147
Quality of Service Delivery	Pearson Correlation	.586**	1
	Sig. (2-tailed)	.000	
	N	147	147

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2024

Legend: Cohen, 1992, Pearson r values of 0.10, 0.30, and 0.50 to demarcate small, medium, and large effects, respectively.

Results in Table 4.8 indicate the Pearson analysis between procurement need identification and quality-of-service delivery in road infrastructure projects in Uganda ($r=.586$, $N=147$, $P=.000<.05$), because the p-value is less than 0.01 significant value, the researcher indicate that there is a statistically significant moderate positive relationship between procurement need identification and quality-of-service delivery in road infrastructure projects in Uganda. The findings indicate that procurement need identification has a moderate relationship with quality-of-service delivery in road infrastructure projects in UNRA. This means that procurement need identification is moderately related or lead to quality of the services delivery in UNRA road projects in Kampala Uganda.

The interview results affirm that procurement need identification in time has had the potential to generate the quality-of-service delivery in road infrastructure projects in Uganda, the planning in the procurement identifications lead to timely procurements that does not delays the road services execution in road infrastructure projects in Uganda. (Interview with the Procurement Manager, UNRA).

4.4 Relationship between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda

The beginning research objective set assess the relationship between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda. To achieve this objective, both quantitative and qualitative results of frequency and percentages and mean and standard deviation (descriptive analysis) has been done to determine the levels of procurement specifications planning and that of quality-of-service delivery in road infrastructure projects in Uganda and thereafter correlation analysis done to predict the relationship existing between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda.

4.4.1 Descriptive statistical analysis of procurement specifications planning in road infrastructure projects in Uganda

Table 4.9: Descriptive statistical analysis of procurement specifications planning in UNRA road infrastructure in Uganda

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Mean & Standard Deviation	
	F	%	F	%	F	%	F	%	F	%	Mean	ST.D
The procurement technical specifications are done by experts	54	36.7	37	25.2	17	11.6	5	3.4	34	23.1	3.48	1.56
Procurement technical specifications are usually in adherence to the procurement needs	57	38.8	29	19.7	11	7.5	16	10.9	34	23.1	3.40	1.62
Technical specification planning in UNRA is done with approval of management in a timely manner	46	31.3	52	35.4	10	6.8	16	10.9	23	15.6	3.55	1.42
The general procurement plan specifications are equitably considered in the procurement planning	48	32.7	43	29.3	15	10.2	18	12.2	23	15.6	3.51	1.44
Procurement specifications errors are usually rectified timely	43	29.3	24	16.3	7	4.8	32	21.8	41	27.9	2.97	1.63

before procurement implementation												
Miscellaneous specifications plans are well forecasted based contingency plans	40	27.2	27	18.4	12	8.2	26	17.7	42	28.6	2.97	1.61
											3.31	.616

Source: Primary Data 2024

Table 4.9 show descriptive statistical analysis of procurement specifications planning in UNRA road infrastructure in Uganda, the mean response generated was (M=3.31), the standard deviation was .616 interpreted as fairly good meaning that procurement specification plans in UNRA are fairly executed and planned in a timely manner.

The procurement technical specifications are done by experts, this had 36.7% respondents who strongly agree, 25.2% respondents agree, 11.6% respondents were not sure, 3.4% respondents disagree and finally 23.1% respondents disagree, this had the mean of 3.48 interpreted as fairly good with the standard deviation of 1.56 meaning that the procurement technical specifications are fairly with experts.

Procurement technical specifications are usually in adherence to the procurement needs, this had the 38.8% respondents who strongly agree, 19.7% respondents agree, 7.5% respondents were not sure, 10.9% respondents disagree and 23.1% respondents strongly disagree. The findings show that the procurement technical specifications are executed in fair adherence to the procurement needs.

Concerning the aspect of whether technical specification planning in UNRA is done with approval of management in a timely manner, the 31.1% respondents strongly agree, 35.4% respondents agree, 6.8% respondents were not sure, 10.9% respondents disagree and finally 15.6% respondents strongly disagree. The mean responses were 3.55, the standard deviation was 1.42 implying that there are technical specifications in planning the UNRA projects.

The general procurement plan specifications are equitably considered in the procurement planning, this had the 32.7% respondents who strongly agree, 29.3% respondents agree, 10.2% respondents were not sure, 12.2% respondents disagree and 15.6% respondents strongly disagree, this means that the procurement plan specifications are fairly considered in the procurement planning of the UNRA roads projects.

Procurement specifications errors are usually rectified timely before procurement implementation, this had the 29.3% respondents who strongly agree, 16.3% respondents agree, 4.8% respondents were not sure, 21.8% respondents disagree and finally 27.9% respondents strongly disagree. The mean responses were 2.97, the standard deviation was 1.63 interpreted as fairly good meaning that the specification in errors are fairly rectified before the procurement implementation activities.

Miscellaneous specifications plans are well forecasted based contingency plans according to 27.2% respondents, 18.4% respondents agree, 8.2% respondents were not sure, 17.7% disagree and finally 28.6% respondents strongly disagree. The findings means that there are fairly good miscellaneous specifications plans are well forecasted based contingency plans supported with the mean of 2.97 and standard deviation of 1.61.

Qualitative analysis of procurement specifications planning in UNRA road infrastructure in Uganda

Procurement planning specification planning is guided by the UNRA procurement legal framework which calls for user involvement in the procurement planning systems embraced in the company. The procurement legal system is therefore embracing the performance functional base of the legal system (Interview with procurement Manager, 05).

Procurement planning system is embedded in the procurement system management for UNRA the procurement specification planning is undertaken by experts who are sometimes hired to undertake effective planning of the purchasing systems(Interview with procurement Manager, 05).

There exist strict verification checks before the procurement plans are approved in UNRA with the specification undertaken, the checks are verifications and usually

in compliance with the legal mandate and system for procurement planning. Specifications in procurements are dually developed and embraced amongst the people involved in the purchasing system and these ensure appropriate specification development before the procurement activities are dually applied and conducted. (Interview with procurement & Engineering Manager, 06).

4.4.2 Correlation between Procurement Specification Planning and Quality-Of-Service Delivery in Road Infrastructure Projects in Uganda

Correlation analysis between procurement Specification Planning and quality-of-service delivery in road infrastructure projects in Uganda. To achieve this objective the researcher correlated the mean on procurement Specification planning and quality-of-service delivery using the Pearson's Linear Correlation Coefficient, as indicated in table 4.8.

Table 4.10: Procurement Specification Planning and Quality-of-Service Delivery in Road Infrastructure Projects in Uganda

		Procurement specification Planning	Quality of Service Delivery
Procurement specification Planning	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
	N	147	147
Quality of Service Delivery	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	
	N	147	147

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2024

Legend: Cohen, 1992, Pearson r values of 0.10, 0.30, and 0.50 to demarcate small, medium, and large effects, respectively.

Results in Table 4.10 indicate the Pearson analysis between procurement specification planning and quality-of-service delivery in road infrastructure projects in Uganda ($r=.530$, $N=147$, $P=.000<.05$), because the p-value is less than 0.01 significant value, the researcher indicate that there is a statistically significant moderate positive relationship between procurement specification

planning and quality-of-service delivery in road infrastructure projects in Uganda. The findings indicate that procurement specification planning has a moderate relationship with quality-of-service delivery in road infrastructure projects in UNRA. This means that procurement specification planning is moderately related or lead to quality of the services delivery in UNRA road projects in Kampala Uganda.

Interview results in the same perspective contend in agreement, clearly developed specifications of the roads lead to the deployment and execution of well designed and effective road projects in UNRA road projects in Kampala Uganda.

(Interview with procurement & Engineering Manager, 04 & 05).

4.5 Relationship between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda

The beginning research objective set assess the relationship between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda. To achieve this objective, both quantitative and qualitative results of frequency and percentages and mean and standard deviation (descriptive analysis) has been done to determine the levels of procurement budget planning and that of quality-of-service delivery in road infrastructure projects in Uganda and thereafter correlation analysis done to predict the relationship existing between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda.

4.5.1 Descriptive statistical analysis of procurement budget planning in road infrastructure projects in Uganda

Table 4.11: Descriptive statistical analysis of procurement budget planning in UNRA road infrastructure in Uganda

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Mean & Standard Deviation	
	F	%	F	%	F	%	F	%	F	%	Mean	ST.D

Procurement Budgets are timely initiated from the users	37	25.2	45	30.6	6	4.1	18	12.2	41	27.9	3.12	1.59
Procurement budgets are always timely sanctioned by the management	47	32.0	49	33.3	11	7.5	16	10.9	24	16.3	3.53	1.44
Procurement budgets are done with accurate cost forecasting by experts	48	32.7	17	11.6	6	4.1	33	22.4	43	29.3	2.95	1.63
The contingency budget planning is usually achieved without excesses	42	28.6	26	17.7	10	6.8	26	17.7	43	29.3	2.98	1.68
Supplementary procurement plans are usually arising from unforeseen events	42	28.6	27	18.4	11	7.5	25	17.0	42	28.6	3.01	1.63
There is timely budget thorough assessment to determine the value of the budgeting systems in UNRA	90	61.2	15	10.2	6	4.1	19	12.9	17	11.6	3.96	1.49
											3.25	.67

Source: Primary Data 2024

Table 4.11 show the descriptive statistical analysis of procurement budget planning in UNRA road infrastructure in Uganda, the mean responses ($M=3.25$), the standard deviation $SD=.670$, this means that the procurement budget planning in the UNRA road infrastructures are fairly good executed in the road projects of UNRA.

Procurement Budgets are timely initiated from the users, this had the 25.2% respondents who strongly agree, 30.6% respondents agree, 4.1% respondents were not sure, 12.2% respondents disagree and 27.9% respondents strongly disagree. The mean responses were 3.12, the standard deviation was 1.59 interpreted as fairly good existing in a moderate and timely manner.

Procurement budgets are always timely sanctioned by the management, this had the 32% respondents who strongly agree, 33.3% respondents agree, 7.5% respondents were not sure, 10.9% respondents disagree, and 16.3% respondents strongly disagree. The means and the overall percentage indicate that the value was 3.53, the standard deviation was 1.44 interpreted as good meaning that the budgets are timely sanctioned by the UNRA procurement management.

Procurement budgets are done with accurate cost forecasting by experts, this had the 32.7% respondents who strongly agree, 11.6% respondents agree, 4.1% respondents were not sure, 22.4% respondents disagree and 29.3% respondents strongly disagree. The mean responses were 2.95 interpreted as 1.63 meaning that the procurement is done in a fair accurate ways especially in the forecasting by UNRA.

The contingency budget planning is usually achieved without excesses, this had the 28.6% respondents who strongly agree, 17.7% respondents agree, 6.8% respondents were not sure, 17.7% respondents disagree and 29.3% respondents strongly disagree and this means that the mean was 2.98, the standard deviation was 1.68 meaning that the contingency plans are fairly achieved.

Supplementary procurement plans are usually arising from unforeseen events had 28.6% respondents who strongly agree, 18.4% respondents agree, 7.5% respondents were not sure, 17% respondents disagree, 28.6% respondents strongly disagree. The mean responses indicate that the mean was 3.01, the standard deviation was .163 interpreted as fairly done meaning that there are sometimes supplementary plans coming from the unforeseen events in the procurements.

Finally, there is timely budget thorough assessment to determine the value of the budgeting systems in UNRA, the results had 61.2% respondents who strongly agree, 10.2% respondents agree, 4.1% respondents were not sure, 12.9% respondents disagree and finally 11.6% respondents strongly disagree. The mean responses were 3.96 interpreted as high with the standard deviation of 1.49 meaning that the budget is thoroughly assessed in the manner of planning and executions.

The following is the qualitative analysis of procurement budget planning in UNRA road infrastructure in Uganda

We ensure that procurement budgets are timely initiated from the users to ensure a timely budgeting process and approvals to facilitate a timely road project execution in the road projects of UNRA road infrastructure in Uganda.

(Interview with procurement & Engineering Manager, 01 & 04).

The contingency budget planning is usually achieved without excesses, the plans for the budgets is done and planning in the same is realized in the means of generating an effective planning session in realizing excess plans for the planning in the projects.

(Interview with procurement & Engineering Manager, 02 & 03).

Procurement budget planning in the UNRA road projects is executed in a fair manner, both quantitative and qualitative results agree in the same manner arguing that the procurement budgets plans are executed in the manner to realize the value for money in the procurements.

4.5.2 Correlation between Procurement Budget Planning and Quality-Of-Service Delivery in Road Infrastructure Projects in Uganda

Correlation analysis between procurement Budget Planning and quality-of-service delivery in road infrastructure projects in Uganda. To achieve this objective the researcher correlated the mean on procurement Budget planning and quality-of-service delivery using the Pearson's Linear Correlation Coefficient, as indicated in table 4.12.

Table 4.12: Procurement Budget Planning and Quality-of-Service Delivery in Road Infrastructure Projects in Uganda

		Procurement Budget Planning	Quality of Service Delivery
Procurement Budget Planning	Pearson	1	.475**
	Correlation		
	Sig. (2-tailed)		.000
	N	147	147
Quality of Service Delivery	Pearson	.475**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	147	147

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2024

Legend: Cohen, 1992, Pearson r values of 0.10, 0.30, and 0.50 to demarcate small, medium, and large effects, respectively.

Results in Table 4.12 indicate the Pearson analysis between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda ($r=.475$, $N=147$, $P=.000<.05$), because the p-value is less than 0.01 significant value, the researcher indicate that there is a statistically significant moderate positive relationship between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda. The findings indicate that procurement budget n planning has a moderate relationship with quality-of-service delivery in road infrastructure projects in UNRA. This means that procurement budget planning is moderately related or lead to quality of the services delivery in UNRA road projects in Kampala Uganda.

Interview results affirm that;-

Timely budgeting of procurement systems are available and executed in the provision of procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda, adequate plans are hence good and can ensure the quality-of-service delivery. (Interview with procurement & Engineering Manager, 03 & 04).

Results affirm that procurement budget planning and quality-of-service delivery in road Infrastructure Projects in Uganda, this is an avenue for the generation of the procurement budget plans and their execution can lead to quality-of-service delivery in road Infrastructure Projects in Ugandan UNRA projects.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This final section of the report discusses the findings presented in the preceding chapter, referencing similar works done in previous studies. The section then draws conclusions from these discussions, offering its recommendations. Finally, it suggests areas that could be the subject of further research that could not be completed in the body of this report.

5.1 Discussion of Findings

This section was further organized into three subsections with respect to the research objectives that guided the study.

5.1.1 Relationship between procurement, need identification on quality-of-service delivery in road infrastructure projects in Uganda.

Results indicate the Pearson analysis between procurement need identification and quality-of-service delivery in road infrastructure projects in Uganda ($r=.586$, $N=147$, $P=.000<.05$), because the p-value is less than 0.01 significant value, the researcher indicate that there is a statistically significant moderate positive relationship between procurement need identification and quality-of-service delivery in road infrastructure projects in Uganda. The findings agree with those of Zahari and Haliza (2019), who did research on procurement need identification and found that it had a positive bearing on the service quality. It was revealed that proper conducting of the procurements are essential in the realization of the goals and objectives and the procurement in defense environment was based on qualitative techniques such as interviews and documentary analysis and the findings indicate that the capital assets present a procurement procedural needs. Also in agreement with those of Nyamila and Barasa (2024) who did a study on assessing the relationship between procurement needs planning and service delivery in Lamu Kenya, the results indicate that user needs identification has the potential to generate quality service delivery. The results indicate that a unit change in procurement planning through user identification has a significant contribution to service delivery performance. Even in agreement with those of Martemyanova (2018) who found that procurement identification has a potential to enhance the service delivery with the population of the study indicating a statically significant relationship between the variables of the study. The study indicate that the procurement planning has a bearing

on the service delivery generally related to conclude that the procurement need identification in procedures are in high existence and show a positively related effect on the assessing the procurement needs identification on affecting the quality-of-service delivery. In regard to these findings, UNRA needs to improve alignment of its procurement plans with stakeholder needs as a means of fostering stakeholder engagement and data driven forecasting to ascertain the actual infrastructure needs, also in alignment with policy requirements as put forward by Basheka (2021) that when procurement planning is treated as a strategic management tool, rather than bureaucratic practice, it significantly contribute to institutional performance and citizen participation (Stakeholder engagement), hence calling for capacity building and policy reforms to bridge the gap between planning and actual service deliver outcomes.

5.1.2 Relationship between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda

Results indicate the correlation analysis between procurement specification planning and quality-of-service delivery in road infrastructure projects in Uganda ($r=.530$, $N=147$, $P=.000<.05$), because the p-value is less than 0.01 significant value, the researcher indicate that there is a statistically significant moderate positive relationship between procurement specification planning and quality-of-service delivery in road infrastructure projects in Uganda. The findings agree with those of Gatobu (2020) who did a study on procurement planning and service delivery in Kenya based companies. The researcher established that a favorable and significant relationship between the service redelivery through procurement planning is eminent. Also in agreement with those of Augustine Annane (2019) who conducted a study on procurement planning and quality of service delivery indicating based on an explanatory approach with quantitative study with a target population indicating that, the population of the study was staff and management of the Volta river authority, the questionnaire was based on primary data and analysis according to SPSS version 32. The study found out that procurement specification planning has a positive bearing on the quality of service delivery in services offered. The findings are in agreement with those of Ogwel (2020) who conducted a study on effects of procurement specification planning on institutional performance. The study's primary goal was to determine how procurement strategy affected institutional performance. Additionally, the study found a statistically significant correlation between performance and procurement planning.

5.1.3 Relationship between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda.

Procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda of UNRA are statistically related ($r=0.475$, $N=147$, $P=0.000<0.05$), because the p-value is less than 0.01 significant value, the researcher indicate that there is a statistically significant moderate positive relationship between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda. The findings agree with those of Kakai and Mukono (2022) carried out an investigation to determine how allocation affected Kenyan governmental organizations' procurement procedures budget. The study's foundation was Resource Based Theory, and a descriptive research methodology was selected. Budget allocation and budget usage were positively correlated, according to the Pearson's association Coefficient, which assesses association strength ($r = 0.798$, p-value 0.0001). The findings indicated a positive correlation between budget utilization and the procurement process, as indicated by Pearson's Correlation Coefficient of $r = 0.608$, p-value 0.0001. The findings agree with those Rengshik (2020) who found that there exists a positive relationship between procurement budget planning and service delivery. Prior to any purchase is made, a thorough needs assessment is done to comprehend the precise wants of the organization and create space for innovations to successfully meet the need. When demands and suppliers are not properly identified, incorrect goods or services may be supplied which adds time, effort, and cost which impact on the standard of service delivery. Even in agreement with those of Abraham (2024) who conducted a study to examine the relevance of procurement planning in the service quality delivery for the organizations with the procurement planning assumed to drive the service delivery to high heights. Therefore asserting that the systems and identification of loopholes exist in the evaluation process for the inspection in the government as a mechanism for the evaluation of the procurement needs and processes needed to satisfy the components of benchmarking.

5.2 Conclusions

5.2.1 Relationship between procurement, need identification on quality-of-service delivery in road infrastructure projects in Uganda.

Results indicate that there is a statistically significant moderate positive relationship between procurement need identification and quality-of-service delivery in road infrastructure projects in Uganda. The researcher concludes that procurement need identification in a timely, adequate and efficient manner is a driver for the realization of the quality-of-service delivery in road infrastructure projects in Uganda. The researcher argues that procurement need identification has a potential of leading to improved quality of the service delivery in road infrastructure projects in Uganda.

5.2.2 Relationship between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda

Results indicate that there is a statistically significant moderate positive relationship between procurement specification planning and quality-of-service delivery in road infrastructure projects in Uganda, Based on the findings, the researcher conclude that specification plans developed in a timely, accurate and information based systems is a driver that can lead to quality-of-service delivery in road infrastructure projects in Uganda, therefore a focused environment of detailed specifications is called for in generating the quality-of-service delivery in road infrastructure projects in Uganda.

5.2.3 Relationship between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda.

Results indicate that there is a statistically significant moderate positive relationship between procurement budget planning and quality-of-service delivery in road infrastructure projects in Uganda, based on the findings, the researcher conclude that procurement budget planning enhancements is a good indicator and driver for the quality-of-service delivery in road infrastructure projects in Uganda. Service quality systems are hence forth needed in budget plans and this are sufficient for the enhanced quality, therefore timely and a well embedded budgeting

system is an umbrella for the generation of the system for enhancing the quality of the service delivery.

In conclusion therefore, the study reveals that procurement processes at UNRA, that is, from needs identification to specification and budget planning are moderately well executed, with each phase contributing positively to the quality-of-service delivery in road infrastructure projects. Statistically significant correlations across all three areas affirm that structured planning, timely execution, and expert involvement are essential for achieving value-for-money and reliable service outcomes.

5.3 Recommendations

5.3.1 Relationship between procurement need identification on quality-of-service delivery in road infrastructure projects in Uganda

The study recommends for the adoption of policies aimed at instituting the information necessary for the needs identification in the road infrastructure systems.

The study recommends for the adoption of information necessary to the needs identification and usage of expert knowledge in tracking the needs of the quality services needed in the development of the quality-of-service delivery in road infrastructure projects in Uganda

5.3.2 Relationship between procurement specifications planning on quality-of-service delivery in road infrastructure projects in Uganda

UNRA should train and educate all employees with procurement skills so that they are aware of any loopholes in the process. Continuous education and training can enhance individuals' ability to perform in this way, enabling them to make better decisions and adapt to change while increasing efficiency, quality, and productivity, among other things.

To continuously improve the system and identify loopholes in the evaluation process, UNRA must evaluate the procurement planning process. This should comprise several components of benchmarking to ensure that the institution remains competitive.

5.3.3 Relationship between procurement budget planning on quality-of-service delivery in road infrastructure projects in Uganda

The findings show that procurement plans helped to increase the performance of projects implemented. The researcher therefore, recommends that the project plan should have been prepared by experienced, committed and knowledgeable procurement personnel who are aware of procurement methods and accurately predicts future changing circumstance in order to deliver the intended outcomes effectively and efficiently.

Project managers should identify appropriate and quick procurement methods such as direct procurement of goods that can be readily acquired from within the country or from internationally recognized suppliers instead of open competitive bidding to avoid delays.

In addition, the study recommends that, experienced and skillful procurement personnel should be recruited and trained the existing employees so as to fully adopt acceptable tendering regulation, implement procurement policies, complete the implementation of purchasing manuals, serve suppliers effectively, and submit proposals to potential suppliers to complete projects without compromising the allocated budget, time and quality.

5.4 Areas for further research

The current study was done to examine the relationship between procurement planning and quality of service delivery in road infrastructure projects in Uganda, a case study of Uganda national roads authority (UNRA). Further research can be done on procurement practices (like monitoring, procurement methods, and international procurement practice) are suggested. In addition, before any project is perceived for implementation, it is better to add options of special procurement, the strategic planning must be flexible to account any unexpected future changes and update the types of procurement methods to be executed on road quality service delivery in road infrastructure projects in Uganda

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APPENDICES

Appendix i: Questionnaire for UNRA Employees & KCCA political Leaders, engineering and works staff

Dear respondent,

Am Mukisa Paul Mpagi, a student of UCU, conducting a study, "Procurement planning and quality of service delivery in road infrastructure projects in Uganda, a case study of Uganda National Roads Authority (UNRA)" is the topic of my research as a Uganda Christian University student. As a result, I would appreciate it if you could take a moment to complete the following questions honestly by checking the boxes or filling in the blanks. The information provided will be kept private and used only for educational reasons.

Kindly tick the option which seem good for you

Section A: Bio data of respondents

1. Gender

- 1) Male
- 2) Female

2. Education

- 1) Certificate
- 2) Diploma
- 3) Degree
- 4) Post Graduate

3. Age

- a) 20 - 29
- b) 30 – 39
- c) 40–49
- d) 50+

4. Working Experience

- 1) Less than 2 years
- 2) 3-4 years
- 3) More than 5 years

The use of Likert scale were 1= Strongly disagree, 2= Disagree, 3= Not sure 4= Agree, 5= Strongly Agree.

SECTION B: Procurement Planning

Procurement Need Identification		Rankings				
	Response	1	2	3	4	5
NI ₁	Procurement needs are timely routed from the user departments					
NI ₂	User needs are critically evaluated for suitability of the needs in order to generate coherence					
NI ₃	The user requirements are well forecasted by the users based on previous usage					
NI ₄	User requirements are timely forecasted based on the future procurement needs of UNRA					
NI ₅	Procurement staff at UNRA timely determine the procurement service features					
NI ₆	Procurement needs routed from users are anchored to the overall objectives of UNRA					
	Procurement specification Planning					
PS ₁	The procurement technical specifications are done by experts					
PS ₂	Procurement technical specifications are usually in adherence to the procurement needs					
PS ₃	Technical specification planning in UNRA is done with approval of management in a timely manner					
PS ₄	The general procurement plan specifications are equitably considered in the procurement planning					
PS ₅	Procurement specifications errors are usually rectified timely before procurement implementation					

PS ₆	Miscellaneous specifications plans are well forecasted based contingency plans					
	Procurement Budget Planning					
PB ₁	Procurement Budgets are timely initiated from the users					
PB ₂	Procurement budgets are always timely sanctioned by the management of UNRA					
PB ₃	Procurement budgets are done with accurate cost forecasting by experts					
PB ₄	The contingency budget planning is usually achieved without excesses					
PB ₅	Supplementary procurement plans are usually arising from unforeseen events					
PB ₆	There is timely budget thorough assessment to determine the value of the budgeting systems in UNRA					

Section C: Quality of Service Delivery

RANK. 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly Agree.

		Rankings				
	Response	1	2	3	4	5
Qs1	The road services are done at a lower cost					
Qs2	The road services execution are usually done at an affordable costs					
Qs3	Road project schedules are usually adhered to in a phased manner					
Qs4	The period planned for the roads always adhered to					
Qs5	The road project plans are executed in adherence to the time of planning					

Qs6	The UNRA services are reliable to the people in the time of delivery					
Qs7	The road services usually complete the time schedule for which they were planned					
Qs8	Road services provided meet the durability standards without defects in a timely manner					

Appendix ii: Interview Guide for UNRA Managerial Staff

- 1) How procurement need identification is executed in the road infrastructure projects in Uganda?
- 2) How does procurement need identification affect the quality-of-service delivery in road infrastructure projects in Uganda?
- 3) How is procurement specification planning undertaken in road infrastructure projects in Uganda?
- 4) How does procurement specification planning affect quality of service delivery in road infrastructure projects in Uganda?
- 5) How does UNRA undertake procurement budget planning in road infrastructure projects in Uganda?
- 6) How does procurement budget planning affect quality of service delivery in road infrastructure projects in Uganda?
- 7) What are the procurement planning challenges faced in ensuring quality of service delivery in road infrastructure projects in Uganda?

Appendix iii: Acceptance from UNRA



Uganda National Roads Authority

Plot 3 - 5 New Port Bell Road
Nakawa Business Park
P.O. Box 28487
Kampala Uganda
In any correspondence on this subject
Please quote No. UNRA/24/HRM/02

4th October 2024

Mr. Paul Mukisa Mpagi
0784176748
mukisame75@gmail.com
Uganda Christian University,
MUKONO, UGANDA

RE: REQUEST TO CARRY OUT DATA COLLECTION FOR STUDY RESEARCH AT THE UGANDA NATIONAL ROADS AUTHORITY

Reference is made to your application letter dated 2nd October 2024 requesting the Uganda National Roads Authority (UNRA) to allow you to conduct research in the Authority.

We are glad to inform you that Management has no objection to conducting this research in UNRA.

However, please note that release of information is guided by the principles contained in Article 41(4) of the 1995 Constitution of the Republic of Uganda and Section 5 (1) of the Access to Information Act that provides that release of information should be in public interest and non-interference with the right to privacy.

In cognizance of the above provisions of the Constitution and Access to information Act 2005, UNRA has considered and granted your request subject to the terms and conditions below;

- i. Conducting Research**
- ii. Mr. Paul Mukisa Mpagi will interface with the Directors, Heads of Departments, Managers and staff supervising Procurement for the Road Construction projects in the Authority
- iii. Financing of the Research**
Mr. Paul Mukisa Mpagi will be responsible for any monetary expenses that may arise during the research.
- iv. Declaration of Conflict of Interest and Potential Conflict of Interest**
Mr. Paul Mukisa Mpagi shall sign and return the attached Declaration of Conflict of Interest and or Potential Conflict of Interest Form to the Undersigned prior to the commencement of research. A scanned copy of the form is acceptable.
- v. Intellectual Property Rights**
Intellectual property rights that may arise during the course of the research with contribution from UNRA the evidence of which shall be proven/shared in accordance with the proportionate contribution of Mr. Paul Mukisa Mpagi.
- vi. Confidentiality**
Except to his Research Supervisor(s), Mr. Paul Mukisa Mpagi shall not in any fashion, form or manner unless specifically consented to in writing by UNRA either

Tel: +256 31 2233100 • 256 414 318000 • Fax: +256 414 232807, 347616 • E-mail: executive@unra.go.ug • Website: <http://www.unra.g>

directly or indirectly use, divulge or transmit or otherwise disclose or cause to be disclosed or cause to be used, divulged, transmitted or otherwise disclose to any person information received during the course of research and for a period of up to three (3) years after the end of his research.

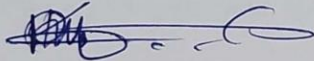
vii. Termination by UNRA

UNRA reserves the right to terminate the above approval at any stage for reasons including but not limited to prevailing conditions making it impossible to continue with the research or breach of Terms and Conditions by the Student or Institution.

viii. Final Research Report

Mr. Paul Mukisa Mpagi shall submit to UNRA a final copy of his research.

If Mr. Paul Mukisa Mpagi is agreeable to the above terms and conditions, he should confirm his acceptance in writing and return the signed Declaration of Conflict-of-Interest Form to the Director Human Resource, UNRA.



Nandutu Veronica
For Director Human Resource

Copy to: Research file

BK/vn/psi/hr



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

11/04/2025

To: Paul MukisaMpagi

0

Type: Protocol Amendment

Re: PROCUREMENT PLANNING AND QUALITY OF SERVICE DELIVERY IN ROAD INFRASTRUCTURE PROJECTS IN UGANDA, A CASE STUDY OF UGANDA NATIONAL ROADS AUTHORITY (UNRA)

I am pleased to inform you that at the convened meeting on **10/04/2025**, the **Uganda Christian University REC** voted to approve the changes to the study titled **PROCUREMENT PLANNING AND QUALITY OF SERVICE DELIVERY IN ROAD INFRASTRUCTURE PROJECTS IN UGANDA, A CASE STUDY OF UGANDA NATIONAL ROADS AUTHORITY (UNRA)** reference Number **UCUREC-2025-853**.

Please note that the approval of the research is valid until **11/04/2026**. The approved changes to the study include;

APPROVED

As Principal Investigator of the research, you are responsible for fulfilling the following requirements of approval:

1. All co-investigators must be kept informed of the status of the research.
2. Changes, amendments, and addenda to the protocol or the consent form must be submitted to the REC for re-review and approval **prior** to the activation of the changes.
3. Reports of unanticipated problems involving risks to participants or any new information which could change the risk benefit: ratio must be submitted to the REC.
4. Only approved consent forms are to be used in the enrollment of participants. All consent forms signed by participants and/or witnesses should be retained on file. The REC may conduct audits of all study records, and consent documentation may be part of such audits.
5. Continuing review application must be submitted to the REC **eight weeks** prior to the expiration date of **11/04/2026** in order to continue the study beyond the approved period. Failure to submit a continuing review application in a timely fashion may result in suspension or termination of the study.
6. The REC application number assigned to the research should be cited in any correspondence with the REC of record.
7. You are required to notify the Uganda National Council for Science and Technology (UNCST) for final clearance to undertake the study in Uganda.

Appendix iv: REC Approval

The following is the list of all documents reviewed in this application by **Uganda Christian University REC**:

No.	Document Title	Language	Version Number	Version Date
1	Payment			
2	Questionnaire	English	1	2025-04-08
3	Interview guide	English	1	2025-04-08
4	INFORMED CONSENT FORM	English	1	2025-04-08
5	Proposal	English	1	2025-04-08

Yours Sincerely



Prof. Peter Waiswa

For: Uganda Christian University REC



**UGANDA CHRISTIAN
UNIVERSITY**

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UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 31/08/2025.

Name of Candidate: MUKISA PAUL MPAGI **Reg. No:** S22M40/004

Title of Dissertation: PROCUREMENT PLANNING AND QUALITY OF SERVICE DELIVERY IN ROAD INFRASTRUCTURE PROJECTS IN UGANDA. A CASE OF UGANDA NATIONAL ROADS AUTHORITY (UNRA)

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
	Chapter one and two		
1.	There a lot of incoherence, which needs to be addressed. The background of the Study is far different from the area of study which is service quality.	The background has been reviewed, well-organised and transitioning from a broad context to a focused study area in alignment with the key UCU academic standards.	Page 1 - 2
2.	The problem statement is too long and does not state a clear problem. It is too wordy. It needs to be re-written so that it focuses on the really problem.	Problem statement reviewed, summarized and aligned, clearly focused on the real problem.	Page 6
3.	He needs to re-conceptualize his work. He needs to get more constructs of service delivery.	Background and conceptual perspective reviewed, clearly stating more constructs of serving delivery under paragraph 5-6 of conceptual perspective.	Page 5-6

4.	Literature review needs to address proper procedures under empirical evidence.	Reviewed and addressed proper procedures i.e. analyzing and engaging with literature, citing balanced sources in alignment with the study variables ie. research objectives and questions.	Page 10-20
	Chapter three and four		
	The research design. He needs to break his sentences	Done. Section 3.2,	page 21
	As he does the analysis, he needs to compare and discuss the findings with literature.	Comparisons and discussion of findings done	Page 50-52
	Recommendations should be according to objectives and gaps that the study identified.	Done	Page 54-55
	He needs to share the distribution of the respondents.	Done. Table 4.5,	Page 31
	The data analysis and interpretation need to be improved. He needs to read Basheka and see how to improve his work, he can also read work by Komakech .	Basheka and Komakech's works have been read and are key sources in the literature review and discussion of findings.	Page 10,11, 50-53
	He has no conclusion but summary of results. He also needs to make sure that all that he cited is included.	The conclusion has been drawn objective by objective from the work done (Findings) and all citations have been crossed checked and cited in the reference list.	Page 53-54
	He needs to present the REC approval, and the acceptance letter from UNRA	Attached as appendices (Appendix iii and Appendix iv)	Pg 67-68, 69-70

Mukisa Paul Mpagi

Candidate's Name

Signature

Dr. Henry Mugisha

Supervisor's Name

Signature