

**PROCUREMENT PROCESSES AND SERVICE DELIVERY IN
LOCAL GOVERNMENT: A CASE STUDY OF
BUNDIBUGYO DISTRICT- UGANDA**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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UNIVERSITY**

MAY, 2015

DECLARATION

I Hope Eve hereby declare that this is my original work and has never been presented to any other educational institution for the award of any degree or certificate.

Signature

eu:

Date

4/8/2015

Hope Eve.

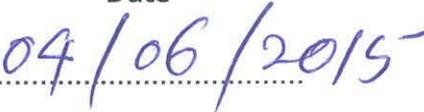
APPROVAL

This is to certify that the research report for Hope Eve has been done under my supervision and is now ready for submission to the college of economics and management for examination for the award of the degree in Supplies and procurement management of Kampala international university.

Signature


.....

Date


.....

Dr. Kinyata Stanley

(Supervisor)

DEDICATION

I dedicate my report to my parents Mr. Bwampu Jackson and Mum Mrs. Bwampu Proscovia and sister Kabasinguzi Joy for their efforts towards my academic life.

ACKNOWLEDGEMENT

I extend my special thanks to the almighty God for his wonderful blessing and guidance. Without God's intervention I would not have reached this far.

My grateful thanks go to my supervisor Dr. Kinyata Stanley for his professional advice and support he rendered to me throughout this research project.

Special thanks go to my respondents from Bundibugyo district who spared their time to give me the data required to accomplish this study.

I thank my lovely parents. It's your financial support, care, advice and prayers that made me reach great heights.

Special thanks go to all my lecturers at Kampala International University and teachers in all schools I attended. Without all of you, finishing this course would not be easy. I will live to remember you. God bless you.

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LIST OF ACRONYMS

| | |
|--------|---|
| CEO | Chief Administrative Officer |
| CC | Contracts Committee |
| CFO | Chief Financial Officer |
| EC | Evaluation Committee |
| GCC | General Conditions of Contract |
| KM | Kilometer |
| LGPPDA | Local Government, Public Procurement and Disposal Of Public Asset |
| LPO | Local Purchase Order |
| PDE | Procurement and Disposal Entity |
| PDUs | Procurement and Disposal Unit |
| PPDA | Public Procurement and Disposal of Public Assets |
| PSRRC | Public Service Review and Reorganization Commission |
| SCC | Special Conditions of Contract. |
| WTO | World Trade Organization |

DEFINITION OF KEY TERMS

Public procurement process is broadly defined as the successive steps which involve the purchasing, hiring or obtaining by any other contractual means of goods, construction works and services by the public sector. Public procurement is alternatively defined as the purchase of commodities and contracting of construction works and services if such acquisition is effected with resources from state budgets, local authority budgets, state foundation funds, domestic loans or foreign loans guaranteed by the state, foreign aid as well as revenue received from the economic activity of state. Public procurement thus means procurement by a procuring entity using public funds (World Bank, Agaba Shipman (2009) defined procurement as acquiring resources from outside suppliers. In this sense, procurement activities are very critical to all organizational units from households to firms, organizations, and the government. From the functional viewpoint, procurement is an indispensable activity and its successful achievement is essential to any organization. In the private sector, procurement is considered as a profit center to maximize the firm's profit in saving material cost.

Service delivery is getting services as effectively and quickly as possible to the intended recipient. In most instances service delivery implies a degree of excellence on the part of the organization, and is a hallmark of economies that have moved past the production phase. Dobler(1996).

Local government. This refers to an administrative unit in a country that is responsible for administering services to the citizen on behalf of central government. Lawal, (2000)

Sasser and Wyckoff (1978) Central government refers to the central administrative unit of a government where powers of administration are made for administration of the state and the lower administrative units.

ABSTRACT

The study was set to establish the role of the procurement Processes on Service Delivery in Local Government: A case study of Bundibugyo district- Uganda. it was guided by three objectives

which included establish the challenges encountered by local governments in the procurement process that hinder service delivery, examining factors that affect service delivery in local government of Uganda and finally establish the effect of public procurement process on service delivery in local government.

It involved the use of a case study design descriptive in nature using both qualitative and quantitative research approaches. It involved the study population of 80 respondents who were engaged through the use of the interview and questionnaire guide.

According to the researchers findings, public procurement processes affects service delivery evidenced by the respondents who agreed to the effects where majority respondents agreed that there is a relationship between procurement planning and service delivery through procurement planning helping to achieve the maximum value for expenditures on services to be delivered.

It was also established that there are several challenges registered in the procurement process among which included limited funding fails service delivery, political interference that delays service delivery, corruption that hinders contract execution, compliance constraints, collusion of bidders, limited quality suppliers provides shoddy supplies, too much documentation and bureaucracy that makes process expensive. Therefore, there is a need to explore deeply in public procurement process and service delivery to devise the strategies to overcome these challenges.

The researcher made recommendations that included the need to minimum remuneration standards set for members of the Evaluation. Committees as is the case

for the Contracts Committees, the need for a high level management support for establishing a system for procurement records management. Approving procurement plans how the plan will enable them deliver the services, devote considerable time and resources considering the importance of procurement plans in service delivery and there is need for accurate forecasting of what goods, services and works local governments should procure (through procurement planning), the benefits of efficient utilization of resources are obvious.

CHAPTER ONE

INTRODUCTION:

1.0 Introduction

This chapter is concerned with the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, significance of the study, and the conceptual frame work.

1.1 Background of the study

Public procurement processes is a sequence of steps that lead to the purchasing, hiring or obtaining by any other contractual means of goods, construction works and services by the public sector. Public procurement is alternatively defined as the purchase of commodities and contracting of construction works and services if such acquisition was effected with resources from state budgets, local authority budgets, state foundation funds, domestic loans or foreign loans guaranteed by the state, foreign aid as well as revenue received from the economic activity of state. Public procurement thus means procurement by a procuring entity using public funds (World Bank, 1995). The items involved in public procurement range from simple goods or services such as clips or cleaning services to large commercial projects, such as the development of infrastructure, including road, power stations and airports.

The procurement function was given the recognition it deserves in developing countries. in most public entities, regardless of the effort by the partners like the World Bank, the International Trade Organization, the United Nations Conference on Trade and Development, the World Trade Organization and, others. This could be deliberate or sheer ignorance on the value the procurement function could contribute to any organization (Eigen, Zanier. & de Boer, 1997). While functions like Human Resource (HR) and Finance can have their performance measured, this is not the case with the procurement function. The failure to establish performance of the procurement function has led to irregular and biased decisions that have costly consequences to every entity. The need to have coherent methods of performance of the procurement function in

public entities, particularly in developing countries, has never been as sound as it is now. Delaying worsened the already deteriorating performance, loss of professionals, and organizations continued incurring unnecessary costs.

The lack of a strong procurement profession and inadequate training of staff led to failure to employ good practices in procurement especially in enhancing procurement principle of accountability, creating inefficiencies and high costs to the districts. A general lack of understanding of the procedures or non-compliance further creates opportunities for corruption and inefficient use of public funds. The inefficient use of funds can be generated from problems across the entire procurement process—from the poor procurement planning, definition of the needs and creation of the bidding documents, to a lack of transparency and competition in the process followed for announcements, bidding, evaluation and award of contracts, to poor contract supervision. Effective procurement guidelines and step-by-step procedures are required to assist district staff involved in the procurement process to perform their duties effectively and efficiently. The guidelines have been prepared based on best practices in public procurement to assist the districts to improve their procurement systems. Agaba, Shipman (2009);

Article 190 of the Ugandan constitution states that district councils prepared comprehensive and integrated development plans incorporating the plans of lower level governments for submission to the National Planning Authority and Article 194 of the constitution mandates the central government to transfer funds in form of grants to local governments in order to implement decentralized services. As part of the efforts to adopt a long term and strategic view of their procurement needs and management, most countries have resorted to turning to their annual procurement plans as a possible 'problem-solver.' However procurement plans are hindered by corruption which diverts decision-making and the provision of services from those who need them to those who can afford them (Lang Seth, Kato, Kisubi & Pope, 1997). According to National Service Delivery Survey (2008), the government has the obligation to provide services to its citizens and to steer economic growth and development through the provision of public

services. The public service was the main implementing machinery for national development programs and specifically, the delivery of public services. It is therefore very important for the public service to monitor and evaluate the delivery of public services and to obtain feedback from service recipients regarding their efficiency and effectiveness. The National Service Delivery Survey (NSDS) has been institutionalized by Government as an instrument to that effect. (Under the Public Service Reform Program, surveys are conducted in the sectors of education, health, road infrastructure, water and sanitation, agriculture and governance among others.

In service delivery, the system of delivery must view tax payers as customers; this therefore calls for placing "a high priority on delivery of personalized efficient customer service

He further noted that attitudes exhibited by service providers employees and managers must be aimed at developing good working relations and ensuring that customers (tax payers/citizens) are handled well while being served. Strengthening service delivery is a key strategy to achieve the Millennium Development Goals. This includes the delivery of interventions to reduce child mortality, maternal mortality, and the burden to HIV/AIDS, tuberculosis and malaria.

Service provision or delivery is an immediate output of the inputs into the health sector, education sector among other sectors. Increased inputs should lead to improved service delivery and enhanced access to services. Ensuring availability and access to services is one of the main functions of a local government. Such services should meet a minimum quality standard (Development Assistance Committee 2005).

Local government procurement was among the public undertakings entrusted with carrying out procurement undertakings due to large sums of capital vested under the procurement and disposal units established at district local governments. It was to the interest of the researcher that a study conducted at Bundibugyo district one of the local governments that receive money from government to measure their capacities in handling procurement undertakings and ensuring service delivery.

1.2 Problem Statement

Regardless of the effort by the governments of developing countries, like Uganda and development partners like World Bank to improve performance of the procurement function by adapting to the procurement principles for effective operations, public procurement processes in local government was still marred by shoddy works, poor quality goods and services. Failure to implement or delayed implementation of recommended performance standards resulted in unnecessarily high operation costs, uncoordinated business activities, arid failure to attract and retain experienced and skilled personnel in the procurement positions. These decisions have had costly consequences for any public entity and the country at large. Poor service delivery merged with other unethical practices in procurement presents a problematic situation that requires interventions in order to create an effective service delivery in local government. It was in this interest that the researcher sought to carry out an investigation on the procurement process and service delivery in Bundibugyo so as to advance mechanisms for improving service delivery in public procurement process in Uganda.

1.3 Purpose of the study

The purpose of the study was to investigate the effect of public procurement process on service delivery in local government in Uganda with special attention to Bundibugyo district.

1.4 Specific objectives

- i. To establish the challenges encountered by local governments in the procurement process that hinder service delivery.
- ii. To examine factors that affect service delivery in local government of Uganda
- iii. To establish the effect of public procurement process on service delivery in local government.

1.5 Research Questions

- i. What are the challenges encountered by local governments in the procurement process that hinder service delivery?
- ii. Which factors affect service delivery in local government of Uganda?
- iii. What is the effect of public procurement process on service delivery in local government?

1.6 Scope of the study

1.6.1 Time scope

The research was carried out for the period of four months from June to September 2015. This time period was chosen because of less academic activities by the researcher and the fact that it provided ample time for the researcher to conduct the study.

1.6.2 Geographical scope

The research was confined to Bundibugyo district local government located in western region of Uganda.

1.6.3 Subject scope

The investigation was limited to investigating the procurement process and service delivery in local government and so the research centered on getting all the relevant data and information about this subject.

1.7 Significance of the study

The study was significant to.

The researcher fulfilled the requirement for the award of Bachelors of supplies and procurement management of Kampala international university and gain more knowledge on the subject.

The researcher provided solutions to the key challenges encountered in the procurement process especially public entities to enhance service delivery in Uganda.

The research provided literature to supplement on the already existing literature so as to provide a variety of information on procurement process since it is a key aspect for organizations. Other academic researchers used the data collected to come up with better mechanisms of managing the entire supply chain.

The study provided guidelines to policy makers that were a basis of action for improving the performance of local governments in enhancing service delivery to people.

1.8. Conceptual framework

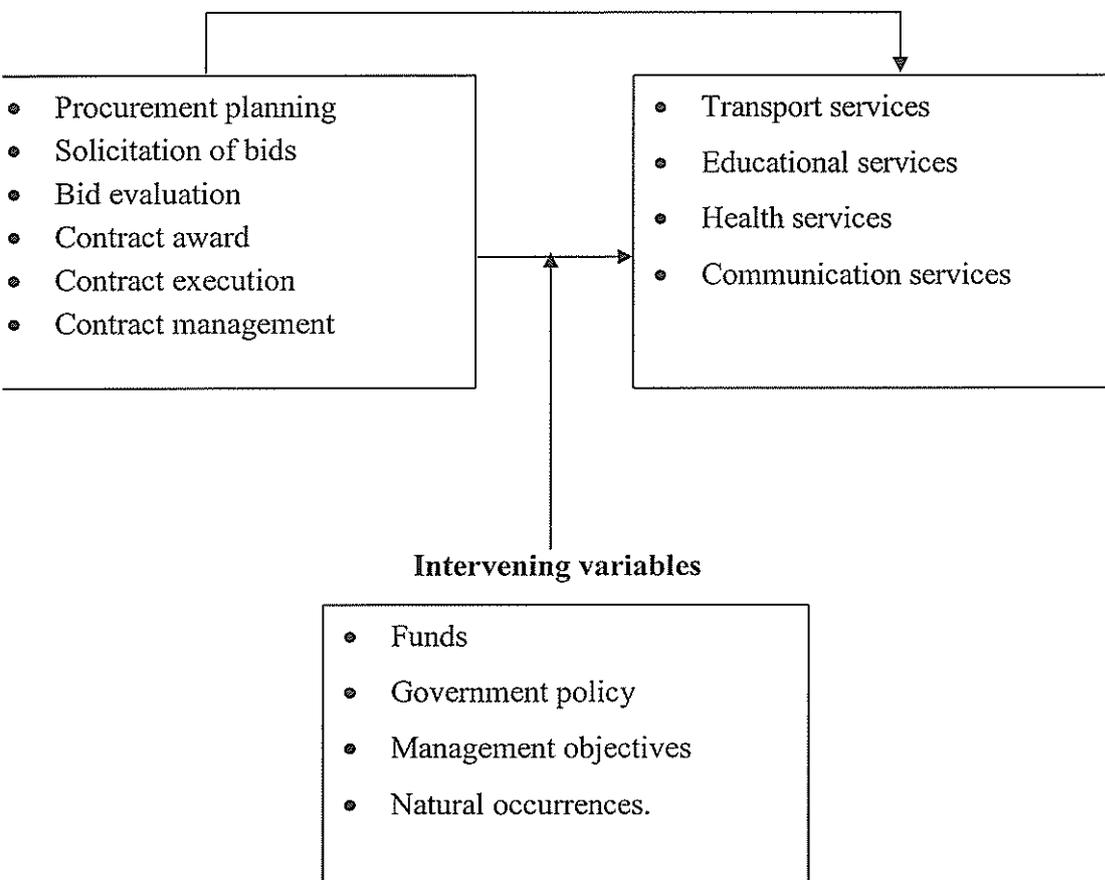
Figure 1: Conceptual framework

Independent Variable

Dependent variable

Procurement processes

Service delivery



Source: Primary data

CHAPTER TWO

LITERATURE REVIEW:

2.0 Introduction

This chapter gives an elaborate explanation of what other authors have written about the subject of study. It is the review of literature majorly concentrating on the objectives of the study.

The various stages in the local government procurement culminate into a procurement plan that guided the local government in the acquisition of goods, services and works for a particular financial year. The procurement plan contained useful information including the method of procurement for each or group of requirements, total time the procurement process took place.

Public procurement is increasingly recognized as a profession that plays a significant role in the successful management of public resources and a number of countries became more aware of the importance of procurement as an area vulnerable to mismanagement and corruption, and was thus instituted efforts to integrate procurement in a more strategic view of government efforts. (Arrowsmith, S., & Trybus, M. (Eds.) (2003). Therefore, to secure such goods and services at competitive prices requires accurate planning and involvement of a number of stakeholders

2.1 Challenges encountered by local government in the procurement process.

Historically, public entities of Uganda was known for their poor performance and corruption, resulting from non-adherence to processes and procedures, poor resource utilization, poor personnel management and training, inadequate payment and benefits. It is on this basis that the government of Uganda, in 1989, set up the Public Service Review and Reorganization Commission (PSRRC), under the Ministry of Public Service, to examine and propose recommendations on public service improvement (Ministry of Public Service, 2008). The ultimate goal was to improve the general service delivery to the public, create efficiency and effectiveness based on transparency in processes and

procedures, performance evaluation systems and clear organizational goals and objectives. The results of the commission led to the establishment of government agencies by law: Public Procurement and Disposal of Public Assets

Authority, Uganda Revenue Authority, National Environmental Management Authority, Civil Aviation Authority, National Agricultural Research Organization, Uganda Wildlife Authority, Inspector General of Government and many others. Particularly, the PPDA Act (2003) in Uganda describes how public procurement may be conducted through the procurement cycle.

The roles and responsibilities of public entities are limited to the procurement cycle presented in appendix 1 above in executing their activities.

According to Agaba, Shipman (2013); as quoted by Gelderman et al., (2009), one of the factors causes of non-compliance with procurement regulations is the level of familiarity with the procurement regulations. De Boer and Elgin (1998) assert that during the early days of the inception of public procurement regulations in The Netherlands, many municipalities complied to the regulations because they were familiar with them. Gelderman et al., (2006) confirmed this position in a survey on compliance with EU procurement directives. Given that the procurement profession is still relatively new in Uganda, with the regulations having come into force in 2003, it is possible that the level of familiarity with the regulations is still low

Regardless of the effort by the PPDA and the acknowledgement that the procurement department is capable of adding value to the organization still a large number of the internal customers act on their own and more frequently bypass the procuring department Basheka, B. C. (2008). The main reason for this is ignorance of how the public procurement. The purpose of the procurement cycle will be to encourage competition among suppliers, professionalism, good business ethics and non-discrimination among others (PPDA, 2007).

In addition, the procurement departments of public entities in Uganda was faced with the problem of not having enough information about the procurement procedure, its inputs, outputs, resource consumption and results and are therefore unable to determine their efficiency and effectiveness. This problem requires establishment of clear procurement procedures and performance standards. Performance when adopted provided the decision-makers in the procurement department with unbiased and objective information regarding the performance of the procurement function (Knudsen, 1999). However, for a public entity in a developing country to conduct procurement performance there were numerous challenges that are encountered: there are many ways of measuring that may be in use, most measures are irrelevant, there is no way of standardizing the measurements and conducting performance measurement is costly.

The reasons for these challenges were given by Centre of Excellence London (2006) inaccurate information, lack of a link between procurement measures and corporate objectives, measurement of procurement performance is regarded as an overhead and not an integral part, people do not understand the benefit of measuring procurement performance and, interference of other stakeholder and mainly the measures were developed in a different environment. Harrington, Lisa H. (1997) Though management shows interest in managing and controlling the procurement function as efficiently and effectively as possible, the real problem is how to realize procurement goals that were influenced by internal force and external force in the public sector. In view of the importance of the procurement function and the need to have coherent methods of performance of the procurement function, it was therefore necessary to investigate the measures that would enhance procurement efficiency and effectiveness of the purchasing function.

There was still a knowledge gap on how the procurement process can contribute to improved performance of the procurement function in developing countries. Chief Executive Officers (CEOs) of organizations are often heard saying "the procurement function is not performing well". The issue of generalizing that the procurement function is not performing without indicating the criteria used to reach that conclusion

or just basing it on financial statements is not reasonable. Only when the procurement function is well planned, it was easy to identify areas where it performed well, and where there is need for improvement (Government of Uganda. 2006). In addition, organizations have concentrated on costs or savings as the sole indicator or measure of performance. If costs decline, the purchasing function was praised, while if savings decline, the purchasing function was queried. It is as if the purchasing function is established to focus on minimizing costs while maximizing efficiency. Financial measures ignore market dynamics and increased complexity in acquisition of goods and services for public entities (Weele, 2005).

Conflict of interest was a critical issue in procurement, there were no clear guidelines regarding public servants, their families and those close to them participating in procurement processes. Investigations and how to handle issues to do with the collusions of public officials who could be members of the contracts and evaluation committee is another area of current dilemma for Public Procurement and Disposal Authority in arbitrating on cases. This is because issues like collusions and vested interest are not easily proved.

Arrow smith, (Eds.) (2003) argues that were due to many reasons (including greater scrutiny of taxpayers and competing vendors) public procurement was perceived as an area of waste and corruption. The District of Columbia, USA government wasted hundreds of thousands of dollars in revenue by selling used emergency vehicles for "bargain basement prices" in auctions run by untrained staffers (Nakamura, 2004). In a 2.5 year period studied by the city's Inspector General's Office, the city sold 11 fire trucks for a total of \$3,125 while similar vehicles in make and model had been sold on the Internet for a total of \$360,875. Corruptions and bribes are widespread in government contracts (International Transparency, undated; and see www.transparency.org). In the United States, corruptions in government contracts was regularly reported in newspapers; and the first week of September 2004 witnessed the reporting of a flurry of criminal prosecutions against state officials for violations of state procurement laws. Separate newspapers reported on bidding scandals from Illinois [-,

Connecticut, Wisconsin, and Maryland (see www.aba.org). Similar newspaper reports can be found in many countries. Overcoming the negative perception -- and the objective reality, to a certain extent -- is one of the biggest challenges in public procurement.

Many countries moved to a regional and or global economy, public procurement practitioners face another challenge that is, how to comply with their government's procurement regulations and social and economic procurement goals without violating regional and/or international trade agreements. For example, how to comply with national economic policies (in nurturing domestic firms), without dealing unfairly with foreign firms as provided in regional trade agreements and/or the World Trade Organization (WTO) agreements is not easy, which requires a careful study of trade agreements in order to take advantages of special provisions. Dye, & Stapenhurt, (1997).

2.2 Factors affecting service delivery in local government

Poor service delivery and governance remains an overwhelming challenge in most African countries and factors attributed to be affecting local governments include the following among other;

Corruption became systematic to the point where many in government had a stake. It diverts decision-making and the provision of services from those who need them to those who can afford them (Langeth, Kato, Kisubi & Pope, 1997). Lawal (2000) further asserts that corruption was rampant among the senior civil bureaucrats to whom the public funds meant for developmental purposes are entrusted. Generally, wide-scale embezzlement by officials of the grassroots made the needed development of the grassroots a tall dream and rendered them financially incapable to discharge their constitutionally assigned responsibilities hence compromising service delivery. In Uganda, the provision of better infrastructures lagged being over years. There are poor roads and inadequate electricity supply and hence Uganda still stands in need of better infrastructures (Government of Uganda, 2006).

At every stage of public procurement, there are risks of integrity. During the pre-bidding period; starting from needs assessment, common risks include lack of adequate needs assessment, planning and budgeting of public procurement, requirements that are not adequately or objectively defined, an inadequate or irregular choice of the procedure and a timeframe for the preparation of the bid that is insufficient or not consistently applied across bidders (OECD, 2007). All these concern the function of procurement planning. Should local governments' procurement system fail to manage these risks, accountability and eventual service delivery is seriously threatened.

Despite the increase in the total amount of funds available to local government in Uganda, its economic and financial profile is still poor as compared to the development program it was expected to carry out. This situation was unconnected to the mismanagement and embezzlement of these funds by the local councils (Bailey, 1998). Further noted that many local governments in Uganda, however, were unable to deliver services to residents. He said this would be because of lack of finances.

Challenge of getting the right service provider

In the provision of public services, it is a challenge to get the actual providers to be accountable for quality and efficiency as well as to have the resources and management authority to do the job well. The general feeling in the hotspots is that political leadership lacks responsiveness to issues raised by communities, incompetent, prone to corruption and with high degree of disregard for the communities which also compromises the delivery of services in local governments. Arrow smith (2003)

Communication with Communities. The other contributing factor was that local ward committees were not fully operational, resulting in poor communication with communities. Ward committees was the focus of considerable attention by government as well civil society, with substantial investment already made in an attempt to ensure that these structures had the necessary capacity and resources required for them to fulfill their envisaged roles as the voices of communities (Lang Seth, 1997). At the same time, questions that were often asked were, how effective were those institutions;

whether they were useful conduits for community involvement in local governance; whether, as created space for public participation, they were inherently capable of playing the critical role expected of them towards service delivery.

Cavinato (2006), points that skills deficit within local governments remained a major challenge. A significant number of local governments do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people. This situation was exacerbated by the decline of municipal professional and poor linkages between local government and tertiary education sector. As a result these local governments could not meet their required performance standards hence impacting adversely on the delivery of services.

Indiscipline was rampantly perceived and well pronounced among the workers in local government (Hernon & Whitman, 2001). They further said that senior officers who travel to their families away from their offices on Friday return very late the following Monday or may decide to stay back till Tuesday; and the junior members of staff who directly or indirectly observe this more often than not are in the habit of playing truant with their jobs. Little or no commitment to duty became a rule rather than an exception.

Hard-earned and limited resources accrued to and raised by local government were always mismanaged. Priorities were misplaced; projects were done not according to or as demanded by the people but regrettably in tune with the selfish end and aggrandizement of the political leadership in collaboration with the senior bureaucrats at the local government level of administration (Johan, 2006).

2.3 Effect of procurement processes on service delivery.

Dabblers et al (1996) further came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plan to fail delivering services to the public. And if it could not be measured, it was improved. If we only plan to comply with regulations, we were not managers, we were robots. What we planned must be implemented, What we implemented, must be monitored. We should not be

afraid to ask the customers (citizens). They really do know best what they needed and what they got. It was not always the same thing. Basheka (2004) argues that procurement process was one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in local governments.

Lowell, S. (2000) asserts that the contribution of procurement process in facilitating an efficient and effective service delivery in public sector organizations was generally undisputed in both developed and developing countries, Its contribution was at both central and local government levels of public sector management. His findings revealed a significant positive relationship between procurement process and service delivery in local government procurement systems in Uganda. These results are compared to international research findings, and suggestions were offered for management, policy making, and future research.

Procurement Policy Manual (2009), procurement process drives different expected results which were different from business as usual such as: reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy) data-driven decision making, improved risk mitigation prior to award, more identification of opportunities were suppliers will add value, improved relationships with suppliers which leads to improved service delivery.

Oboth, M. J. (2001) argues that effective procurement planning is an important route towards securing the right service to be delivered to the public, and also maximizing the level of service provision which was achieved within the local Supporting People. A procurement plan helps Procuring Entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlined the study research design, study population, the sample size, sampling procedure Data collection methods, Sources of data, data analysis and reliability and validity of the study, ethical consideration and limitations of the study.

3.1 Research Design

The study used a case study to design descriptive in nature. It involved the use both qualitative and quantitative research approaches. The study helped the researcher in determining comprehensive explanation on the contributions of the informal sector towards development. Quantitative approaches enabled the presentation of information in numerical terms whereas qualitative data gave expression of respondents' fillings on the aspects of study Amin (2006)

3.2 Research population

A population is the aggregate or totality of objects or individual, persons having one or more characteristics in common that was of interest to the researcher. For the purpose of this study, the population included people chosen from the Bundibugyo district local government in the departments that interact with procurement and this included the procurement and disposal unit, contracts committee, accounting officers and user departments this population was expected to be 80 people.

Table 1: Showing target population

| Category | Target population |
|-------------------------------|--------------------------|
| Procurement and disposal unit | 10 |
| Accounting officers | 12 |
| Contracts committee | 18 |
| User departments | 40 |
| Total | 80 |

Source: Primary Data

3.2.1 Sample size

A sample is a portion of the population got from the research population for providing data where generalization was made to the entire population. This occurred because of resource constraints and time. Therefore the researcher used Slovene's formula of calculating the sample. From the estimated population of 80, a sample size was determined using Slovene's Formula to come up with appropriate sample size to be used in the study Jacoby (1978)

Slovene's Formula states that, given a population, the minimum Sample size is given by: The sample size was calculated mathematically using the formula below;

$$n = \frac{N}{1 + N\alpha^2}$$

Where; n = the sample size

N = total population of respondents.

σ = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = 80 / (1 + (80 \times 0.05)^2)$$

$$n = 66.667$$

$$n = 67$$

Therefore n= 67

A sample size of 67 people was selected to participate in the study.

3.2.2 Sampling procedure

Sampling is the process of selecting elements from a population in such a way that the sample elements selected represents the population. The researcher used probability sampling method and in particular stratified sampling and simple random sampling. Stratified sampling was used when the parent population or sampling frame is made up of sub-sets of known size. These subsets make up different proportions of the total, and therefore stratified sampling ensures that results are proportional and representative of the whole. This was used to give equal chance to the respondents. In stratified sampling the researcher divided the population into sub populations that is to say the purchasing and disposal unit, contracts committee, accounting officers and user department. Then she used a simple random sampling to select a sample independently from each Sub — population. (Kombo and Tromp 2007)

3.3 Data collection methods

The researcher obtained data from the field using the following important instruments:

3.3.1 Questionnaires

These are inter-related a question designed by the researcher and was given to the respondents in order to fill in data. Here, self-administered questionnaires were employed containing both open- ended and close-ended questions. These formats of questionnaires were used because they reduce the cost of administering data collection since they enable respondents to fill at their time of convenience.

3.3.2 Interview guide

Here the researcher conducted face-to-face interactions make conversations between the interviewee and the interviewer with the sole aim of soliciting data. The researcher used formal interviews to get more information in greater depth, reduce resistance and also obtain personal information from the respondents. Interviews also enabled the researcher in tracking consistencies within the information given in the questionnaire.

3.4 Sources of data

In this research two types of data were used by the researcher that is to say secondary and primary data was used.

3.4.1 Primary Data

This is information or data that was collected by researcher herself from the field. Primary data was acquired from the respondents of Bundibugyo district local government using the questionnaire.

3.4.2 Secondary Data

This is data that was collected by other people, it is known as second hand information; secondary data includes both raw data and published data. The secondary data was obtained through notes, correspondences and minutes of meetings, project plan journals. In this study the researcher used documents and other records that are already published at the district if any concerning the topic of study Ram Attuja (2001)

3.5 Validity and Reliability of the study

3.5.1 Validity

To establish the validity of the instruments, the researcher administered questionnaires to the clearly selected respondents from Bundibugyo district. This is together with choosing a clear sample population that gives a representation of the entire population. Consultation was made on areas of great importance and how to ask the respondents in the way that right information was got from them.

3.5.2 Reliability

To establish the reliability of the instruments, the data was analyzed and fed accordingly. After data collection the- researcher conducted a check of the information by subjecting secondary questionnaire guides in form of pre- examination so as to identify the correlation in the information given Olive Mugenda (1999)

3.6 Data processing and Analysis

3.6.1 Data processing

The process of data processing was done after collecting all the data to ensure complete and uniform data was used. This necessitated editing and checking of errors as well as omissions that might have influenced the study.

3.6.2 Data analysis

Upon collection of Necessary data from the field, the researcher analyzed, and interpreted it in relation to the objectives of the study. The researcher presented the findings in form of tables, graphs and pie charts. Data from field was tabulated to show the frequency of responses to the questionnaires and these were used to compute percentages in different attributes under the study. The similarities in the percentages were deduced to arrive at conclusions. Amin (2006)

3.7 Ethical considerations

According to Mugenda (1999) for the study to be conducted there is need for consideration of ethical parameters. The following were therefore be adhered to.

Information was attained on freewill without compulsion or forcing of respondents

The questionnaires did not include the names of the respondents for issues of privacy and confidentiality of information attained.

Maintaining the privacy and confidentiality of the respondents that is to say keep their personal issues private and non-disclosure of response from particular respondents to maintain integrity and also protect them from potential victimization.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter deals with analysis interpretation and presentation of the research findings. The analysis and research findings were interpreted and analyzed basing on the research questions. The study was set to assess public procurement process and service delivery in local government, a case study of Bundibugyo district, western Uganda. The findings were obtained through the use of a questionnaire, interviews, and documents from the district. The questionnaire was administered to 20 respondents who answered them effectively.

4.1 Respondents profile

4.1.1. Respondents Gender

Table 2: Showing respondents categorization on gender lines

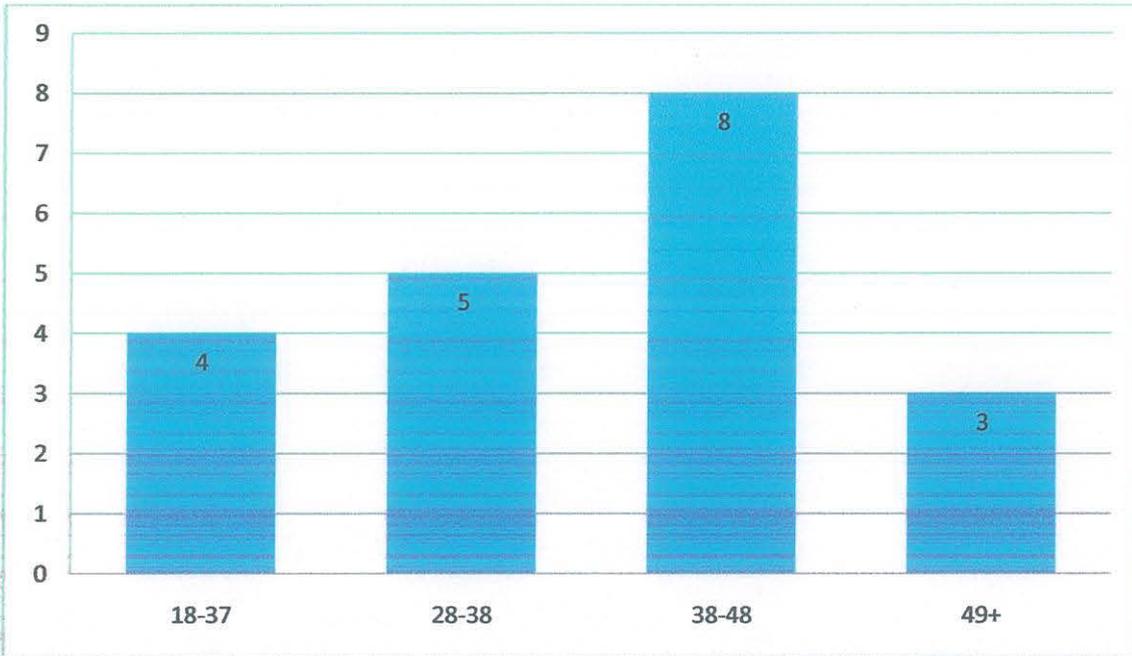
| Respondents | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Male | 40 | 60 |
| Female | 27 | 40 |
| Total | 67 | 100 |

Source: primary data

From the table above, it can be seen that the majority of respondents from Bundibugyo district are male that is 40 respondents representing 60% of the total respondents and 27 respondents are female representing 40% of the respondents This therefore means that whereas the male gender outweighs the female one in providing information never the less there is representation of both gender hence the findings can be reliable for processing by the researcher.

4.1.2 Age distribution of respondents

Figure 2: The bar graph showing age distribution of respondents in percentage.



Source: Primary data

From the figure above it can be seen that the age bracket of 18 -37 had 20% of the total respondents , 28 -38 had 5 respondents represented by 25% of the total respondents , 38 -48 were 8 representing 35% and 49+ had 3 representing 15% of the respondents.

From the above presentation, it is clear to argue and conclude that the age bracket of 38 -48 had the highest number of respondents and that of 49+ had the smallest. It is of no doubt that the contributors of the information regarding public procurement process and service delivery in local government is mature people so information received can be relied upon

4.1.3 Education level

Table 3: Showing education level of the respondents

| Academic qualifications | Frequency | Percentage |
|--------------------------------|------------------|-------------------|
| Diploma Level | 20 | 30 |
| Degree Level | 26 | 40 |
| Post Graduate | 14 | 20 |
| Masters Level | 7 | 10 |
| Total | 67 | 100 |

Source: Primary data

From the above table, it can be seen that in line with the education level of the respondents, the diploma had 20 respondents representing 30% of the total respondents, degree had 26 respondents representing 40% of the total respondents, post graduate had 14 respondents representing 20% of the total respondents and masters had 7 respondents representing 10% of the total respondents.

From the above analysis, masters had few respondents because they are considered to be highly qualified and therefore, few were found working with local government. But since all respondents were above diploma level, it's viable to assess and say that these were highly educated respondents and so information provided can be relied upon for action by any stakeholder.

4.2. Challenges encountered by the local government in procurement processes hindering service delivery.

The first objective that was intended to establish the challenges encountered by Bundibugyo district local governments in the procurement process that hinders service delivery.

Table 4: Showing the responses to whether there are challenges encountered as a result of Procurement processes in Bundibugyo district

| Response | Frequency | Percentage |
|--------------|-----------|------------|
| Yes | 50 | 75 |
| No | 10 | 15 |
| Not sure | 7 | 10 |
| Total | 67 | 100 |

Source: primary data

From the table above the response on it is evident that 75% of the respondents who argue there are challenges in public procurement processes in Bundibugyo district, 15% disagreed, 10 % were not-sure. Basing on respondents views, it's clear that the public procurement process is crucial aspect of service delivery in local government and challenges prevail hence the need for identification and redress.

Table 5: Showing the response to the challenges in the procurement process that hinder service delivery

| Factors affecting service delivery | Strongly Agree | | Agree | | Not sure | | Disagree | | Strongly Disagree | | Total | |
|--|----------------|----|-------|----|----------|----|----------|----|-------------------|----|-------|-----|
| | F | % | f | % | f | % | F | % | F | % | F | % |
| Limited funding hinders service delivery | 5 | 25 | 6 | 30 | 3 | 15 | 4 | 20 | 2 | 10 | 20 | 100 |
| Political interference delays service delivery | 12 | 60 | 3 | 15 | 2 | 10 | 3 | 15 | 0 | 0 | 20 | 100 |
| Corruption hinders | 6 | 30 | 5 | 25 | 2 | 10 | 1 | 5 | 6 | 30 | 20 | 100 |

| | | | | | | | | | | | | |
|--------------------|----|-----------|---|-----------|---|-----------|---|-----------|---|-----------|----|------------|
| Contract execution | | | | | | | | | | | | |
| Compliance | 4 | 20 | 7 | 35 | 4 | 20 | 0 | 0 | 5 | 25 | 20 | 100 |
| Constraints delays | | | | | | | | | | | | |
| Services | | | | | | | | | | | | |
| Collusion of | 11 | 55 | 2 | 10 | 4 | 20 | 5 | 25 | 2 | 10 | 20 | 100 |
| Bidders delays | | | | | | | | | | | | |
| Procurement | | | | | | | | | | | | |
| Process | | | | | | | | | | | | |
| Limited quality | 13 | 65 | 4 | 20 | 3 | 15 | 0 | 0 | 0 | 0 | 20 | 100 |
| Suppliers provides | | | | | | | | | | | | |
| Shoddy suppliers | | | | | | | | | | | | |
| High operational | 4 | 20 | 8 | 40 | 3 | 15 | 3 | 15 | 2 | 10 | 20 | 100 |
| Costs hinders | | | | | | | | | | | | |
| Contract | | | | | | | | | | | | |
| Completion | | | | | | | | | | | | |
| Too much | 7 | 35 | 6 | 30 | 4 | 20 | 1 | 5 | 2 | 10 | 20 | 100 |
| Documentation | | | | | | | | | | | | |
| and Bureaucracy | | | | | | | | | | | | |
| makes process | | | | | | | | | | | | |
| expensive | | | | | | | | | | | | |
| Presence of | 4 | 20 | 8 | 40 | 3 | 15 | 2 | 10 | 3 | 15 | 20 | 100 |
| Counterfeit goods | | | | | | | | | | | | |
| in the market | | | | | | | | | | | | |
| affects quality | | | | | | | | | | | | |
| suppliers | | | | | | | | | | | | |

Source: Primary Data

From the above it can be seen that in relation to the challenges encountered in procurement processes that affect service delivery, it was found out that 25% of the respondents strongly agreed that limited funding fails service delivery is a challenge to

the procurement process, 30% agreed 15% were not sure, 20% disagreed and 10% strongly disagreed.

Political interference delays service delivery had 60% of the respondents who strongly agreed, 15% agreed, 10% were not sure 15% disagreed and none of the respondents strongly disagreed.

Corruption hinders contract execution had 30% of the respondents who strongly agreed, 25% agreed. 10% a disagreed 5% were not sure and 30% strongly disagreed

Compliance constraints delays services had 20% of the respondents who strongly agreed 35% agreed, 20% were no sure none of the respondents disagreed and 25% strongly disagreed.

Collusion of bidder's delays procurement process had 55% of the respondents who strongly agreed, 10% agreed, 20% were not sure, 25% disagreed and 10% strongly disagreed.

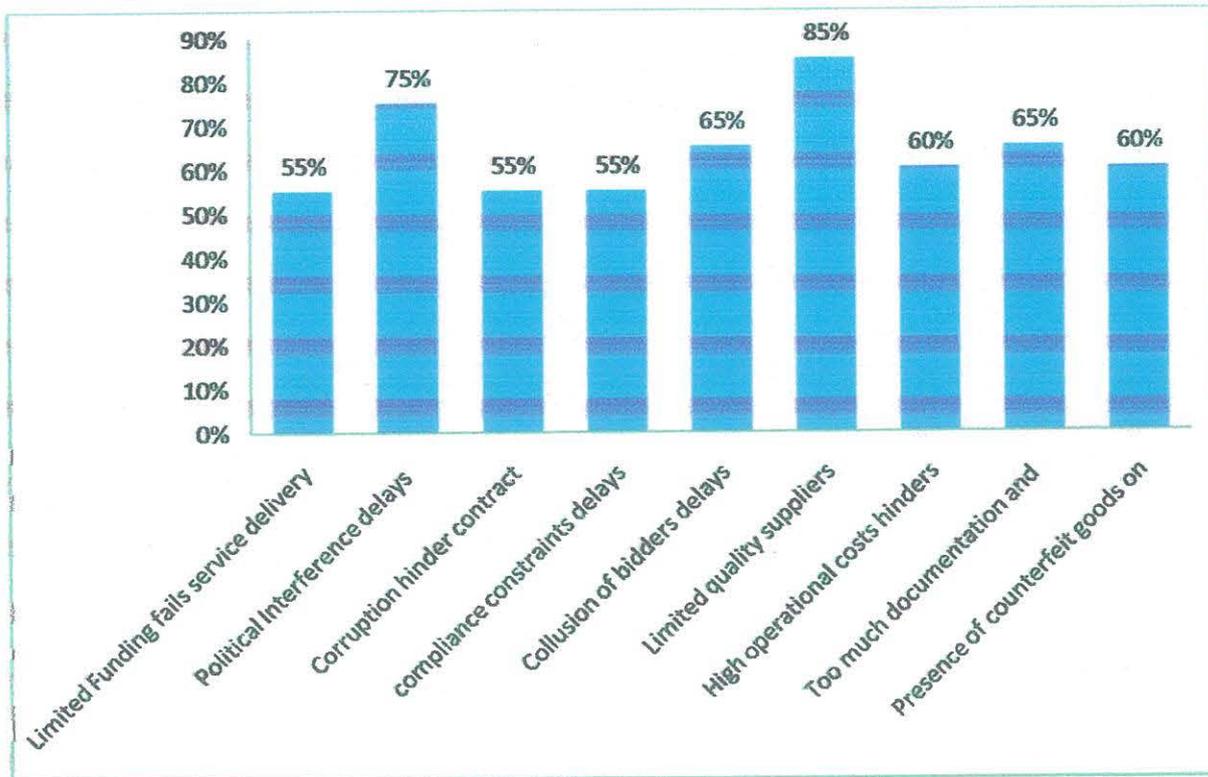
Limited quality suppliers provides shoddy suppliers had 65% of the respondents who strongly agreed, 20% agreed 15% were not sure, none of the respondents disagreed and strongly disagreed.

High operational costs hinders contract completion had 20% of the respondents who strongly agreed 40% agreed 15% were not sure and strongly disagreed 10% disagreed.

Too much documentation and Bureaucracy makes process expensive had 30% of the respondents who agreed, 20% strongly agreed, 20% were not sure, 10% disagreed and 15% respondents strongly disagreed.

Presence of counterfeit goods on the market affects quality supplies had 35% of the respondents who strongly agreed, 30% of the respondents agreed 20% were not sore 5% disagreed and 10% strongly disagreed.

Figure 3: A chart showing the number of respondents who agreed with the challenges encountered in the procurement processes in Bundibugyo district.



Source: Primary Data

From the above table it can be seen that in relation to the challenges suggested by respondents, limited quality suppliers who provide shoddy services had the highest number of respondents of 85% of agreement, Political interference delays service delivery with 75% followed by collusion of bidders and too much documentation and Bureaucracy makes process expensive with 65% of the total respondents who agreed, followed by high operational costs hinders contract completion with 60%, and other respondents majority agreed and these were above the average. The procurement processes in Bundibugyo district are faced with a series of challenges the need to address the challenges is vital for enhanced operations of service delivery in Bundibugyo district.

4.3 Factors affecting service delivery in Bundibugyo district

The second objective was to examine factors that affect service delivery in Bundibugyo district local government of Uganda. The responses to this objective were presented in the following sub-chapter.

Table 6: Showing response to the factors that affect service delivery in local government of Uganda.

| Factors affecting service delivery | Strongly Agree | | Agree | | Not sure | | Disagree | | Strongly disagree | | Total | |
|---|----------------|-----------|-------|-----------|----------|-----------|----------|-----------|-------------------|-----------|-------|------------|
| | F | % | F | % | F | % | F | % | F | % | F | % |
| Corruption hampers the provision of services since funds meant for these services are embezzled. In Bundibugyo, the provision of better infrastructures such as roads and electricity has lagged being over years | 13 | 65 | 1 | 5 | 5 | 25 | 1 | 5 | 0 | 0 | 20 | 100 |
| The district is unable to deliver services to residents because of lack finances to buy the services. | 5 | 25 | 7 | 35 | 4 | 20 | 3 | 15 | 1 | 5 | 20 | 100 |
| It is a challenge to get the right | 9 | 45 | 2 | 10 | 3 | 15 | 0 | 0 | 6 | 30 | 20 | 100 |

| | | | | | | | | | | | | |
|---|----|-----------|---|-----------|---|-----------|---|-----------|---|-----------|----|------------|
| service provider with the equipments to do the job well. | | | | | | | | | | | | |
| Poor communication with communities in Bundibugyo has also hampered the delivery of services in the area. | 10 | 50 | 1 | 5 | 3 | 15 | 4 | 20 | 2 | 10 | 20 | 100 |
| The district faces a challenge if limited skilled personnel to meet the rising needs of local people | 12 | 60 | 2 | 10 | 0 | 0 | 1 | 5 | 5 | 25 | 20 | 100 |
| Priorities are misplaced because projects are done not according to or demanded by the people. | 8 | 40 | 4 | 20 | 3 | 15 | 2 | 10 | 3 | 15 | 20 | 100 |

Source: Primary Data

The data collected above shows that:

In relation to the factors that affect service delivery in local government Bundibugyo district Corruption hampers the provision of services since funds meant for these services are embezzled. in Bundibugyo, the provision of better infrastructures such as

roads and electricity has lagged being over years had 65% strongly agreed with, 5% agreed, 25% were not sure , 5% disagreed and non strongly disagreed

25% of the respondents strongly agreed in respect to the district is unable to deliver services to residents because of lack of finances to buy the services., 35% agreed, 20% were not sure, 15% disagreed, 5% of the respondents strongly disagreed This point had the highest number of respondents who agreed and strongly agreed.

It is a challenge to get the right service provider with the equipments to do the job well' had 45% of the respondents who strongly agreed, 10% agreed, none of the respondents disagreed, 15% of the respondents were not sure and 30% strongly disagreed.

50% of the respondents strongly agreed with Poor communication with communities in Bundibugyo have also hampered the delivery of services in the area, 5% agreed, 20% disagreed and 10% of the respondents strongly disagreed and 15% of respondents were not sure.

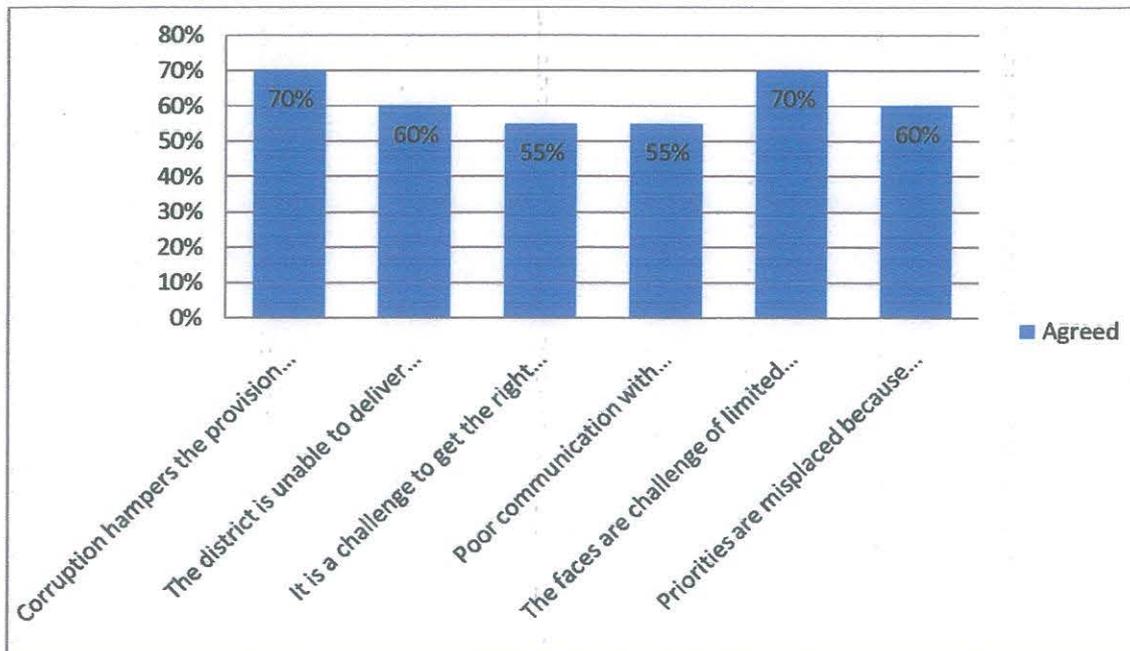
Ethical behavior to avoid corruption commented on by 60% respondents who strongly agreed, 10% agreed, non were not sure, 5% respondents disagreed and 25% strongly agreed

Staffing of procurement department had 60% of the respondents who strongly agreed, 10% agreed 5% disagreed, 15% strongly disagreed and non of the respondents were not sure

The district faces a challenge of limited skilled personnel to meet the rising needs of local people had 50% of the respondents who strongly agreed, 15% agreed, non were not sure, 20% disagreed and 15% strongly disagreed

Priorities are misplaced because projects are done not according to or as demanded by the people with 30% of the respondents who strongly agreed, 35% agreed, 20% were not sure, 5% disagreed and 10% strongly disagreed.

Figure 4: A chart showing the total number of respondents who agreed with the factors that affect service delivery in local government of Bundibugyo district (In percentages).



Source: Primary data

From the above chart it can be concluded that there are factors that affect service delivery in local government Bundibugyo district evidenced by the respondents who agreed. This is because the respondents who agreed were above the majority in regard to corruption that hampers the provision of services since funds meant for these services are embezzled, district is unable to deliver services to residents because of lack of finances to buy the services, It is a challenge to get the right service provider with the equipments to do the job well, Ethical behavior to avoid corruption commented, Poor communication with communities in Bundibugyo have also hampered the delivery of services in the area, Staffing of procurement department, Priorities are misplaced because projects are done not according to or as demanded by the people, the district 6xs a challenge of limited skilled personnel to meet the rising needs of local people the responses were measured at an average of 60% agreement indicating that Bundibugyo

district is affected by several factors in the selection of service delivery. The need to adequately intervene is vital for enhanced service delivery in Uganda.

4.4 Effect of procurement processes on service delivery

The third objective of the study was to establish the effect of public procurement processes on service delivery in local government.

Table 7: Showing the effects of public procurement processes on service delivery in Bundibugyo district.

| Factors affecting service delivery | Strongly Agree | | Agree | | Not sure | | Disagree | | Strongly Disagree | | Total | |
|---|----------------|----|-------|----|----------|----|----------|----|-------------------|----|-------|-----|
| | F | % | F | % | F | % | F | % | F | % | F | % |
| Procurement process sets in motion the entire procurement process of acquiring services in local government | 9 | 45 | 3 | 15 | 4 | 20 | 1 | 5 | 3 | 15 | 20 | 100 |
| Procurement planning helps to achieve the maximum value for expenditures on services to be delivered. | 7 | 35 | 6 | 30 | 3 | 15 | 4 | 20 | 0 | 0 | 20 | 100 |
| Procurement processes facilitates efficient and effective service | 8 | 40 | 5 | 25 | 4 | 20 | 1 | 5 | 2 | 10 | 20 | 100 |

| | | | | | | | | | | | | |
|---|----|-----------|---|-----------|---|-----------|---|-----------|---|-----------|----|------------|
| service delivery in public sector organization. | | | | | | | | | | | | |
| Procurement process provides services to people without segregation | 6 | 30 | 8 | 40 | 0 | 0 | 4 | 20 | 2 | 10 | 20 | 100 |
| There is a relationship between procurement planning and service delivery | 12 | 60 | 3 | 15 | 2 | 10 | 1 | 5 | 2 | 10 | 20 | 100 |

Source: Primary Data

Considering the results in table viii , In regard to the effects of public procurement process on service delivery in Bundibugyo district, procurement planning sets in motion the entire procurement process of acquiring services in local government had 45% of the respondents strongly agree, 15% agreed ,20% were not sure and 5% disagreed and 15% strongly disagreed.

35% of the respondents strongly agreed in regard with Procurement planning helps to achieve the maximum value for expenditures on services to be delivered, 30% agreed, 15% were not sure, 20% disagreed and none strongly disagreed.

40% of the respondents who agreed in regard with Procurement planning facilitates efficient and effective service delivery in public sector organization, 25% agreed, 20% were not sure, 5% disagreed and 15% strongly disagreed.

Procurement process provides services to people without segregation had 30% strongly agreed, 40% agreed, none of the respondents were sure, 20%, 10% disagreed and strongly disagreed respectively.

There is a relationship between procurement planning and service delivery, 60 % of the respondents who strongly agreed 15%agreed, 10% were not sure, 5% disagreed and 10% strongly disagreed.

The interpretations above present effects of procurement processes on service delivery in Bundibugyo district. It was found that procurement process promotes service delivery through procurement planning sets in motion the entire procurement process of acquiring services in local government, Procurement planning helps to achieve the maximum value for expenditures on services to be delivered and Procurement process provides services to people without segregation. The findings indicate that Procurement process stimulate service delivery if well comprehended.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter will look at the summary of the findings, conclusion and the researcher's Recommendations.

5.1 Summary of the findings

The study was intended to investigate on procurement processes and service delivery in Bundibugyo district. The researcher formulated the objectives of the study to help him in generating the required information about the topic.

The researcher ensured gender balance as both male and female were considered in gathering the information and this helped the researcher to get the reliable information. The age bracket of 38-48 had the highest number of respondents and there was no doubt that the contributors of the information regarding public procurement process and service deliveries in local government were mature people so information received was reliable. The respondents who participated in this research were highly educated since the majorities were degree holders.

Basing on researchers objective which was to establish the challenges encountered by local governments in the procurement process that hinder service delivery, the respondents from Bundibugyo district agreed that there were several challenges encountered by 75% of the total respondents who agreed though a few of them adding up to a total of 25% were not sure and disagreed. The respondents had to respond by ticking challenges encountered in the procurement process that hinder service delivery where majority strongly agreed and agreed to limited quality suppliers provides shoddy supplies by 85%. Other challenges that respondents responded to were limited funding fails service delivery, political interference delays service delivery, corruption that hinders contract execution, compliance constraints that delays services, collusion of

bidders delays procurement process among other challenges that were being encountered in Bundibugyo district.

The second objective which was to examine factors that affect service delivery in local government, the researcher found out that several factors affect service delivery with 70% of the total respondents in support that Corruption hampers the provision of services since funds meant for these services are embezzled. In Bundibugyo, the provision of better infrastructures such as roads and electricity has lagged being over years, the same percentage of the respondents strongly agreed and agreed to limited skilled personnel to meet the rising needs of local people as major factors that affect service delivery. The majority of the respondents who strongly agreed and agreed were above average while those who disagreed were below average and this indicates that it was important for the researcher to conduct study on public procurement process and service delivery. Other factors that affect service delivery according to the researcher's findings were the following inability to deliver services to residents because of lack of finances to buy the services, failure to get the right service provider with the equipments to do the job well among others.

The third objective of the researcher was to establish the effect of public procurement process on service delivery in local government and 75% of the total respondents agreed that there is a relationship between procurement planning and service delivery and this was followed by 65% of the total respondents who agreed to procurement planning helps to achieve the maximum value for expenditures on services to be delivered. The researcher also found out that some respondents were in support that procurement planning sets in motion the entire procurement process of acquiring services in local government, procurement planning facilitates efficient and effective service delivery in public sector organization, procurement process provides services to people without segregation as effects of public procurement process on service delivery.

5.2 Conclusion

According to the researchers findings, public procurement processes affects service delivery evidenced by the respondents who strongly agreed and agreed to the effects where majority respondents totaling to 75% of the total respondents agreed that there is a relationship between procurement planning and service delivery and this was followed by 65% of the total respondents who agreed to procurement planning helps to achieve the maximum value for on services to be delivered. The several challenges registered among which included limited funding fails service delivery, political interference that delays service delivery, corruption that hinders contract execution, compliance constraints, collusion of bidders, limited quality suppliers provides shoddy supplies 65% of the total respondents who strongly agreed and agreed to too much documentation and bureaucracy that makes process expensive. Therefore, there is a need to explore deeply in public procurement process and service delivery to devise the strategies to overcome these challenges.

5.3 Recommendation

Based on the study finding, the researcher makes the following recommendations.

- It has been argued that accountability of public officials is critical in deterring corrupt practices in procurement process and it creates an enabling environment for vibrant private sector activity and problems of accountability arise when governments ignore or transgress social ethics and constitutional and legal provisions in conducting public affairs, administrative systems are fragmented, tasks to be performed are so complex or unspecified that it is difficult to identify who is responsible for what, activities are underfunded so that implementation is very difficult or impossible.
- Whenever there it is possible there is need for accurate forecasting of what goods, services and works local governments should procure (through procurement planning), the benefits of efficient utilization of resources are obvious. The officials who are involved in the acquisition process will be aware of

the items that are required, the time when they are required, the methods that will be used, the people who are to be involved, the approval levels, etc. This will make all the processes transparent.

- All policy makers at central and local government level should devote considerable time and resources considering the importance of procurement plans in service delivery and the policy of enforcing compliance to development of procurement plans must be The local government stakeholders should also invest in training the technical staff on how to prepare an accurate procurement plan.
- The policy makers at local government level should consider while approving procurement plans how the plan will enable them deliver the services to the people who elect them; and finally. The procurement regulatory authorities in collaboration with ministries of local governments must ensure compliance through rigorous monitoring and application of punitive measures to those entities that do not comply with the legal requirements.
- There is need to strengthen the internal processes of conducting evaluations for various procurements through training of the User departments who participate in the evaluation process.
- There should be established minimum remuneration standards set for members of the Evaluation Committees as is the case for the Contracts Committees. This will act as recognition of the important role undertaken by the members of the Evaluation Committees especially for the high value procurements where it is necessary to have experienced and highly qualified personnel to competently evaluate the bids received.
- There should be a high level management support for establishing a system for procurement records management. Management of the entities need to support the establishment of a clear procurement documentation and tracking system through specifically training the PDU staff on best practices in procurement records management. In particular the Accounting Officer should include as a specific term of reference in the appointment letter of the PDU the role of

ensuring records are complete in procurement files as well the responsibility for data collection and reporting to PPDA. This will ensure an accountability centre.

5.4 Areas of further study

- Procurement planning and service delivery in Uganda
- Accountability in procurement and service delivery
- Procurement audit and organizational performance

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APPENDICES

Appendix I: Research Instruments Questionnaire and interview guide.

Dear respondent.

I Hope Eve a third year student of Kampala International University pursuing a Bachelors Degree of supplies and procurement Management. I am conducting a study on public procurement process and service delivery in local government, a case study of Bundibugyo district, western Uganda.

This questionnaire is purely for academic purposes and the information will be kept confidential.

PART A: RESPONDENTS PROFILE

1. Gender

Male

Female

2. In which age bracket

18 – 37

38 – 38

28 – 38

49 +

3. Education level

Diploma

degree

Post graduate

Masters

PART B: Challenges encountered by the local government in procurement process hindering service delivery.

4. Does procurement process in your district encounter challenges?

Yes

No

Not sure

The following are the challenges encountered in the procurement process that hinder service delivery.

(1 – Strongly agree, 2 – Not sure, 4 – Disagree, 5 – Strongly disagree)

| Challenges | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Limited funding fails service delivery | | | | | |
| Political interference delays service delivery | | | | | |
| Corruption hinders contract execution | | | | | |
| Corruption constraints delay services | | | | | |
| Compliance constraints delays service | | | | | |
| Limited quality suppliers provides shoddy suppliers | | | | | |
| High operational costs hinders contract completion | | | | | |

If there are any other challenges associated with the procurement process, please mention them.

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PART C: Factors affecting service delivery

The following abbreviations will be used: strongly agree (SA), Agree (A), Not sure (NS), Disagree (D) and Strongly Disagree (SDA).

The following factors affect the delivery of service in Bundibugyo district;

Tick the appropriate box.

| Factors | SA | A | NS | D | SDA |
|---|----|---|----|---|-----|
| Corruption hampers the provision of services since funds meant for these services embezzled. In Bundibugyo, the provision of better infrastructures such as roads and electricity has lagged being over years. | | | | | |
| The district is unable to deliver services to residents because of lack of finances to buy the services. | | | | | |
| It is a challenge to get the right service provider with the equipment to do the job well. | | | | | |
| Poor communication with communities in Bundibugyo has also hampered the delivery of services in the area | | | | | |
| The district faces a challenge of limited skilled personnel to meet the rising needs of local people. | | | | | |
| Priorities are misplaced because projects are done not according to or as demanded by the people. | | | | | |

If there are any other factors affecting service delivery, please mention them.

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PART D: Effect of procurement process on service delivery

The following abbreviations will be used: strongly agree (SA), Agree (A), Not sure (NS), Disagree (D) and Strongly Disagree (SDA).

| Relationship | SA | A | NS | D | SDA |
|---|----|---|----|---|-----|
| Procurement planning sets in motion the entire procurement process of acquiring services in local government. | | | | | |
| Procurement process helps to achieve the maximum value for expenditures on services delivered. | | | | | |
| Procurement process facilitates efficient and effective service delivery in public organization. | | | | | |
| Procurement process provides services to people without segregation. | | | | | |
| There is a relationship between procurement planning and service delivery. | | | | | |

If there are any other mechanisms of effects, please mention them.

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INTERVIEW GUIDE

1. What is the state of service delivery in your country?
2. Does the procurement process play any role in improving service delivery?
3. Does the procurement entity follow and embrace the procurement process in your district?
4. What challenges do you encounter in pursuing the activities in the procurement process?
5. Which factors affect service delivery in Bundibugyo district?
6. Which strategies has your administration put in place to improve service delivery?
7. How far is the local government act of 2006 helpful to the procurement of your entity?
8. Which strategies do you propose for the improvement of service delivery in Ugandan government?

APPENDIX II: TIME FRAME:

| ACTIVITY | PERIOD | PERSON RESPONSIBLE |
|---|--------------|--------------------|
| Formation and submission of the research topic | January 2015 | Author |
| Preparation of the proposal | February | Author |
| Approval of the proposal | April | Supervisor |
| Submission and receiving of the introductory letter | April | Department |
| Distribution of the research questionnaires | April | Author |
| Collection of questionnaires | April | Author |
| Data analysis and interpretation | May | Author |
| Research report and approval | May | Supervisor |
| Submission | May | Supervisor |

APPENDIX III: ESTIMATED BUDGET:

| S/N | ITEM | QUANTITY | UNIT COST (SHS) | AMOUNT (SHS) |
|-----|---------------------|----------|--------------------|-----------------|
| 1 | Pens | 5 | 500 | 2500 |
| 2 | Note book | 2 | 3000 | 6000 |
| 3 | Ream of papers | 1 | 12000 | 12000 |
| 4 | Files | 1 | 4000 | 4000 |
| 5 | Typing and printing | | 60000 | 60000 |
| 6 | Internet | | 30000 | 30000 |
| 7 | Transport | 3 | 30000 | 90000 |
| 8 | Meals | 10 | 5000 | 50000 |
| 9 | Hard cover binding | 4 | 8000 | 8000 |
| 10 | Yellow time | | 20000 | 20000 |
| 11 | Miscellaneous | | | 300000 |
| | GRAND TOTAL | | | 726500 |