

**PROCUREMENT PROCESS AND SERVICE DELIVERY IN THE PUBLIC SECTOR: A
CASE STUDY OF NATIONAL WATER SEWARAGE CORPORATION, (NWSC),
GULU BRANCH**

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**A RESEARCH PROPOSAL SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

"I declare that this dissertation is my original work and has never been presented for a degree or any other academic award in any university or institution of learning".

Olga Walter 
Name and Signature of Candidate

11/05/2016
Date

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LIST OF ABBREVIATIONS

NWSC	National Water and Sewage Corporation
CFO	Chief Finance Officer
CAO	Chief Administrative Officer
ACAO	Assistant Chief Administrative Officer
I/A	Internal Auditor
KIU	Kampala International University
CEM	College of Economics and Management
PDU	Procurement and Disposal Unit
PDE	Procurement and Disposal Entity
SPSS	Statistical Packages for Social Scientist
S/A	Senior Accountant

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ABSTRACT

The topic of the study was Procurement processes and service delivery in the public sector in National Water and Sewage Corporation (NWSC); the problem was Poor service delivery in NWSC; the purpose of the study was to establish the relationship between procurement processes and service delivery in NWSC; the objectives of the study were; to establish the public procurement processes, to find out the level of service delivery in NWSC and to establish if there is a significant relationship between procurement processes and service delivery in NWSC . The research used quantitative research paradigm which involved descriptive research designs such as descriptive correlational design, cross sectional design and descriptive comparative design. The study employed simple random sampling technique to come up with sample, and used questionnaire in collecting data.

According to the research findings the conclusion of the study was; in NWSC the procurement processes are in terms of procurement planning, implementation of the plan, and evaluation of the plan; service delivery in NWSC is exhibited in terms of transparency, accountability and fairness in the system; the relationship between procurement processes and service delivery in NWSC is small and there is less relationship.

Recommendations of the study were: members of staff should make sure that the procurement processes are followed during the execution of the procurement activities. This will result into effectiveness in the procurement processes. Government should emphasize transparency in the system which will help improve on the level of service delivery in NWSC. Government should emphasize accountability where members of staff can procure while being given receipts and giving receipts to the customers. Government should discourage staff to take bribe from the customers when rendering service to these customers. This will help improve the service delivery

The research study faced the following problems: most of the respondents in NWSC were too busy, so less time was posed to the researcher. Some of the staff and the respondents in NWSC were not willing to give out information due to lack of trust between the researcher and the respondents. Confidentiality, in that, there is some information which was not supposed to move out of the Corporation to the researcher, this limited the research study. Some respondents were hesitant to give information since it does not benefit them, thus they needed to have some funds committed to them. The study was only limited to the case study due to limited time and resources to cover the whole branches on NWSC. The researcher resorted to simple random sampling and yet it had its own disadvantages. There were transport costs that limited the study.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is about the background of the study that will be explored in terms of historical, theoretical, conceptual and contextual background, the problem statement, the purpose of the study, the objectives of the study, the research questions, research hypothesis, the scope of the study and the significance of the study.

1.1 Background of the study

The background of this study will be presented in form of historical, theoretical, conceptual, and contextual perspectives.

Procurement as a process spans from identification of needs through to the end of a services contract or even to the end of the useful life of a contract. It includes the design and the delivery of those works, products or services, the assessment of their quality, and the evaluations and reviews that will lead to further procurement. Public procurement as a state function includes decisions about products and services that will be delivered to public authorities or to the communities they serve (Bailey & Jones, 2005). The contracting authorities awarding the tenders are supposed to follow certain procedural rules in putting out the contracts to tender (Arrowsmith, Linarelli, & Wallace, 2000). Whereas the rules may differ between countries, the underlying principles are similar. On the other side the contracting entities have a right to achieve value for money in selecting the lowest priced offer, or of economically most advantageous valid tenders. However, experts have identified public procurement as one of the areas most prone to corruption in public procurement that affects the efficiency in public spending and donor's resources, (Brammer & Walker, 2010).

It creates waste and ultimately affects the quality of services and the opportunities they provide to improve the quality of life, (Brammer & Walker, 2010).

According to McCue and Prier, (2007), procurement process starts with procurement planning, and procurement planning process is relatively straight forward. It involves

a) Establishing a procurement plan, b) formalize the plan through the legislative processes, c) implement the plan through the administrative processes, d) evaluate the plan upon completion of the procurement process.

McCue and Prier, (2007), contend that appropriate procurement management process provide a means of preparing and documenting the various activities of a particular procurement. When properly formulated, a procurement plan minimizes the risks associated with a particular purchase. They further argue that the nature of the goods and services to be consumed by the organization will determine the best strategy for determining the supplier.

Hunja, (2003), points out that many developing countries have increasingly realized that a well-organized procurement system contributes to good governance by increasing confidence that public funds are well spent.

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

Lysons and Gillingham, (2003), point out that the procurement function is part of an organization structure setting which is charged with receiving requisitions, soliciting quotations, negotiating with suppliers, placing orders, receiving suppliers, making payments and managing contracts. Procurement along with such activities as production, warehousing and transportation is one of the links in the processes by which designs and resources are converted into finished goods that satisfy the needs of customers. Today, public procurement across the globe control spending equivalent to approximately 30% of a nation's GDP in any given year, (Lysons and Gillingham, 2003).

In this study, public procurement management processes were examined in terms of procurement planning, bid evaluation, award and contract management and administration.

Service delivery will be defined as the degree to which purchased goods, works and services meet the requirements of the public to enable them work in a conducive environment. According to Hughes, (2005), service is defined as an intangible product that involves human or mechanical

effort. They continued to state that effective service delivery is a conformance of the service to customer specifications and expectations.

According to William's (2003), effective service delivery means delivering service which is reliable, tangible, responsive, assured and empathetic.

In this study, effective service delivery was seen in terms of being transparent, accountable and fairness in the system. Currently, the public procurement management processes practiced in Ugandan parastatals majorly in Uganda National Water and Sewage Corporation do not conform to law on public procurement and this results in poor service delivered to the community, (Lysons and Gillingham, 2003). The situation about the level of service delivery in Uganda National Water and Sewage Corporation has not improved despite the fact that there are laws and regulations on public procurement that define policies and procedures to follow to offer quality service, (The district finance officer Gulu, 2015).

1.2 Statement of the Problem

Public procurement in Uganda is guided by the law on public procurement, (2007) and the regulations on public procurement, (2008). These laws define policies and procedures for selection of suppliers and service providers for works, goods and services, (Hughes, 2005). In spite of the existence of these laws, there is a growing concern over the management of the procurement processes, (Accountant National Water and Sewage Corporation Gulu branch, 2015). There are a number of cases where public procurement procedures are flouted in both government departments and parastatals in the process of acquiring goods and services, (Accountant, 2015). This affects negatively the level of service delivery. There is poor service delivery in Uganda parastatals especially in NWSC Gulu branch, (Accountant, 2015). In the recent past, there are instances where a number of key people have been prosecuted and imprisoned over malpractices in the procurement process. This is an indicator of poor service delivery. The poor service delivery by NWSC Gulu branch will result into bad image to the corporation, (Accountant, NWSC, Gulu branch, 2015).

1.3 Purpose of the study

The purpose of this study was to establish the relationship between the procurement processes and service delivery in the public sector in NWSC Gulu branch.

1.4 The objectives of the study

The following were the objectives under which the study was carried out;

1. To establish the public procurement process in the public sector in NWSC Gulu branch
2. To find out the level of service delivery in public sector in NWSC Gulu branch
3. To identify if there is a significant relationship between public procurement processes and service delivery in Public sector in NWSC Gulu branch.

1.5 Research Questions

1. What are the public procurement process in the public sector in NWSC Gulu branch?
2. What is the level of service delivery public sector in NWSC Gulu branch ?
3. Is there any a significant relationship between public procurement processes and service delivery in Public sector in NWSC Gulu branch?

1.6 Hypothesis

The researcher tested the following hypothesis in the study:

Ho: There is no significant relationship between public procurement processes and service delivery in Public sector in NWSC Gulu branch.

1.7 The Scope of the study

1.7.1 Geographical scope

As far as the area scope of this study is concerned, geographically, the study was undertaken at Uganda National Water and Sewage Corporation Gulu branch.

1.7.2 Content scope

The study examined the relationship between public procurement management processes and service delivery in Ugandan parastatals at National Water and Sewage Corporation Gulu branch. This study examined public procurement management processes in terms of procurement planning, bid evaluation, award and contract management and administration. The study also examined service delivery in terms of transparent, accountable and fairness in the system.

1.7.3 Time scope

The study looked at a period of two years, that is, from 2014 to date. This period was considered appropriate as it gave enough duration to study service delivery for the two years including any recent changes in service delivered to customers.

1.8 Significance of the Study

The study will be useful in the following ways:

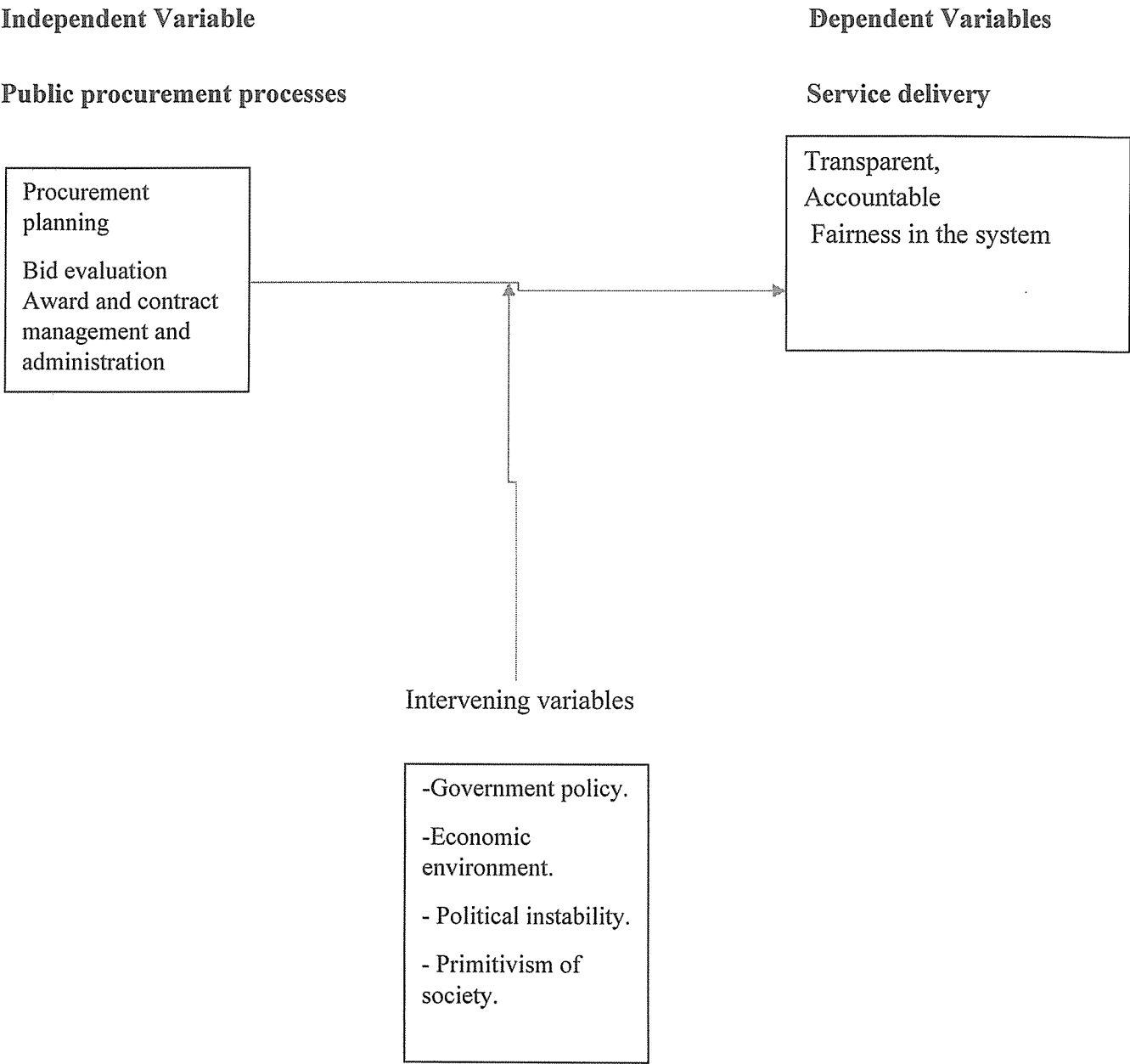
It is expected that the findings of this study will be useful to Uganda National Water and Sewage Corporation Gulu branch on how to offer quality service to the customers. The members that will benefit are the administrators, coordinators and other members of Uganda National Water and Sewage Corporation on how maintain effective service delivery to the customers.

The future researchers will utilize the findings of this study to embark on a related study. This will be through provision of up-to-date literature for the academicians and other researchers.

The study will also be useful to the district local government of Gulu on how to implement the procurement processes for effective service delivery.

The study will also be useful to the neighboring branches of National water and Sewage Corporation on how to implement the procurement processes for effective service delivery.

1.9 The conceptual framework



Source: Adopted from Williams, (2003) and McCue and Prier (2007) and modified by the researcher, (2016).

The conceptual framework indicates the independent and dependent variables in the topic under investigation and their effects on one another. The independent variable is Public procurement processes while the dependent variable is service delivery. Public procurement processes will be examined in terms of procurement planning, bid evaluation, award and contract management and administration whereas service delivery will be measured in terms of being transparent, accountable and fairness in the system.

Public procurement processes affects service delivery in terms of being transparent, accountable and fairness in the system. There are also intervening variables which may have influence on service delivery to the customers other than Public procurement processes; they include government policy, economic environment, Political instability and Primitivism of society.

1.10 Operational definitions of the terms

Procurement processes

According to McCue and Prier, (2007), procurement process starts with procurement planning, and procurement planning process is relatively straight forward. It involves

a) Establishing a procurement plan, b) formalize the plan through the legislative processes, c) implement the plan through the administrative processes, d) evaluate the plan upon completion of the procurement process. They contend that appropriate procurement plans provide a means of preparing and documenting the various activities of a particular procurement. When properly formulated, a procurement plan minimizes the risks associated with a particular purchase. They further argue that the nature of the goods and services to be consumed by the organization will determine the best strategy for determining the supplier.

Hunja, (2003), points out that many developing countries have increasingly realized that a well-organized procurement system contributes to good governance by increasing confidence that public funds are well spent.

Service delivery

Service delivery is defined as the degree to which purchased goods, works and services meet the requirements of the public to enable them work in a conducive environment. According to Ivancevich, Lorenzi and Skinner, (1994), service is defined as an intangible product that involves

human or mechanical effort. They continued to state that service quality is a conformance of the service to customer specifications and expectations.

According to William's (2003), quality service means reliability, tangibles, responsiveness, assurance and empathy.

In this study, effective service delivery will be seen in terms of being transparent, accountable and fairness in the system.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter involves visiting the library to search for the information in the variables within the topic under investigation. It involves visiting text books, internet and other research books in the library.

2.1 Public procurement processes

According to McCue and Prier, (2007), procurement process starts with procurement planning, and procurement planning process is relatively straight forward. It involves

a) Establishing a procurement plan, b) formalize the plan through the legislative processes, c) implement the plan through the administrative processes, d) evaluate the plan upon completion of the procurement process. They contend that appropriate procurement plans provide a means of preparing and documenting the various activities of a particular procurement. When properly formulated, a procurement plan minimizes the risks associated with a particular purchase. They further argue that the nature of the goods and services to be consumed by the organization will determine the best strategy for determining the supplier.

Hunja, (2003), points out that many developing countries have increasingly realized that a well-organized procurement system contributes to good governance by increasing confidence that public funds are well spent.

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

According to Arrowsmith and Trybus, (2003), the public is particularly sensitive to the fact that a good public procurement system results in more goods and services that directly meets the needs of the end users and they are obtained for less money and with speedier delivery. The management of public procurement process is one of the functions that have probably a wider implication in ensuring good governance because all government departments charged with

providing services are dependent on this process. Reforming and strengthening systems of public procurement must be given a high priority in the efforts to improve systems of governance in the African countries, (Kabaj, 2003).

Lysons and Gillingham, (2003), point out that the procurement function is part of an organization structure setting which is charged with receiving requisitions, soliciting quotations, negotiating with suppliers, placing orders, receiving suppliers, making payments and managing contracts. Procurement along with such activities as production, warehousing and transportation is one of the links in the processes by which designs and resources are converted into finished goods that satisfy the needs of customers. Today, public procurement across the globe control spending equivalent to approximately 30% of a nation's GDP in any given year.

In supplier management, the procurement function is concerned with making buy, make or outsourcing decisions, sourcing and appraising suppliers, rationalizing the supply base, developing potential supplier database, engaging in early supplier involvement, carrying out negotiations, developing supplier relationships and partnerships, monitoring supplier performance and engaging in ethical and environmental issues. On the side of purchasing, the procurement function carries out transactional and commercial activities like acquiring non-critical items, ordering or calling off supplies/services, expediting/maintaining inventory, receipt and storage of supplies and arranging for payments, (Lysons, 2000).

2. 2 Service delivery

Service delivery is defined as the degree to which purchased goods, works and services meet the requirements of the public to enable them work in a conducive environment. According to Ivancevich, Lorenzi and Skinner, (1994), service is defined as an intangible product that involves human or mechanical effort. They continued to state that service quality is a conformance of the service to customer specifications and expectations.

According to William's (2003), quality service means reliability, tangibles, responsiveness, assurance and empathy.

In this study, effective service delivery will be seen in terms of being transparent, accountable and fairness in the system.

2.3 Relationship between public procurement management process and service delivery

2.3.1 Evaluation of tender bids and award of tenders and service delivery

Evaluation is the process by which the best evaluated bidder is selected for a ward from among all the bids received.

According to Campos et al, (2007), evaluation of bids is the most important phase in a public procurement procedure and it is at this material time that the public procurement entity decides which bidder will be awarded the contract. The reliability, integrity and transparency of this key step in the process depend mainly on how clearly the bid evaluation criteria was originally expressed in the bidding documents and whether those criteria were faithfully applied in the selection process. Traditionally, the key performance indicators for evaluation of supplier performance have been price, quality and delivery.

According to Lysons and Farrington, (2006), there are qualitative factors such as intercompany communication and high levels of trust which are not easy to assess other than subjectively. They further point out that, what is to be appraised includes; finances, production capacity, performance, organizational structure, equipment, ethical and environmental issues and others.

McCrue and Prier, (2007), assert that there are three major factors when conducting supplier appraisal using the procedures prescribed under EU directives and these are; legality to operate as a supplier/service provider, minimum economic and financial standing and technical capacity to perform. Within the EU procurement directives, a requirement exists to be open about the criteria to be used to select or reject a tender bid from a potential service provider/supplier. The directive offer two criteria upon which

2.3.2 Contract management and administration and effective service delivery

Contract management and administration is the management of contracts made with customer, vendors, partners or employees. It includes negotiating the terms and conditions of the contract, ensuring compliance with the terms and conditions as well as documenting and agreeing on any changes that may arise during implementation or execution of the procurement activities.

According to Walker, (2003), public procurement requires cooperation between public and private sector. It has been described as a partnership between public and private enterprises. If one of the parties is dysfunctional, the system will not work. Both government, the giver of the

contracts, and the private sector, the recipient of the contracts have to cooperate effectively for the system to be successful.

Contract performance, administration and supervision begins immediately after the contract is awarded, when the contractor or the vendor is then on the clock and is expected to make progress fulfilling the terms and conditions of the contract, (Campos, et al, 2007). Contract administration and supervision includes the management of the contract by the procuring entity, in particular monitoring of proper implementation. The monitoring procedures must be established in advance and should include complete documentation and accurate records to ensure that money is being used as specified in the contract. Campos et al, (2007), further argued that a contract that is not properly and frequently monitored leaves opportunity for individuals to siphon money without completing the necessary work or providing the quality of work or service expected.

According to Prager, (2007), proper and effective management and monitoring of contracts helps to improve the quality of goods and services and reduces the procurement costs. Contract management and administration aims at achieving three broad goals: quality products and services, timely delivery of products and services, and cost effectiveness. In order to achieve these goals, contract performance must be monitored and controlled, problems must be properly documented and effectively resolved, and supplier relationship need to be managed including managing the relationship between suppliers and end users and ensuring contract fulfillment, (Thai, 2004).

According to Thai, (2004), contract management comprises of two broad activities, which have impact on service delivery. The first task is the contract manager to carry out delivery follow up and then expediting. Delivery follow up involves regular communication with suppliers to review status of transaction. Expediting is an attempt to improve or reduce the contractually agreed delivery time of schedule. The second activity of contract management is receiving and inspection of products and services delivered by the supplier. The objective here is to ensure quality by verifying that the goods, equipment or services conform to specifications and to the contractual requirements. However, the ability of the professionals to accomplish procurement objectives and policies is influenced by the level of professionalism or quality of workforce among other factors.

Baily et al, (2005), pointed out on professionalism that in order to ensure public accountability and yet gain optimum impact through use of commercial best practices, there is need for professional training and education of these personnel responsible for strategic direction and practical application of the procurement action. He further argued that professionalism can only come from a full understanding of the issues involved, a sound knowledge of legal and commercial aspects and the confidence to make decisions that effectively ensure that the best value for money on behalf of the tax payer is achieved, and the processes to achieve this are fair and open to scrutiny.

2.3 Research gaps

The researcher identified the following gaps in the previous researcher's literature which needs attention.

There has never been a study about procurement management processes and service delivery in National water and Sewage Corporation in Gulu branch. There is also contextual gap which the current researcher needs to put more attention.

This study therefore, is intended to bridge the theoretical, content and contextual gaps in the previous researcher's literature.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter shows the research design, target population, sample size, sampling techniques, data sources, research instruments, validity and reliability of the instrument, data gathering procedure, data analysis, ethical considerations, and limitations of the study.

3.1 Research design

The study used the quantitative research approach; which specifically consisted of descriptive designs such as descriptive co-rrelational, cross sectional design and descriptive comparative design.

3.2 Study Population

The target population of this study were 60 respondents who consisted of staff from Uganda National Water and Sewage Corporation Gulu branch. These respondents comprised of 40 male and 20 female staff of Uganda National Water and Sewage Corporation Gulu branch. The researcher chose Uganda National Water and Sewage Corporation Gulu branch due to its proximity to the researcher's residence.

3.3 Sample size

The sample size for this study were 52 respondents who were selected from the target population of 60 in Uganda National Water and Sewage Corporation Gulu branch. This sample was arrived at using Sloven's formula of sample size computation which states that;

$$n = \frac{N}{1 + N(e^2)}$$

Where, n is the sample size, N is the target population, e is the error, which is 0.05

$$N = \frac{60}{1 + 60(0.05)^2}$$

$$n = 52$$

Category	Target population	Sample
Male	40	35
Female	20	17
Total	60	52

3.4 Sampling Procedure

To select the sample of 52 respondents out of 60 target population, simple random sampling technique was used to select respondents from the staff members. In this technique these respondents were selected in such a way that a list of the staff members of Uganda National Water and Sewage Corporation Gulu branch was obtained from the administrator and then simple rotary method was used to select the sample . The researcher used simple random sampling because it was easy to get a list of all the staff members from the administration of Uganda National Water and Sewage Corporation Gulu branch and then select the respondents easily.

3.5 Data sources

The research used both primary and secondary data.

3.5.1 Primary data sources

The researcher obtained primary data by use of questionnaires.

3.5.2 Secondary sources

The researcher also used data from reports and previous research work majorly from text books and internet.

3.6 Data collection instruments

The data collection instrument in this study was basically questionnaires.

Questionnaires by definition mean a set of printed questions addressed by the researcher to the respondent for him or her to answer and after answering return the questionnaires to the researcher. The questionnaires were administered personally by the researcher to the respondents and collected after time interval. The questionnaires comprised of both open ended and closed ended questions that required the respondents to answer all the questions to the best of their knowledge.

The questionnaires used because they are cheap, quicker, they cover many respondents, and they are free from interview bias and give accurate information since respondents take their time to answer the questions. However, they have a disadvantage of non-despondence.

3.7 Validity and Reliability of the Instruments

3.7.1 Validity of the instrument

Validity is the degree to which results obtained from the analysis of the data actually represents the phenomenon under study. Content validity was ensured by subjecting the researcher devised questionnaires on public procurement management processes and service delivery in Uganda National Water and Sewage Corporation Gulu branch that consisted of all the elements of the concept of public procurement management processes and service delivery.

3.7.2 Reliability of the instruments

Reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials.

The test-retest technique was used to assess the reliability (accuracy) of the instruments. The researcher devised the instruments to six qualified respondents, three male and three female from the staff of Uganda National Water and Sewage Corporation Gulu branch. These respondents were not included in the actual study. In this test- retest technique, the questionnaires were administered twice to the same subjects after the appropriate group of the subject are selected, then the initial conditions were kept constant, the scores were then correlated from both testing periods to get the coefficient of reliability or stability. The tests and the trait measured if they were stable, indicated consistent and essentially the same results in both times (Treece and Treece, 1973).

3.8 Data Gathering Procedure

3.8.1. Before the administration of the questionnaires

1. An introduction letter was obtained from the college of Economics and Management for the researcher to solicit approval to conduct the study from respective management of Uganda National Water and Sewage Corporation Gulu branch.
2. When approved, the researcher secured a list of the qualified respondents from the management of Uganda National Water and Sewage Corporation Gulu branch and then

simple random sampling was used to select respondents from this list to arrive at the minimum sample size.

3. The respondents were explained about the study and were requested to sign the Informed Consent Form (Appendix 3).
4. Reproduced more than enough questionnaires for distribution.

3.8.2. During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher emphasized retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all questions are answered.

3.8.3 After the administration of the questionnaires

The data gathered was edited, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.9 Data Analysis

The study used simple tables and frequency counts (frequencies and percentages) to analyze the profile of respondents. Similarly, mean was used to analyze the extent public procurement management processes and service delivery, Correlation analysis using Pearson's coefficient values was used to analyze the relationships between the independent and dependent variables.

The following mean range was used to arrive at the mean of the individual indicators and interpretation:

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents.

The mean will be applied for the extent of the extent public procurement management processes and service delivery. An item analysis illustrated the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations were derived.

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation as cited from Amin, (2005):

For the procurement processes

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very satisfactory
2.26-3.25	Agree	Satisfactory
1.26-2.25	Disagree	Fair
0.26-1.25	Strongly disagree	Poor

For the level of service delivery

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very satisfactory
2.26-3.25	Agree	Satisfactory
1.26-2.25	Disagree	Fair
0.26-1.25	Strongly disagree	Poor

The 0.05 level of significance was used to determine the significance of the difference and to accept or reject the hypotheses –null or alternative (Ho# and H1#) the Pearson’s linear correlation coefficient (PLCC) was used to determine if there is a significant relationship between the extent of public procurement management processes and service delivery at 0.05 level of significance and to test the last hypothesis.

3.10 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. Seek permission to adopt the standardized questionnaire on public procurement management processes and service delivery in a written communication to the author.
2. The respondents and National Water and Sewage Corporation Gulu branch were coded instead of reflecting the names.
3. Request the respondents to sign in the Informed Consent Form (Appendix 3)
4. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
5. Present the findings in a generalized manner.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents data analysis, presentation and interpretation. The data analysis and interpretation was based on the research objectives as well as the research questions, the presentation is divided into four parts, respondents profile, Public procurement processes in NWSC and the level of service in the public sector majorly in NWSC.

4.1 Demographic characteristics of the respondents

This part presents the back ground information of the respondents who participated in the study. The purpose of this background information was to determine the characteristics of the respondents and show the distribution of the study population. The distribution depended on age, gender, level of education, and number of years in the organization.

4.1.1 Age of the respondents

Table 1 Shows the Distribution of the Respondents in NWSC by Age.

Table 2: Age of the respondents

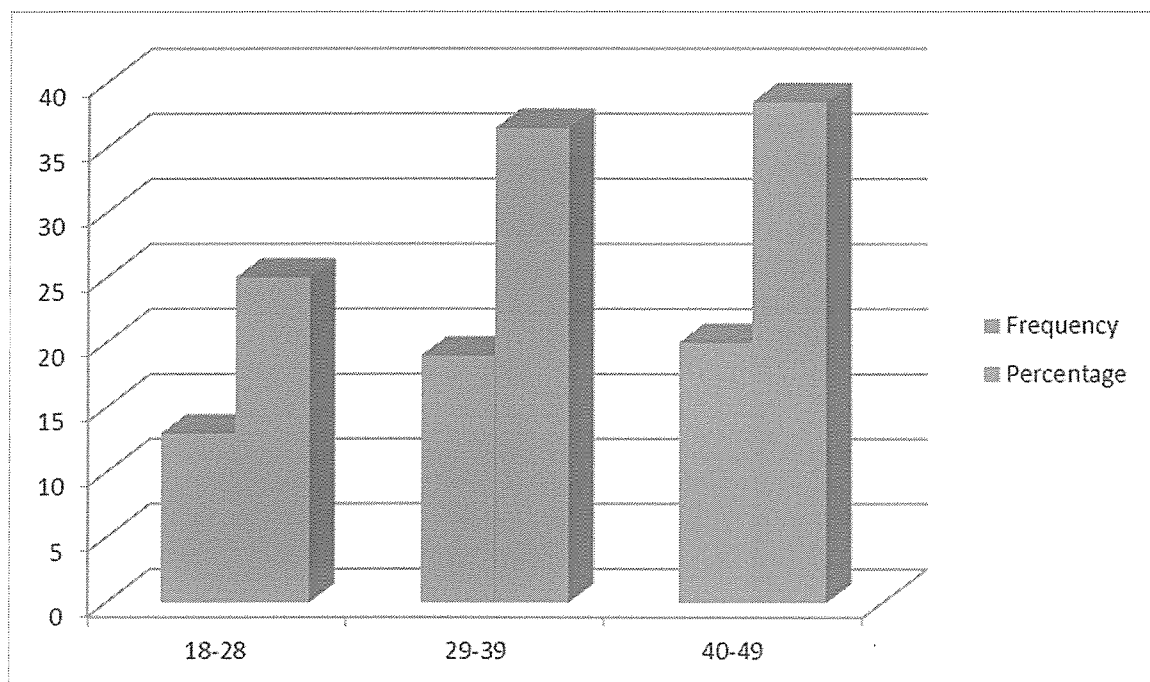
Age	Frequency	Percent
18-28	13	25.0
29-39	19	36.5
40-49	20	38.5
Total	52	100

Source: Primary data, (2016)

Study findings according to table 1 indicates that only 13 the same as 25.0 % of the total respondents are in the age group 18-28, all 19 the same as 36.5 % of the total respondents are in the age group 29-39 while all 20 the same as 38.5 % of the respondents are in the age group 40-49. This implies that most of the individuals in NWSC are majorly in the age group of 40-49.

This information can also be presented in figures as seen on figure 1 below.

Figure 1: Shows the Distribution of the Respondents in the NWSC by Age



Source: Primary data, (2016)

4.1.2 Respondents gender

Table 2 shows the distribution of respondents in NWSC by gender.

Gender category	Frequency	Percent
Male	35	67.3 %
Female	17	32.7 %
Total	52	100.0

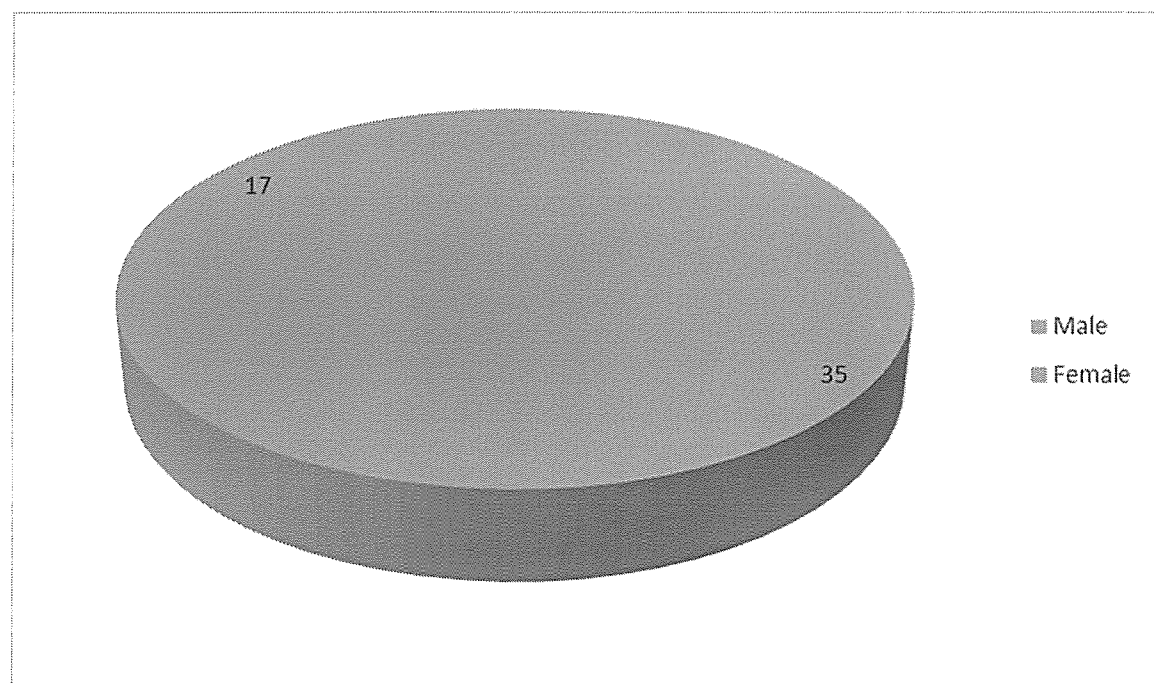
Table 3: Respondents gender

Source: Primary data, (2016).

According to the study findings in table 2, the findings indicate that all 35 respondents the same as 67.3 % of the total respondents are males while only 17, the same as 32.7% of the total respondents are females. This implies that most of the employees in NWSC are males.

The information in table 2 above can also be presented in a figure as shown on figure 2 below

Figure 2: Shows Respondents gender



Source: Primary data, (2016).

4.1.3 Respondents level of education

Table 3 shows the distribution of respondents in NWSC by education level.

Table 3: Respondents level of education

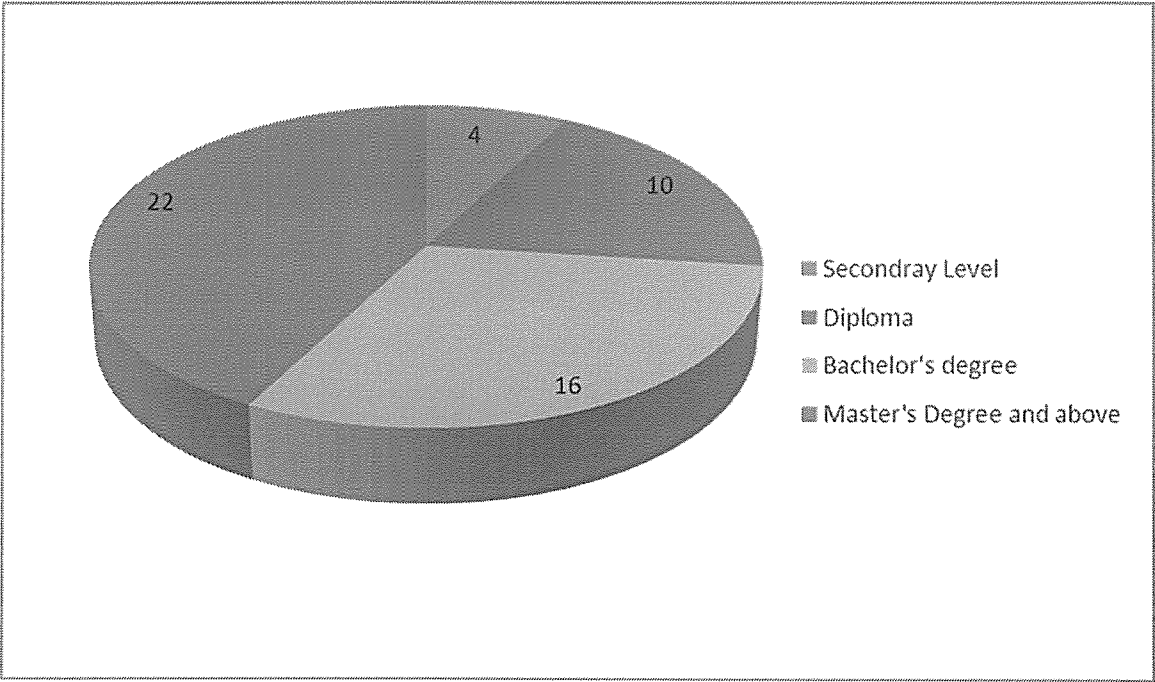
Level of education	Frequency	Percent	Cumulative Percent
Secondary Level	04	7.7 %	7.7
Diploma	10	19.2 %	26.9
Bachelor's degree	16	30.8 %	57.7
Master's degree and above	22	42.3 %	100.0
Total	52	100.0	

Source: Primary data, (2016).

According to the study findings in table 2, the findings indicate that all 22 respondents the same as 42.3 % of the total respondents fall under Master’s degree level and above, 16 respondents the same as only 30.8% of the total respondents fall under the qualification of Bachelor’s degree level of education, only 10 respondents, the same as 19.2% of the total respondents fall under Diploma level of education while only 04 respondents, the same as 7.7% of the total respondents fall under secondary level of education. This implies that most of the employees in NWSC are well educated.

The information in table 2 above can also be presented in a figure as shown on figure 2 below

Figure 3: Respondents level of education



Source: Primary data, (2016).

4.1.4 Respondents number of years spent in NWSC

To determine the distribution of the respondents in terms of their number of years spent in NWSC, table 4 indicates this respondent’s distribution by year of experience.

Table 4: Respondents years of experience in NWSC

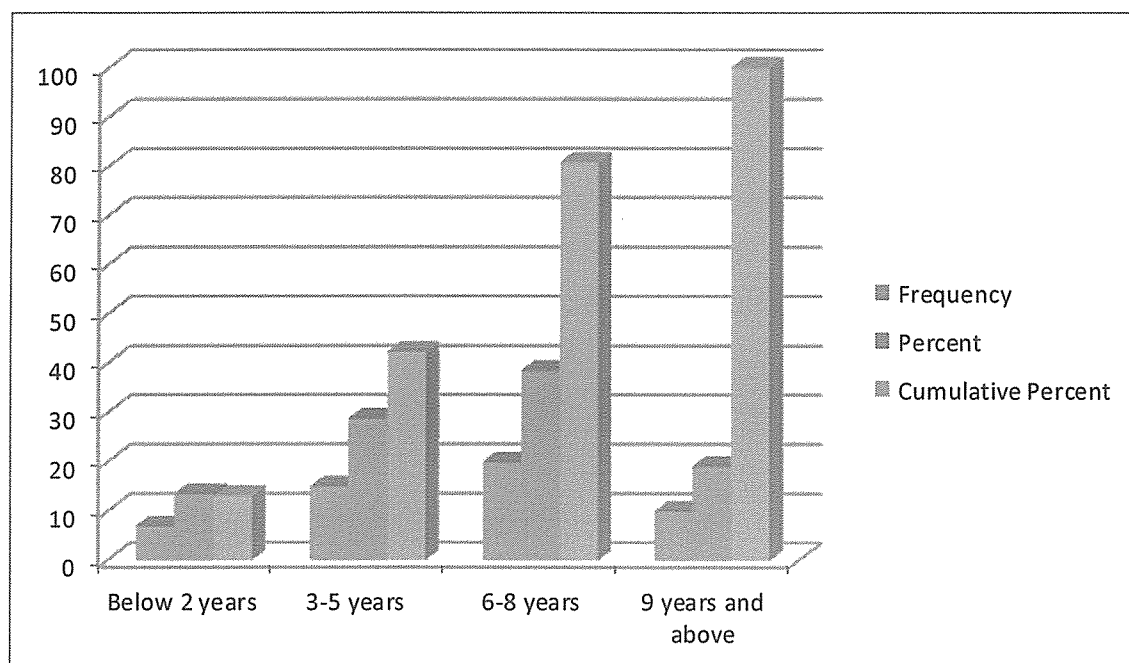
Years of experience	Frequency	Percent	Cumulative Percent
Below 2 years	07	13.5%	13.5
3-5 years	15	28.8%	42.3
6-8 years	20	38.5%	80.8
9 years and above	10	19.2%	100
Total	52	100.0	

Source: Primary data, (2016).

Research findings from table 4 indicate that only 07 respondents, the same as 13.5% of the total respondents have worked in NWSC for only two years and below, 15 respondents, the same as 28.8 % of the total respondents have worked there for 3-5 years, 20 respondents, the same as 38.5% of the total respondents worked in NWSC for 6-8 years, while 10 respondents, the same as 19.2 % of the total respondents have worked in NWSC for nine years and more. This implies that most of the employees in NWSC have high working experience and that there is retention of staff in NWSC.

The information in table 4 above can also be presented on a figure as shown on figure.

Figure 4: Respondents years of experience in NWSC



Source: Primary data, (2016).

4.2 The Public procurement process in public sector especially in NWSC.

A question was derived from the first objective of the research study about what are the Public procurement process in public sector especially in NWSC? To achieve this objective, respondents were subjected to a number of questions to provide answers to the above research question. The questions delivered to the respondents were aimed at investigating their response towards the stated research objective. The results were as presented on table 5 below

Table5: The Public procurement process in public sector especially in NWSC

Procurement Processes	Mean	Rank	Interpretation
Establishing procurement plan	2.31	3	Satisfactory
Formalize the plan	1.92	4	Fair
Implement the plan	3.07	1	Satisfactory
Evaluate the plan	2.69	2	Satisfactory
Overall mean	2.50		Satisfactory

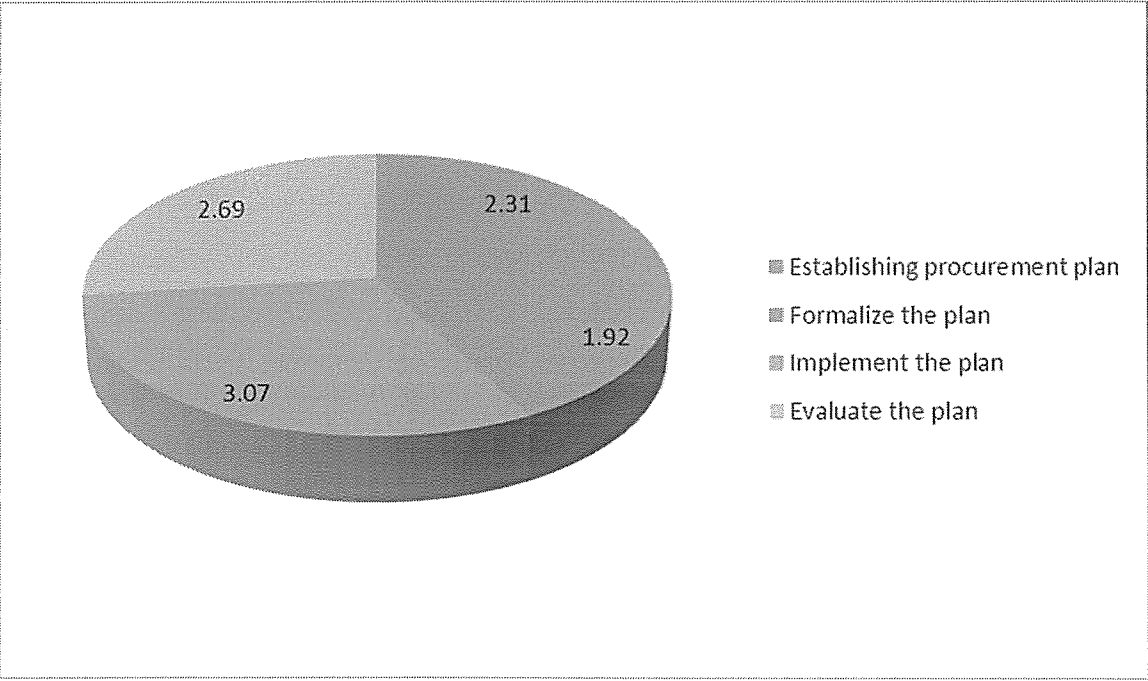
Source: primary data, 2016

From Table 5: the findings show that most the respondents in NWSC responded that there is always implementation of the procurement plans during the procurement shown by mean of 3.07 which fall under high implying that it is satisfactory; evaluation of the plan is also properly done in the procurement processes, shown by a mean of 2.69 which is high and satisfactory; there is establishment of the procurement plan during the procurement processes in NWSC shown by a mean of 2.31 which is high and satisfactory and lastly the staff formalizes the plan in the procurement processes in NWSC shown by a mean of 1.92 which is low and is fairly done.

The overall mean on the procurement processes in NWSC is 2.50 which is high and satisfactory and this implies that the procurement processes in NWSC are satisfactory and therefore, they are effective.

The information presented on table 5 can also be presented on figure form as shown on figure 5 below.

Figure 5: The Public procurement process in public sector especially in NWSC



Source: primary data, 2016

4.3 The level of service delivery in NWSC

A question was derived from the second objective of the research study about what is the level of service delivery in NWSC?. To achieve this objective, respondents were subjected to a number of questions to provide answers to the above research question. The questions delivered to the respondents were aimed at investigating their response towards the stated research objective. The results were as presented on table 6 below

Table 6: The level of service delivery in NWSC.

Areas rated	Mean	Rank	Interpretation
Employees are transparent while at work	2.01	4	Fair
Staff are accountable	2.22	2	Fair
Staff are fair in their system	3.70	1	Very satisfactory
Staff do not accept bribe	2.06	3	Fair
Overall mean	2.49		Satisfactory

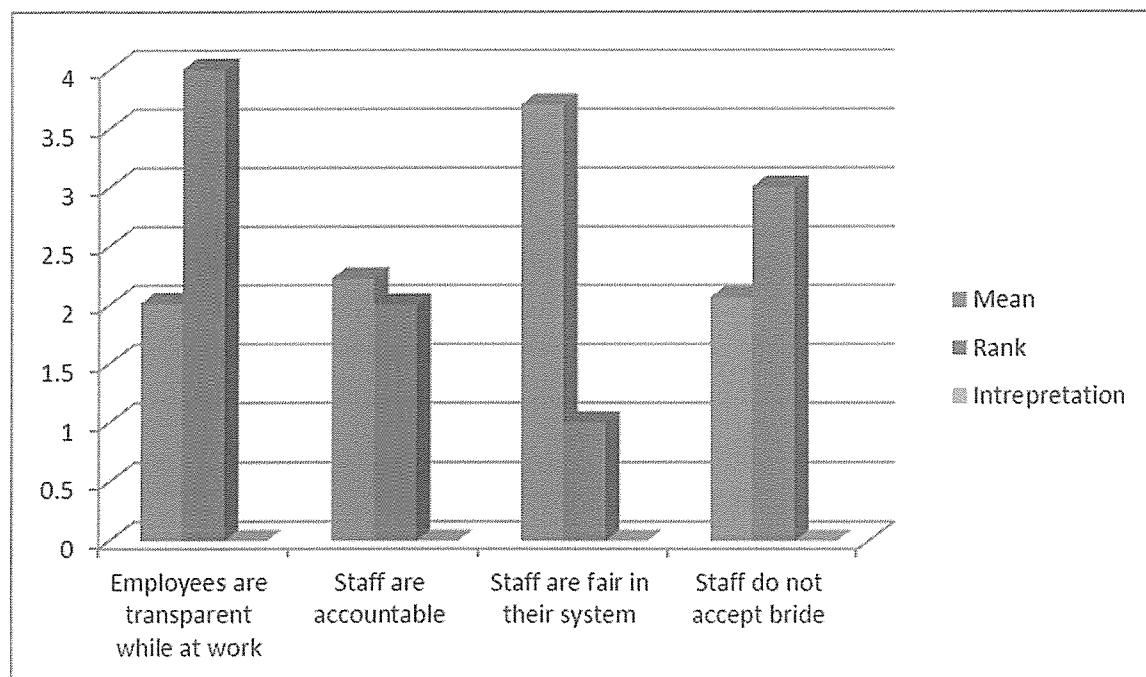
Source: primary data, 2016.

From Table 6: the findings show that most the respondents in NWSC strongly agreed that staff are fair in their systems as shown by mean of 3.70 which fall under very high implying that it is very satisfactory; respondents disagreed that staff are not accountable in their systems shown by a mean of 2.22 which fall under low implying that they are fairly accountable, respondents replied that staff accepts bribe shown by a mean of 2.06 which fall under low implying that it is fair in that staff partly asks for bribe and at times they do not ask for bribe in their systems. Lastly, on the transparency of employees, respondents disagreed that employees are not transparent in their systems. This is shown by the mean of 2.01 which fall under low and fair. This implies that staff are fairly transparent in their systems.

The overall mean on the level of service in NWSC is 2.49 which is high and satisfactory and this implies that the level of service in NWSC is satisfactory and therefore, it is effective.

The information presented on table 6 can also be presented on figure form as shown on figure 6 below.

Figure 6: The level of service delivery in NWSC



Source: primary data, 2016.

4.3 The relationship between public procurement processes and service delivery in NWSC.

A research question three was: Is there a significant relationship between public procurement processes and service delivery in NWSC? This question was derived from the third objective of the research study about whether there is a significant relationship between public procurement processes and service delivery in NWSC. To achieve this objective, respondents were subjected to a number of questions to provide answers to the above research question. The questions delivered to the respondents were aimed at investigating their response towards the stated research objective. The results were as presented on table 7 below.

Table 7: Pearson's correlation

Category	Mean	Computed R-value	Critical value	Decision on Ho	Interpretation
Public procurement processes	2.50	0.390	2.16	Accept the Null hypothesis	No significant relationship
Service delivery	2.4973				

Source: Primary data, 2016

From table 7, according to Pearson's correlation, the relationship between public procurement processes and employee performance is not strong since it is at value 0.390. Computed p-value is generated from mean scores of procurement processes and service delivery in NWSC. Comparing the p-value with the level of significance (0.05); the above comparison gives the nature and type of relationship between procurement processes and service delivery in NWSC, the discrepancy between the p-value and the level of significance reveals that there is no significant relationship between procurement processes and service delivery in NWSC. The p-value of 0.390 is greater than the level of significance of 0.05; thus, the Null hypothesis was not rejected, so the results show that there is no significant relationship between procurement processes and service delivery in NWSC.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter covers the discussion of findings of the research carried out, conclusion and recommendations.

5.1 Discussion of findings

5.1.1 Findings on demographic data collected in NWSC.

Study findings according to table 1 indicate that most of the Employees in NWSC are majorly in the age group of 40-49 who are 20 (38.5%) , followed by those employees in the age group 29-39 who are 19 (36.5%), while there were few employees who were in the age group 18-28 who were 13 (25.0%).

According to the study findings in table 2, the findings indicate that most employees in NWSC are males which are 35 (67.3 %) while there are only 17 (32.7%) females among the employees of NWSC.

Study findings from table 3 indicate that, the findings indicate that most employees in NWSC are at the level of Master's and above which is shown by 22(42.3 %) in number, followed by those employees who are at a level of Bachelor's degree shown by 16 (30.8%) of the total number of employees, a small number of employees are at the level of diploma shown by 10(19.2%) of the total number of employees while only 04 respondents, the same as 7.7% of the total employees fall under secondary level of education. This implies that most of the employees in NWSC are well educated.

The findings on the table 4 indicates that a few employees have worked in NWSC for only 2 years and below, shown by only 07(13.5%) employees; some have worked there for 3-5 years shown by 15(28.8 %) in number; others have worked there for 6-8 the same as 38.5% of the total respondents worked in NWSC for 6-8 years, while 10 respondents, the same as 19.2 % of the total respondents have worked in NWSC for nine years and more. This implies that most of the employees in NWSC have high working experience and that there is retention of staff in NWSC

5.1.2 The public procurement processes in NWSC.

From Table 5: the findings show that most the respondents in NWSC responded that there is always implementation of the procurement plans during the procurement shown by mean of 3.07 which fall under high implying that it is satisfactory; evaluation of the plan is also properly done in the procurement processes, shown by a mean of 2.69 which is high and satisfactory; there is establishment of the procurement plan during the procurement processes in NWSC shown by a mean of 2.31 which is high and satisfactory and lastly the staff formalizes the plan in the procurement processes in NWSC shown by a mean of 1.92 which is low and is fairly done. The overall mean on the procurement processes in NWSC is 2.50 which is high and satisfactory and this implies that the procurement processes in NWSC are satisfactory and therefore, they are effective.

The findings are in line with Lyson, (2001), the effectiveness of procurement processes depend on the procurement planning, procurement implementation and procurement evaluation.

5.1.3 The level of service delivery in NWSC.

A research question was derived from this objective of the study. To achieve this objective, respondents were subjected to a variety of questions to provide answers to the research question derived from this objective. The questions administered to the respondents were aimed at investigating the level of service delivery in NWSC. Table 6 represents the level of service delivery in NWSC. The result from the table showed that staff are fair in their systems as shown by mean of 3.70 which fall under very high implying that it is very satisfactory. On the other hand employees are less accountable in their systems shown by a mean of 2.22 which fall under low implying that they are fairly accountable, whereas in terms of acceptance of the bribe staff accepts bribe shown by a mean of 2.06 which fall under low implying that it is fair in that staff partly asks for bride and at times they do not ask for bribe in their systems. Lastly, on the transparency of employees, respondents disagreed that employees are not transparent in their systems. This is shown by the mean of 2.01 which fall under low and fair. This implies that staff are fairly transparent in their systems.

The overall mean on the level of service in NWSC is 2.49 which is high and satisfactory and this implies that the level of service in NWSC is satisfactory and therefore, it is effective.

The findings are in line with Lyson, (2001), effective service delivery involves fairness in the system, accountability and transparent.

5.1.4 The relationship between public procurement processes and service delivery in NWSC.

On this objective, data analysis and interpretation revealed that there is no significant relationship between procurement processes and service delivery. This finding indicates that the relationship between procurement processes and service delivery is not strong and therefore, there is no significant relationship between procurement processes and service delivery in NWSC. Therefore, the null hypothesis was not rejected. The null hypothesis states that there is no significance relationship between procurement processes and service delivery in NWSC.

5.2 Conclusions

The conclusion was looked at objective by objective.

In NWSC the procurement processes are in terms of procurement planning, implementation of the plan, and evaluation of the plan.

It can also be concluded that service delivery in NWSC is exhibited in terms of transparency, accountability and fairness in the system.

The relationship between procurement processes and service delivery in NWSC is small and there is less relationship.

5.3 Recommendations

Recommendations were also looked at following the objectives.

Members of staff should make sure that the procurement processes are followed during the execution of the procurement activities. This will result into effectiveness in the procurement processes.

Government should emphasize transparency in the system which will help improve on the level of service delivery in NWSC.

Government should emphasize accountability where members of staff can procure while being given receipts and giving receipts to the customers.

Government should discourage staff to take bribe from the customers when rendering service to these customers. This will help improve the service delivery

5.4 Limitations of the study

The research study faced the following problems:

Most of the respondents in NWSC were too busy, so less time was posed to the researcher.

Some of the staff and the respondents in NWSC were not willing to give out information due to lack of trust between the researcher and the respondents.

Confidentiality, in that, there is some information which was not supposed to move out of the Corporation to the researcher, this limited the research study.

Some respondents were hesitant to give information since it does not benefit them, thus they needed to have some funds committed to them.

The study was only limited to the case study due to limited time and resources to cover the whole branches on NWSC. The researcher resorted to simple random sampling and yet it had its own disadvantages.

There were transport costs that limited the study.

5.5 Areas for further research

The researcher identified the following area for further research

Supply chain management and organizational performance.

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APPENDICES

APPENDIX I A

TRANSMITTAL LETTER

COLLEGE OF ECONOMICS AND MANAGEMENT SCIENCES

Dear Sir/Madam,

**RE: INTRODUCTION LETTER TO CONDUCT RESEARCH IN YOUR
INSTITUTION**

Mr. Walter is a bonafide student of Kampala International University pursuing a Bachelor's degree of Supply and Procurement management.

He is currently conducting a field research for his dissertation entitled, Public procurement processes and service delivery in NWSC, Gulu branch.

Your Organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

APPENDIX IB

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,
Greetings!

I am a student of a Bachelor's degree of Supply and Procurement management at Kampala International University. My study is entitled, "Public procurement processes and service delivery in NWSC Gulu branch.

". Within this context, may I request you to participate in this study by answering the questionnaire. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Mr. Walter

APPENDIX II
INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. that will focus on Public procurement processes and service delivery in NWSC.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX III

RESEARCH INSTRUMENT

Section A: Demographic characteristics of Respondents

1. Age

a) ____ 18-30 years, b) ____ 31-40 years, C) ____ 41-50 years and d) ____ 51 years and above

2. Gender

a) Male ____

b) Female ____

3. Level of education qualification

a) Secondary ____

b) Diploma ____

c) Bachelors Degree ____

d) Masters degree ____

e) PhD ____

4. Number of years in the business

a) Below 2 years ____

b) 3-5 years ____

c) 6-8 years ____

9 years and above ____

SECTION B: PUBLIC PROCUREMENT PROCESSES

Mention the elements in the public procurement processes used in NWSC

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SECTION C: THE LEVEL OF SERVICE DELIVERY IN NWSC

What is the level of service delivery in NWSC?

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SECTION D: THE RELATIONSHIP BETWEEN PUBLIC PROCUREMENT PROCESSES AND SERVICE DELIVERY IN NWSC

What is the relationship between public procurement processes and service delivery in NWSC?

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SECTION E: OTHER FACTORS THAT AFFECT SERVICE DELIVERY IN NWSC

What are the other factors that affect service delivery in NWSC other than public procurement processes?

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THANK YOU SO MUCH FOR YOUR COOPERATION

APPENDIX V

TIME FRAME

This table shows the time this research will be completed the study

Activities	First month	Second month	Third month	Fourth month
Proposal	March			
Visiting the data sources including libraries, institutions and others		March-April		
Final analysis			May	
Dissertation Typing, printing and submission				Late May

APPENDIX VI

PROPOSED BUDGET

Particular	Quantity	Amount(in UG shs)
Stationary	Paper 2 Reams	30,000
	Printing and binding spiral 05	25,000
	Printing and hard cover binding	80,000
Data Analysis		20,000
Miscellaneous		75,000
	Total	230,000