

**MEASURING THE EFFECTIVENESS OF PUBLIC PROCUREMENT AND SERVICE  
DELIVERY IN UGANDA**

**A CASE STUDY OF MUBENDE DISTRICT LOCAL GOVERNMENT**

**BY**

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**1163-05084-06768**

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
MANAGEMENT IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE  
AWARD OF A BACHELOR'S DEGREE IN PROCUREMENT**

**AND SUPPLY CHAIN MANAGEMENT AT**

**KAMPALA INTERNATIONAL**

**UNIVERSITY**

**AUGUST, 2019**

### DECLARATION

I hereby declare that this research Report is my original work and has never been submitted to any University for any award, where work of others has been used (citations), due acknowledgement has been made.

Signature.....

Date. 29<sup>th</sup>/08/2019

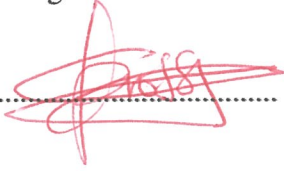
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## APPROVAL

This research Report on Measuring the Effectiveness of Public Procurement and Service Delivery in Uganda has been submitted with my approval as a University supervisor.

Signature.....



Date.....

29<sup>th</sup>/08/2019 .

**Madam. Orodriyo Proscovia**

**SUPERVISOR**

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## **DEDICATION**

I dedicate this research Report to God Almighty for the gift of life and my family for their love and encouragement.

## **ACKNOWLEDGEMENT**

Most important of all, I extend my gratitude to the Almighty God for granting me the needed strength, good health, knowledge and vitality that enabled this research report a reality.

This research report would not have been possible without the cooperation and support of a number of people, who are in one way or the other steered me towards my ultimate goal.

I would like to express my appreciation to them and especially to the following; I wish to express my sincere gratitude to my report supervisor Madam. Orodrioyo Proscovia lecturers and head of department of Accounting and Finance for the tireless guidance, selfless dedication and encouragement in making this research report a reality. I also wish to acknowledge the contribution of my family not forgetting my father and siblings for their encouragement and love that enabled me complete my studies.

**To all, I remain forever grateful**

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## **Abstract**

The study aimed at measuring the effectiveness of Public Procurement and Service delivery in Uganda. Specific Objective of the study were to measure the effectiveness of Public Procurement and services delivery in Uganda, to examine the influences of different stakeholders and service delivery and to establish the factors affecting service delivery in Mubende local government, A sample of 100 respondents was selected and approached by the use of simple random sampling method and interviewed at different levels. The study found out public procurement has an effect on service delivery, public procurement doesn't help to direct resources to the right beneficiaries, resources of the District are not distributed basing on the set policies and procedures and Accounting Officer remains with due responsibility on all matters concerning receiving & reporting of government funds, lastly different procurement roles are appropriately assigned to different personnel during Procurement process. A number of factors were found to be affecting service delivery in Mubende district local government and these include the following among other factors; corruption, poor communication with communities, timing of service delivery. The study concluded that there is bigger effect of public procurement on service delivery with a score of 3:2 response questions that respondents agreed upon. This implies that better public Procurement leads to better delivery of services while poor public procurement hampers the delivery of services. The study recommends that i. Government should increase & quicken funding for the maintenance of community & feeder roads. Corruption should be reduced by enforcing of strict rules, giving penalties on those involved & also increase salaries of the civil servants can reduce on corruption. Concerning limited skilled personnel, the LG should train the recruited workers so as to equip them with necessary skills & also provide student loans and encourage them to go for further studies.



## **CHAPTER ONE**

### **1.0 Introduction.**

This chapter provides the necessary background regarding the essence of public procurement, a formal statement of the problem, the purpose of the study, the objectives of the study, the research questions, the significance of the study and the area and scope of the study.

### **1.1 Background to the study.**

According to PPDA Act (2003) "procurement" means acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means, of any type of works, services or supplies or any combination. Van Wheel (2005) defines procurement planning as the process of determining the procurement needs and the timing of their acquisition and funding such that the entire operations are met as required in an efficient way. He adds that it generates power that propels the engine of the procurement process. Thus, a mistake in procurement planning may culminate into diverse implications in the organization that may deter its progress.

Public procurement involves more than just purchasing. Generally, procurement begins with a design phase in which needs are identified, scope of works determined, costs estimated and bid packages prepared. This is followed by the tendering phase in which offers of supply are invited, evaluated, and accepted or rejected. Award of the contract is followed by the implementation phase in which the performance of the contract is managed. (<http://ctc.sice.oas.org>).

Procurement takes many forms and encompasses the acquisition of consumables (goods), real property, Capital Equipment such as computers, built assets such as Hospitals, Roads and major facilities, and services such as Office accommodation, security and cleaning. Procurement can be multifaceted and often complex. Procurement strategies now typically include the acquisition of multiple outcomes (services, delivery, along with economic, environmental and social), more innovative contract management and arrangements, long-term concession periods and innovative risk allocation and relationship arrangements such as allowancing. (Australian procurement and construction councils)

The public procurement function in Uganda can be traced as far back as a round Independence in 1962, but it was further precipitated by the Public Finance regulations under the Public Finance

Act of 1964. This system was more centralized and to all the public procurement activities, the threshold value of 1000 US dollars was being awarded to the Central Tender Board (Edgar 2006) in the Ministry of Finance except the Military and Police who had their independent Tender boards. Consequently, the size of Government procurement expanded and the Centralized procurement system was characterized by several shortcomings, which included heavy clogging of Tender requests, attendant bureaucratic delays, inefficiency, corruption, lack of accountability and transparency. (PPDA annual report, 2005) and yet procurement in Uganda accounted for larger proportions of total expenditure of 70%. (Development Assistance Committee 2005:18).

Article 190 of the Ugandan constitution states that district councils shall prepare comprehensive and integrated development plans incorporating the plans of lower level governments for submission to the National Planning Authority and Article 194 of the constitution mandates the central government to transfer funds in form of grants to local governments in order to implement decentralized services. 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 (Langseth, 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 is 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 a key 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.

Definition of Service Delivery according to Oboth (2001) noted that in as far as the Local Government Act, the constitution and any other statutes that are studied; there is no definition of the phrase (service delivery) either deliberately or ignorantly. However he said, Service is a

system or arrangement that supplies public needs. Whereas delivery is periodical performance of a service Therefore, service delivery is a system or arrangement of periodical performance of supplying public needs.

According to Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Heskett (1987) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms.

In service delivery, the system of delivery must view taxpayers as customers; this therefore calls for placing “a high priority on delivery of personalized efficient customer service (Mourney1991).” 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).

Uganda is recovering from many years of civil wars and a lot of destruction and the Government is currently spending massively to replace Infrastructure and other public amenities such as schools, Hospitals, Roads. On account of its compliance to economic reforms, the country is receiving huge donor support. (Odhiambo and Kamau 2003/06) The International and almost all development expenditure in Uganda, for long considered public procurement centralization to be the main obstacle to effective service delivery and development Therefore, Uganda had a great incentive to partly decentralize the public procurement system.

The Uganda public procurement reform commenced in 1997 and in May 1998, the Government formed a task force to oversee the reforms in public procurement. The task force carried out several consultations and was charged with reporting to the Ministry of Finance, Planning and

Economic Development within the following six Months. The task force submitted its report to the Government in March 1999, which identified wide spread corruption and malpractices in the procurement system (Task force report 1999).

The Government accepted the findings of the task force and concurred with all its recommendations in June 1999, the Government then proceeded with the implementation of the key reform activities which included: Enactment of a law to replace the statutory instrument in 2003, Insurance of regulations, reporting forms and Guidelines attendant on the Act in 2003 in order to operational zed the system, Preparation and release of standard bidding documentation when the institutional and legal frame work was completed. By the end of 2003, the main focus then shifted completely on to the operational dimensions of the Authority and the procuring entities in order to enable the reform system to deliver fully on its mandate. (Edgar 2003).

Currently, the Ministry of Finance, planning and Economic Development plays a policy and regulatory role in the public Procurement and disposal of public Assets. There are over 100 procuring and disposal Entities (PDEs) at the central Government level to which the procurement function is decentralized and each entity has an accounting Officer, A contracts Committee, Procuring and Disposal unit and user department each with a separate function in the procurement system. (PPDA Annual report 2005).

The Government of Uganda recognizes that procurement is a strategic activity that supports the delivery of Government goods and services. The Government is able to respond to cost pressures, the realities of a declining revenue base and the changing service expectations of the community by utilizing the power of Government procurement. The adoption of public procurement reform principles will assist to generate significant annual savings and efficiencies by encompassing primary drivers such as value for money, risk management, probity and Accountability.

The public procurement reform principles are:- Enhancing procurement capability and practice; Procurement discipline; Improving purchasing advantage; Achieving excellence procurement; The Implementation of these principles underpinned by opportunities created by adopting strategic focus will shift procurement from a peripheral support activity to an important management function. This will better position the Government to advance efficiencies and

enhance accountabilities in the purchase of goods and services ([www.apcc.gov.au](http://www.apcc.gov.au)). (Australian Procurement and Construction Councils) The study is therefore aimed at measuring the effectiveness of Public Procurement in service delivery.

### **1.2 Statement of the problem:**

Before 1997, the Public Procurement function in Uganda was governed by the Public Finance Act of 1964 (Musana 2003) and the system was more centralized for all the procurement activities. This system was characterized by several shortcomings such as: inefficiency, corruption, lack of accountability, heavy clogging of tender requests and attendant delays. (Development assistance committee 2005:18)

Basing on the above shortcomings, the Public Procurement Reforms commenced in 1997 and to ensure compliance to these reforms, the Public Procurement and Disposal of Public Assets Act (PPDAA) was enacted in 2003 to operational zed the system and it came along with a more decentralized system. However with all these reforms in place, irregularities still exist in public procurement like poor working conditions in health service delivery, Instead the politicians have taken advantage of the gaps in the health sector to find political capital and please their voters by storming hospitals and harassing health workers whenever they receive complaints from patients, health workers say. (Lilian Namagembe, The daily monitor 2<sup>nd</sup> May 2017). The persistent high complaints in public Procurement warrant measuring the effectiveness of Public Procurement and service delivery in Uganda.

### **1.3 General Objective**

The general objective of the study is to measure the effectiveness of Public Procurement and Service delivery in Uganda.

### **1.4 Specific Objective**

- i. To measure the effectiveness of Public Procurement and services delivery in Uganda.
- ii. To examine the influences of different stakeholders and service delivery.
- iii. To establish the factors affecting service delivery in Mubende local government

### **1.5 Research Questions.**

- i. What is the effectiveness of the Public Procurement and service delivery in Uganda?

- ii. What influences do different stakeholders have in Procurement process?
- iii. What factors affect Service Delivery in Mubende district local government?

### **1.6 Scope of the study**

This is composed of the area scope, content scope and the time scope.

#### **1.6.1 Area scope.**

The area of the study was Mubende District Local Government Procuring and Disposal Entity which is found in central Uganda with address of P.O.Box 93 Mubende. It is approximately 2kms away from Mubende town along Mubende - Kakumiro road.

#### **1.6.2 Content scope.**

The matters researched upon are: to establish the procurement systems that were in place before the public procurement and its reforms in Uganda, to measure the effectiveness of Public Procurement on services delivery in Uganda, to examine the roles under taken by the different stakeholders during Public Procurement Planning and to establish the factors affecting service delivery in Mubende District Local Government.

#### **1.6.3 Time Scope**

Under this, the study covered a period of 4 months that is (March-July 2019). The period has been considered because it is enough for the research to review all the public services delivery reports for the previous 10 years.

### **1.7 The significance of the study.**

Given the fact that procurement irregularities still exist in public procurement and yet the public procurement reforms would be intended to improve financial accountability, increase transparency, value for money, maximize competition and detect and stop any form of procurement irregularities. Therefore, the study findings will be of value to different authorities like procurement professionals, non-professionals, the local government and all those involved in public procurement as illustrated below.

- I. The study conclusions and recommendations envisaged at the end of the study will help local authorities, contract committees, procurement staff and all those involved in public procurement to improve and appreciate the public procurement function.

II. Furthermore, the study results will help the researcher to meet one of the requirements for the successful completion of his course. This will help to provide the researcher with strength by widening his understanding on issues related to Public Procurement, which may be vital for his future studies.

III. The study findings will help procurement professionals to rectify the irregularities in the public procurement function when taken into consideration for the betterment of public procurement and service delivery in the country.

### **1.8. Definition of key concepts**

**Public Procurement** refers to the acquisition of goods and/ or services at the best possible total cost of ownership in the right quantity and quality at the right time, in the right place and from the right source of the direct benefit or use of corporations, individuals or even governments, generally via a contract or it can be the same way selection for human resources.

**Public procurement reforms** refer to having a second look at the existing public procurement systems in response to the problems arising from internal and external pressures with a view of making them responsive to the changing circumstances and meeting desired goals of the public sector. (Benon; 2009).

**Public procurement reforms** can also be looked at as deliberate policy attempts at changing the organisational, institutional, legal structures, as well as processes, procedures and systems in order to improve the conduct of procurement signalling a major shift from the traditional systems and processes. (Benon; 2009).

**Public Procurement and Disposal of Public Assets Authority (PPDA)** is the principal regulatory body for public procurement and disposal of public assets in Uganda. (<http://www.ppda.go.ug>)

**Public Procurement and Disposal of Public Assets Act (PPDAA).** This is a law which emphasizes best practice including procurement and disposal principles, rules, administrative review systems, codes of conduct, as well as suspension of providers for offences and disciplinary measures against public officers who commit malpractices. (<http://www.ppda.go.ug>)

**Procuring and Disposing Entity:** According to the PPDA Act (Article 24), the PDE consists of an accounting officer, a procurement committee, a procurement and disposal unit (PDU), a user department and an evaluation committee.

**Procuring and Disposal Unit (PDU)** means a division in each procuring and disposing entity responsible for the execution of the procurement and disposal function.

**Definition of Procurement Planning:** According to Agaba& Shipman, (2007), procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time.

**Definition of Service Delivery:** Oboth (2001) noted that in as far as the Local Government Act, the constitution and any other statutes that are studied, there is no definition of service delivery either deliberately or ignorantly. Defined service delivery is a system or arrangement of periodical performance of supplying public needs.

**Local government:** A local government is a form of public administration which, in a majority of contexts, exists as the lowest tier of administration within a given state

(<https://www.molg.go.ug>).



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction.

This chapter consists of theoretical review, conceptual framework and related literature search. It is as per the study and reflects the objectives of the research about the effectiveness of public procurement and service delivery in Uganda and particularly, Mubende district. While reviewing, the research will mainly focus on the important study variables which are: Public procurement and services delivery basing on the objectives to identify the effectiveness of Public Procurement on services delivery in Uganda; to examine the roles under taken by the different stakeholders during Public Procurement Planning and to establish the factors affecting service delivery in Mubende local government.

#### 2.1 Theoretical Review

Several theories are considered to be anchored in this study, key amongst them are principal Agent theory;

**Principal Agent theory** Agency theory was exposted by Alchian&Demsetz (1972) & further developed by Jensen &Meckling (1976). The theory defines the relationship between the principals, such as shareholders & agents or company executive's & managers, who are the shareholder's agents (Clarke, 2004).

According to Rungtusanthan et al., (2007), two parties have an agency relationship when they cooperate & engage in an association where in one party delegates decisions or work to another to act on its behalf. The important assumptions underlying agency theory are that: potential goal conflicts exist between principals & agents are more risk averse than the principals; & efficiency is the effectiveness criterion (Xingxing&Kaynak, 2012)

The theory deal with situations in which the principal is in a position to induce the agent, to perform some task in the principal's interest, but no necessarily the agent's (Health & Norman, 2004). Accounting Officer's & procurement managers in state corporations play the organization stakeholders. Compliance rules & regulations may be as result of principal-agent problem (Lanyevoort, 2002). The PPDA, (2005) bestows the responsibility of compliance with public procurement legal framework on the Accounting Officers of the Procuring Entity. Theory will explain how the actions of the agent affect the principal & other stakeholders for example

making non optimal decision as far as the utilization of financial resources & non-financial resources are concerned in services delivery (Miranda, 2006).

This theory, which focuses on the relationship and interaction between an organization and the society, provides a sufficient and superior way for understanding state corporations' procurement practices (Hui et al., 2011).

2.2 CONCEPTUAL FRAMEWORK

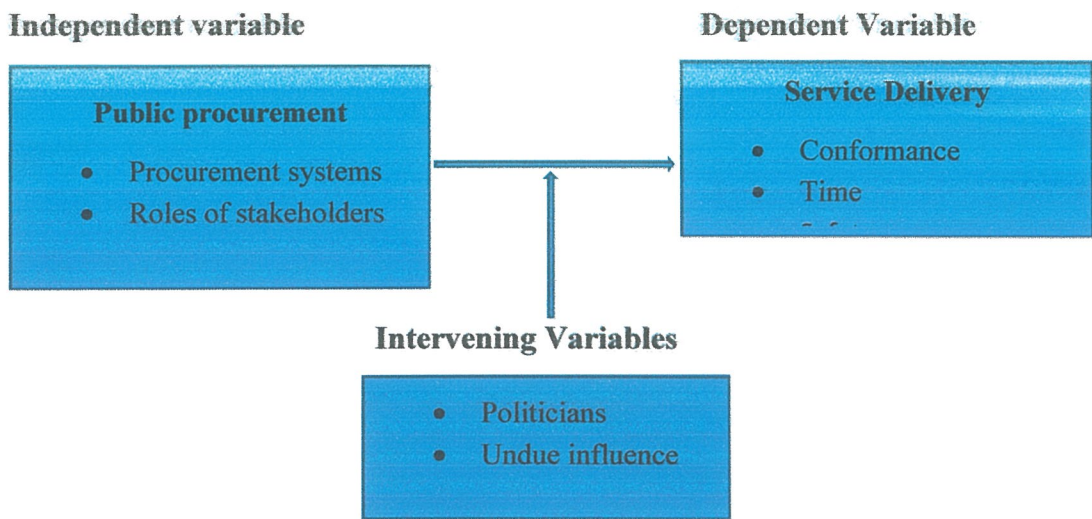


Figure 2.2 Conceptual frameworks.

2.3 Review and Critique of Empirical literature

2.3.1The effectiveness of Public Procurement and services delivery in Uganda

**Improved Financial Accountability:** The public procurement provides effective means for fighting corruption and waste thus ensuring financial accountability and integrity among the public procurement offices. Ivar, Paula and Erik (2011) conducted a survey of over 7300 procurers and participating firms and in-depth interviews with 150 procurement professionals on the patterns of use, costs and effectiveness of EU procurement. The study sought to directly assess the costs of procurement and to compare costs across procedures, countries, authorities and sectors. Findings indicate that procurement costs and effectiveness vary significantly across countries and that the procurement directives support the core objectives of PP policy. In particular, PP markets are highly competitive and this helps to bring about efficient

purchasing outcomes. The regulatory dilemma is how to balance the positive core features of the system, while responding to a perceived need for increased efficiency and flexibility.

**Increased transparency:** This involves well defined regulations and procedures open to public security and clear standardized tender documents. These provide equal opportunities for all promotion, transparency and fairness in public procurement. The study by Ntayi, Ngoboka, Mutebi and Sitenda (2012) examined the perceptions and effects of social value orientation, expected utility, fairness in procurement procedures, the legitimacy of the procurement law and the procurement law enforcement authority on compliance with the procurement law, guidelines, procedures and regulations. Data were collected from a sample of 110 Procurement and Disposing Entities (PDEs) and analyzed using confirmatory factor analysis (CFA) and structural equation modeling (SEM). Findings indicate that social value orientation, expected utility, legitimacy of the procurement law enforcement agency and perceptions of procedural justice were significant predictors of the PP regulatory compliance (Ntayi et al., 2012). CFA demonstrates that PP staffs are driven by individualistic self-interest, pro-social and competitive social value orientations while performing the procurement functions and follow rules which they do not believe in, but which are perceived by government to promote transparency and accountability.

**Value for Money** The reformed public procurement system has enhanced efficiency and effectiveness and economy of money. This has led to cost effective and quality service delivery. European Union Chamber of Commerce in China (2010) conducted a study on European business experiences competing for public contracts in China. The study targeted foreign-invested enterprises (FIEs) competing in China's PP markets. The study established that the regulatory framework governing procurement is fragmented, inconsistent and unevenly implemented and that it is a drag on efficiency and innovation for the Chinese economy as a whole. However, the study failed to demonstrate the influence of the Chinese government procurement legal framework and service delivery of government corporations.

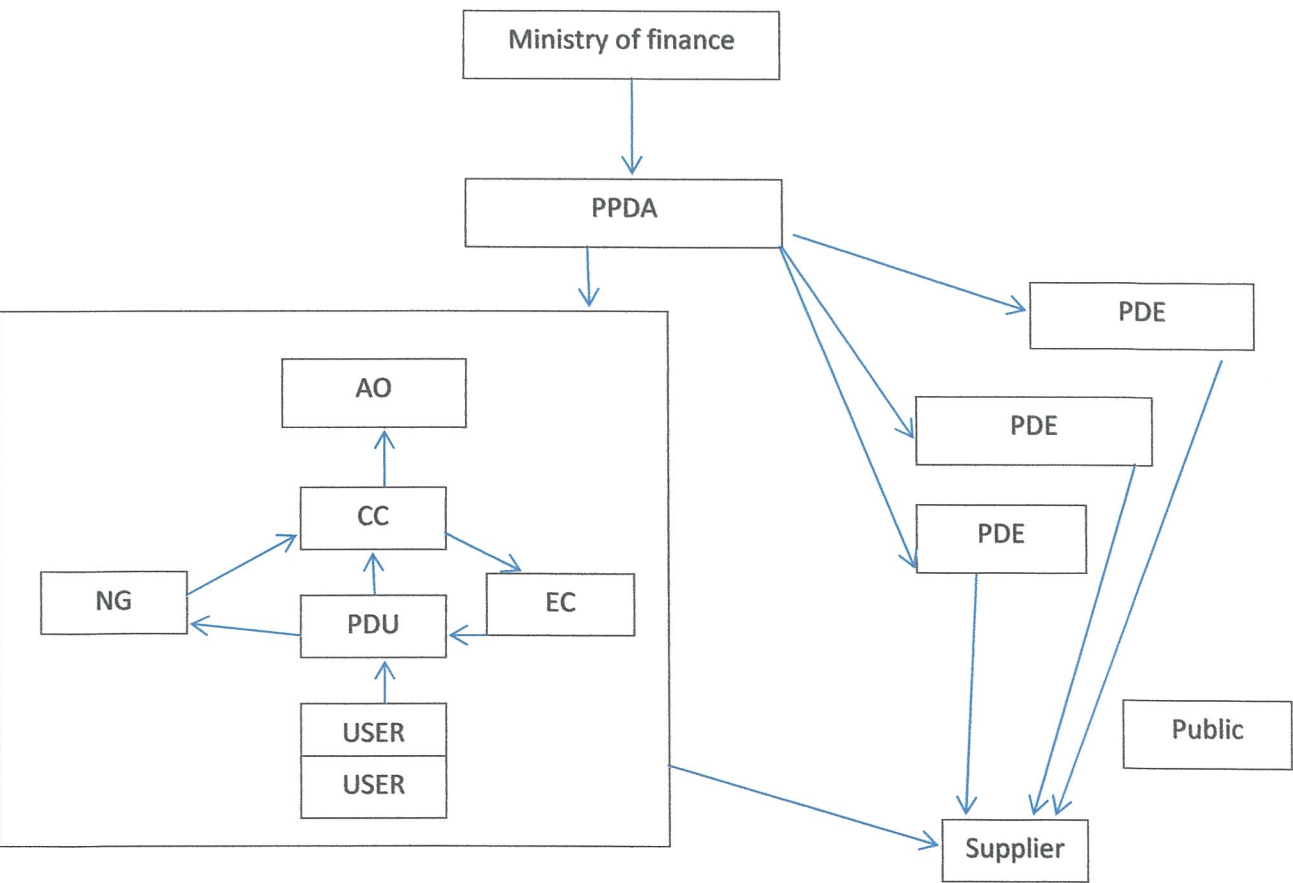
**Customer Satisfaction** Public procurement, as one its principles is to maximize competition in order to satisfy customer needs and this has been achieved through proper regulations, procedures and standardized bidding documents. Tadeo, Karuhanga and Mukokoma (2011)

studied the extent to which procurement officers at local governments in Uganda comply with the legal framework and the relationship between compliance and service delivery. The study adopted a combination of qualitative and quantitative approaches to collect and analyze the data. The findings indicate a moderate level (70%) of compliance to the law and a weak relationship between compliance and timeliness ( $r = .13$ ,  $p = .57$ ), cost ( $r = .38$ ,  $p = .63$ ), and quality ( $r = .18$ ,  $p = .49$ ). Study failed to show the effect of compliance with procurement rules and regulations in service delivery.

**A streamlined Procurement process through greater use of electronic commerce & E-procurement** This involves electronic publication of information and opportunities by both the PPDA & the PDEs, and this has enhanced achievement of a streamlined Procurement process.

**2.4 The current institutional set-up as prescribed by the PPDA Act and influences of stakeholders.**

**Figure 1: Showing the Institutional set-up for Public Procurement as provided in the PPDA.**



In addition, there are other relevant organizations such as: the Attorney General who is responsible for prosecuting breaches of the PPDA, the Auditor General (AG) who is responsible for auditing parts of the procurement process, the Inspector General of Government (IGG) who investigates corruption cases, including corruption in procurement, and the Director of Public Prosecution (DPP).

**The functions of the PPDA include (PPDA Act Article 7) which include**

Advise Central Government, Local Governments and statutory bodies on all public procurement and disposal policies, principles and practices.

Monitor and report on the performance of the public procurement and disposal systems in Uganda and advise on desirable changes.

Undertake procurement and disposal research and surveys nationally and internationally; Undertake any activity that may be necessary for the execution of its functions; and Administer and enforce compliance with all the provisions of this Act, regulations and guidelines issued under this Act.

**The Procuring and Disposing entities:** A procuring and disposing entity is responsible for the management of all procurement and disposal activities within its jurisdiction in accordance with the PPDA Act, regulations and guidelines made under this Act. Notwithstanding the provisions of subsection (1) the act, the Authority can contract out its procurement and disposal activities, except micro procurement or disposal activities.

PDE consists of an accounting officer, the Tender Boards in the case of Local Governments mentioned in sections 92 to 95 of the Local Governments Act of 1997, and, procurement and disposal unit (PDU), user department and An evaluation committee.

**The Accounting Officer (AO)** is appointed by the Secretary of Treasury (PPDAA section 26). The Accounting Officer of a procuring and disposing entity has the overall responsibility for the execution of the procurement and disposal process in the procuring and disposing entity, and in particular, is responsible for- Establishing a Contracts Committee in accordance with this Act;

Appointing the members of a contracts committee specified in the Third Schedule; Causing to be established a Procurement and Disposal Unit staffed at an appropriate level; Advertising bid

opportunities; Communicating award decisions; Certifying the availability of funds to support the procurement or disposal activities; Signing contracts for procurement or disposal activities on behalf of the procuring and disposing entity; Investigating complaints by providers; Submitting a copy of any complaints and reports of the findings to the Authority; and Ensuring that the implementation of the awarded contract is in accordance with the terms and conditions of the award.

**The contracts committee** consists of a chair person, a secretary and a maximum of three members, one of whom is a lawyer (third schedule of the PPDA Act). The Members of the Contracts Committee are nominated by the Accounting Officer and are approved by the Secretary to the Treasury. Members of the contracts Committee are appointed with regard to their technical competence and skills required for the discharge of the functions of the Contracts Committee. The tenure of the members of the Contracts Committee is three years and a member may be re-appointed for only one further term.

The contracts committee is responsible for: Adjudication of recommendations from the Procurement and Disposal Unit and award of contracts; Approving the Evaluation Committee; Approving bidding and contract documents; Approving procurement and disposal procedures; Ensuring that best practices in relation to procurement and disposal are strictly adhered to by procuring and disposing entities; Ensuring compliance with this Act; and Liaising directly with the Authority on matters within its jurisdiction.

**The procuring and Disposal Unit (PDU)** is where the procurement expertise is vested within the PDE as the procurement expert(s) will usually form part of the staff of the PDU.

The PDU is responsible for managing all procurement activities including: Liaise with and assist the Procurement and Disposal Unit throughout the procurement or disposal process to the point of contract placement; Initiate procurement and disposal requirements and forward them to the Procurement and Disposal Unit; Propose technical inputs to statements of requirements for procurement requirements to the Procurement and Disposal Unit; Propose technical specifications to the Procurement and Disposal Unit when necessary; Input with technical evaluation of Bids received as required by the Procurement and Disposal Unit; Arrange for payments to providers; Report any departure from the terms and conditions of an awarded contract to the Procurement and Disposal Unit; Forward details of any required contract



amendments to the Procurement and Disposal Unit for action; Maintain and archive records of contracts management; and Prepare any reports required for submission to the Procurement and Disposal Unit, the Committee or the Accounting Officer.

**The User Department:**prepares a workplan for procurement based on the approved budget, which is submitted to the Procurement and Disposal Unit for implementation when required. In the exercise of its functions a User Department; Initiates procurement and disposal requirements; Recommends Statements of Requirements to the Procurement and Disposal Unit; undertake conformity assessments; Issues change orders in accordance with the terms and conditions of the contract; and Certify invoices for payments to providers.

**The Evaluation committee:** All the tender evaluations must be conducted by the evaluations committee, which reports to the PDU. The evaluation committee is not a standing committee with a set composition but is appointed from tender to tender. The number of committee members may vary depending on the complexity of the tender, though a minimum of three members is required. According to the PPDA Act, the members of the committee shall be of appropriate seniority and experience, and they may be external to the PDE if the necessary skills or experience are not available within the PDE or if conflicts of interest may arise.

## **2.5 Factors Affecting Service Delivery**

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;

**Poor Infrastructures** In Uganda, the provision of better infrastructures has lagged behind over years. There are poor roads and, inadequate and unreliable electricity supply and hence Uganda still stands in need of better infrastructures (Proceedings of National Investment Conference, 2003).

**Corruption:** According to Lawal (2000) further asserts that corruption has been 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 has made the needed development of the grassroots a tall dream and has rendered them financially incapable to discharge their constitutionally assigned responsibilities hence compromising service delivery.

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

**Lack of enough Finance;** Ahmed (2005) further noted that many local governments in Uganda, however, are unable to deliver services to residents. He said this might be because of lack of finances or lack of capacity to provide a good service at an affordable price. So local governments should find other ways to ensure that the services are improved and reach the people most in need of them.

**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.

**Poor Communication with Communities ;** The other contributing factor is that local ward committees are not fully operational, resulting in poor communication with communities. Ward committees have been the focus of considerable attention by government as well civil society, with substantial investment already made in an attempt to ensure that these structures have the necessary capacity and resources required for them to fulfill their envisaged roles as the voices of communities (Langseth, 1997). At the same time, questions that are often asked are how effective are these institutions; whether they are useful conduits for community involvement in local governance; whether, as created space for public participation, they are inherently capable of playing the critical role expected of them towards service delivery.



**Financial Mismanagement and Non-Compliance with Financial Legislation;** The local government Act requires all local governments to “take reasonable steps to ensure that their resources are used effectively, efficiently and economically”. Good financial management is the key to local delivery. It is quite disturbing to note that most local governments are generally associated with the worst form of financial management. Corruption, financial mismanagement and non-compliance with financial legislation are common. Consequently, this result to poor performance thus the delivery of social services is compromised.

**The availability and shortage of the required skills** Parasuraman et al (1996) points that skills deficit within local governments remains 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 is exacerbated by the decline of municipal professional and poor linkages between local government and tertiary education sector. As a result these local governments cannot meet their required performance standards hence impacting adversely on the delivery of services.

**General Indiscipline;** Indiscipline is 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 has become a rule rather than an exception.

**Misplaced Priority;** Hard-earned and limited resources accrued to and raised by local government are always mismanaged. Priorities are misplaced; projects are 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).

**Paucity of technical knowledge and Capacity;** The lack of capacity by PDES to implement the very comprehensive procurement regulations and preparation of a proper and comprehensive procurement legal framework demands that those undertaking the work possess a combination of good legal skills and substantial issues (Hunya, 1999).

**Limited political will and deeply vested interests;** the political leadership often lacks the will to expand the political capacity necessary to overcome the resistance of often powerful economic forces. For instance, In January 2004, the Ministry of Defense was not in compliance with the PPDA Act. It had not constituted a contracts committee and it had not separated its procurement in an 'open and restricted' list, in consultation with the PPDA as required. Items on the 'open' list are required to comply fully with the open competitive bidding methods stipulated in the Act while those in the restricted list only utilize the restricted bidding methods of the Act. The ministry seems to name and define the two lists without consulting the PPDA (Uganda CPAR, 2004).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction:**

In this chapter, the researcher presents the methods and tools that will be used to collect and analyze data. This chapter entails the research design, study area, study variables, sampling procedures and methods, data collection methods, methods of data handling, data analysis methods, reliability and validity of the study

#### **3.1 Research design**

Research design refers to the overall strategy that the researcher choose to integrate the different components of the study in a coherent and logical way, thereby ensuring he effectively address the research problem.

The study was conducted using a descriptive research design because of the nature of the variables that are at hand, to produce data required for quantitative and qualitative analysis and to allow simultaneous description of views, perceptions and beliefs at any single point in time

Questionnaires and interview guide was used to attain data from the variables under investigation to generate the information.

#### **3.2 Study Area**

The study was carried out at Mubende District Local Government Procuring and Disposal Unit. Mubende district is found in the Central part of Uganda. Mubende District Local Government offices are located along Mubende - Kakumiro road. The researcher chose Mubende District because Procurement irregularities still exist in its Procurement and Disposal Unit like all other Procurement and Disposal Units in Uganda (ShabanSerunkuma, Business Power, and The Daily Monitor 17th Feb, 2009)

### 3.3 Study Population and Sample Size

The population included the staff from Mubende District and residents of Mubende District who are the beneficiaries of the services provided. A sample of 100 respondents was selected and approached by the use of simple random sampling method and interviewed at different levels.

**Table 1: Showing the Number and Type of Respondent**

**Source: Primary Data**

### 3.4 Sampling procedures and methods.

Category	Sample size	Questionnaires gained	Response rate (%)
Accounting officer	01	01	1.25
Contracts committee	05	04	5
PDU	03	02	2.5
Finance department	08	08	10
Health department	10	07	8.75
Education department	10	08	10
Works department	08	08	10
Social work department	06	04	5
Planning unit	10	08	10
Store department	04	02	2.5
Residents	31	25	31.25
<b>Total</b>	<b>100</b>	<b>80</b>	<b>100</b>

According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which was included in the study. The samples to be used in the study was selected using purposive sampling which is a function of non- probability sampling. Under purposive sampling technique, the researcher purposely choose who, in their opinion are thought to be relevant to the research topic. In this case, the judgment of the researcher was more important than obtaining a probability sample. The process of sampling in this case involves purposive identification of the respondents.

The following method was used in determining the sample size;

$$P = F/N * n.$$

Where; F = Number in the category

N= Total population

P= Number of the respondents obtained from the group

n= Total Number of the respondents wanted

In the same way, probability sampling technique was used in order to get the sample size. In this way, purposive sampling technique was adopted as the respondents selected according to their level of involvement and knowledge in accountability and management of contracts in Public Procurement and those who were assumed to have unique and valid information about the topic under study. The researcher selected the respondents according to their level of responsibility in public procurement.

### **3.5 Data Sources**

The researcher used primary & secondary data.

Primary data refers to original research that is obtained through first-hand investigation, while secondary data is research that is widely available & obtained from another party.

Primary data was collected from respondents by use of interview guide & questionnaires, secondary data was obtained by consulting relevant agencies, district annual reports of Procurement & websites, the internet, library & other relevant journals & publication.

### **3.6 Methods of data collection**

The researcher used the following Methods and tools to collect data for the study.

#### **3.6.1 Questionnaire:**

Open ended and closed ended questionnaires was used and the respondents will be allowed to fill the questionnaire in their own time & this made the respondents have freedom to give answers to sensitive questions thus privacy issue were observed as there respondents are victimized &

where necessary the researcher will file the responses as per the respondents. The questionnaires was collect data from Procurement professionals and non-professionals as well as district authority's working hand in hand with the Procurement department & selected staff from district management selected from the study population.

The questionnaires were used because it was relatively cheap to administer to respondents scattered over a large area. In addition, the method provided information with minimum errors & ensures high level of confidentiality.

### **3.6.2 Interviews:**

Interviews helped the researcher to obtain more information from the respondents as the researcher was able to make interactions respondents by asking questions. During this time the researcher used an interview guide that will enable him to collect information relating to the study objectives.

In addition to interview guides, informal Interviews was also used to solicit responses and these will be conducted by the researcher. This tool was further help respondents who were not able to write & read& also help the researcher to make observations as he takes note in his note book.

## **3.7 Data Quality Control**

### **3.7.1 Validity of the instrument**

Data analysis in this study was focused on data validity and reliability. To establish the validity of the questions, pre-testing was done amongst the selected categories of respondents. Their comments were incorporated in the final instruments to suit the data requirement of the study. The final amended research instruments were reviewed jointly by the research and the supervisor.

### **3.7.2 Reliability of the instrument**

Reliability was checked using the test- retest practice advocated for by Amin (2005). In other words, questions were put to course mates and their comments noted, they were presented to the respondents and their views were compared with those of the course mates. On receipt of the questionnaires, manual editing will be done, followed by coding. Frequent count of different

variables was done and this given number of occurrences and percentages out of total occurrences.

### **3.8. Research procedure**

The researcher got an introductory letter from Kampala International University that will introduce him to the management of Mubende District Local government, the first visit to headquarters was to make a pilot study to understand better the place and in the following visits the researcher issued the questionnaires to the respondents & make arrangements for as the interview with them. The researcher went back to collect the filled questionnaires & conduct the interviews the respondents.

### **3.9 Methods of data handling**

In accordance to the study, data handling was done as follows;

After collecting the data, it was recorded manually. This involved editing, coding, classifying and tabulating the data to a representative level for analysis. Editing was done by selecting the valid and useful information from the study respondents' responses that were in relation to the study objectives.

Coding was done for proper analysis, noting the relationship among the data that were given by the respondents. The researcher classified the data categorically to ensure that every respondent is able to bring out their essential pattern.

### **3.10 Data analysis**

Data analysis was being done after collecting the edited and coded data from the study field. The coded and edited data was analyzed to get meaningful information about the research problem. This was done to discover the strength of the study variable considered by the study for accuracy of research interpretation.

Both quantitative and qualitative techniques were adopted in analyzing the data. Qualitative data refers to the data collected from respondents that cannot be easily presented in numerical form and the researcher analyzed this type of data by normal data processing identifying the responses from respondents that were relevant to the research problem. Mainly such data will be analyzed by explaining the facts collected from the field under which the researcher was able to quote

respondents' responses. For the quantitative technique, data was presented in form of pie charts, tables, percentages and conclusions was be drawn to compliment the qualitative data.



## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1. Introduction

This chapter presents analyses and interprets the study findings on public Procurement and service delivery in Mubende District Local Government based on the information obtained from study questionnaires and interviews. It specifically features the response rate, background information about the respondents and a presentation of the inferential findings in relation to the study objectives.

#### 4.2. Response Rate

A total of 80 questionnaires were distributed and 30 usable questionnaires were returned as shown in table 1 below.

**Table 1 Response Rate for Questionnaires**

Population category	Sample size	Questionnaires gained	Response rate (%)
Accounting officer	01	01	2.3
Contracts committee	04	02	4.65
PDU	02	02	4.65
Finance department	08	05	11.65
Health department	07	03	6.98
Education department	08	05	11.63
Works department	08	03	6.98
Social works department	04	03	6.98
Planning unit	08	04	9.30
Auditing department	04	02	4.65
Store department	02	01	2.33
Residents	25	11	25.58
<b>Total</b>	<b>80</b>	<b>43</b>	<b>97.69</b>

**Source: Primary data 2019**

**Table 3: Shows the age bracket of the respondents**

years	No of respondents	Percentages (%)
$\leq 20$	01	2.33
$\geq 21 \leq 30$	06	13.95
$\geq 31 \leq 40$	12	27.91
$\geq 41$	24	55.81
Total	43	100

**Source: Primary data; (2019)**

According to table 3 above, majority 24(55.81%) of the respondents were above 41 years at Mubende district local government. This implied that the category was in position to effectively understand the effectiveness of public Procurement on service delivery which they were in position to provide to the study information. Respondents who were above 41 years were good decision makers, committed, responsible and mature people.

Other category, 12(27.91%) of the respondents were in the age bracket (31-40) years. 06(13.95%) of the respondents were in the age bracket (21 - 30)years and 01(2.33%) were below or equal to 20 years. This implies that there are many employees at Mubende district local government were above 41 years. It can therefore be concluded that the majority of the respondents are above 41 years of age.

#### 4.2.3 Marital status of the respondents

Respondents were interviewed & filled questionnaires about their marital status and their responses are shown in the table below;

**Table 4: Marital status of the respondents**

Marital status	frequency	Percentage (%)
Married	35	81.39
Single	05	11.63
widowed	02	4.65
Divorced	01	2.33
Total	43	100

**Source: Primary data ;( 2019)**

From the Table 4 above, majority of the respondents (81.39%) were married, 11.63% were single and only 2.33% were divorced while 4.65% were widowed. This shows that the respondents were mature people since majority were married.

#### 4.2.4 Level of Education

In order to know the education level of the respondents, respondents were asked to fill in the questionnaires their education level and the results were summarized as in table 5 below.

**Table 5: Showing the educational level of the respondents**

Education level	frequency	percentage
Non	9	20.93
Certificate	06	13.95
Tertiary	06	13.95
Diploma	12	27.91
Graduate	10	23.26
Total	43	100

**Source; Primary data; (2019)**

From the table 5 above, 34.88% of the respondents had tertiary level, 27.91% of the respondents attained education up to a diploma level while 23.26% of the respondents were graduates and 13.95% of the respondents were certificate holders. This implies that all respondents were literates.

#### 4.2.5 Years worked at Mubende district local government

**Table 6: Shows number of years respondents had worked with the district**

Years worked	Frequency	Percentages (%)
Zero years	11	25.58
1 – 2	02	4.65
2 -3	04	9.30
3 – 4	04	9.30
4 – 5	03	6.98
5 – 6	05	11.63
6 – 7	04	9.30
More than seven years	10	23.26
Total	43	100

**Source: Primary data; (2019)**

Table 6 above shows that 23.26% of the respondents had been at the local government for the period of more than 7 years. Respondents who have been there between 1-2 years were 4.65%. 9.30% have been there for the period ranging from 2-3, 3-4, 6.7 years. 6.98% for 4-5 years, 11.63% for 5-6 years. Other respondents showed that they have never been at the local government for the period of 0 years (25.58%) and these were the residents. Therefore 23.26% had stayed in the local government for many years and therefore were able to give relevant information on the impact of contract management on service delivery.

#### 4.3 Public Procurement and Service delivery in Mubende district local government.

The first objective of the study was to measure the effectiveness of public Procurement and service delivery in Mubende district local government.

**Table 7 Descriptive Results for public procurement**

Response	frequency					total
	SD	DA	NS	A	SA	
1. Public procurement has an effect on services delivery		08	15	11	09	43
2. Public procurement helps to direct resources to the right beneficiaries	21	10	05	07	05	43
3. Resources of the district are distributed basing on the set policies and procedures	10	12	13	06	02	43
4. Accounting officer remain with due responsibility on all matters concerning receiving and reporting of government funds		06	05	22	10	43
5. Different procurement roles are appropriately assigned to different personnel during procurement process	01	08	11	10	13	43

**Source: Primary data; (2019)**

Table 7 above shows that majority of 46.51% of the respondents agreed that Public Procurement has an effect on service delivery (frequency=11+9) while another majority of 72.1% disagreed that public procurement help to direct resources to the right beneficiaries (frequencies= 21+10). Furthermore, a total of 45.9% disagreed that resources of the district are distributed basing on these policies and procedures (frequency= 10+12) while another 83.42% agreed that Accounting Officer remain with due responsibility on all matters concerning receiving & reporting of government funds (frequencies= 22+10) yet 53.49% agreed that different procurement roles are appropriately assigned to different personnel during Procurement processes (frequencies= 10+13). This finding revealed failure to institute to effectively distribute resources basing on the set policies and procedures which frustrates service delivery that's why finding revealed public procurement doesn't help to direct resources to the right beneficiaries to guarantee attainment of value for money.

#### 4.4 Roles of stakeholders and Service delivery in Mubende district local government.

The second objective of the study was to examine the influence of stakeholders on service delivery in Mubende district local government.

**Table 8 Descriptive Results for roles of stakeholders**

Response	Frequency					Total
	SD	DA	NS	A	SA	
1. Each user department prepares a multi annual work plan based on the approved budget			02	16	25	43
2. Each entity in the local government defines its procurement requirements		01	09	18	15	43
3. the procuring unit bring about integration of the divers decision and activities during procurement process.		03	10	19	11	43
4. The accounting officer ensures availability of sufficient funds to run the plans that are budget for			03	10	30	43
5. The citizens assist the council to accurately decide on which services to expand	03	28	02	10		43
6. Citizen representatives also play a great role in the evaluation of potential services providers	17	13	07	04	02	43

Table 8 above shows that majority of 95.35% of the respondents agreed that Each user department prepares a multi annual work plan based on the approved budget (frequencies = 16+25) while another 76.74% indicated that Each entity in the LG defines its Procurement requirements (frequencies= 18+15). Also 66.77% of the respondents agreed that the procuring unit bring about integration of the diverse decision & activities during Procurement process (frequencies= 19+11). These findings suggested that effort is undertaken to ensure that each user

department prepares its work plan, each entity defines its requirements and the accounting Officer ensures availability of sufficient funds to run the plans.

Table 8 above further shows that majority of 72.11% of the respondents disagreed that the citizens assist the council to accurately decide on which services to expand (frequencies= 3+28) while 69.76% disagreed that citizen representatives also play a great role in the evaluation of potential service providers (frequencies= 17+13). These findings revealed that citizens are not involved in decisions upon which service to expand and also citizen representatives are not the evaluation of potential service delivery. It was necessary that citizens also own roles in the procurement process otherwise they will oppose government programs.

Interviewee noted some challenges in stakeholder's roles and put it that: It is hard to services that citizens are not involved which is due to poor communication which is the work of the councilor. There is always a challenge citizens also don't mind to follow-up government programs which is due to no confidence in their leaders.

#### **4.6 factors affecting service delivery Mubende district local government.**

The third objective of the study was to examine the factors affecting service delivery in Mubende district local government.

**Table 9 Descriptive Results for factors affecting services delivery**

Response	Frequency					Total
	SD	DA	NS	A	SA	
1. Corruption hampers the provision of services since funds meant for these services are embezzled		09	01	10	25	43
2. In mubende district local government, the provision of infrastructure such as roads and electricity has lagged over years		01	10	30	02	43
3. The Mubende district local governments unable to deliver services because of lack	10	20	05	07	01	43

of finances to buy services						
4. It is a challenge to get the right services provider with the equipment's to do the job well	06	24	05	06	02	43
5. poor communication with communities in Mubende district local government has also hampered the delivery of services in the area			03	05	35	43
6. The mubende district local government faces a challenge of limited skilled personnel to meet the raising needs of the local people		02	16	15	10	43
7. Priorities are misplaced because projects are done not according to or as demanded by the people		03		10	30	43

**Source: Primary data; (2019)**

Table 9 above shows that majority of 81.14% of the respondents agree that Corruption hampers the provision of service since funds meant for these services are embezzled.(frequencies= 10+25), and 70.42% agree that

In Mubende district local government, the provision of infrastructure such as roads & electricity has lagged over years (frequencies = 30+2). However, 69.771% of the respondents disagreed that Mubende district local government is unable to deliver services because of lack of finances to buy services (frequencies= 10+20), and a total of 68.76% of the respondents disagreed that it is challenge to get the right service provider with the equipment to do other job well (frequencies= 6+24).

Whereas 93.03% agree that Poor communication with communities in Mubende district local government has also hampered the delivery of services in the area (frequencies= 5+35). Total of 58.14% agree that the Mubende district local government faces a challenge of limited skilled personnel to meet the rising needs of local people (frequencies= 15+10). Lastly total of 42.37% agree that priorities are misplaced because projects are done not according to or as demanded by the people (frequencies= 10+30).



## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter summary all findings reported in chapter 4 according to questions of the study, draws conclusion, suggests recommendations & also Proposes areas for further study.

#### **5.1 Summary of the Study Findings**

##### **5.1.1 General findings**

The study was compromised of 43 respondents of whom 46.51% were female & 53.49% were male. The level of education included of respondents had certificates 20.93% and some not attained any level of education 13.95% and these were found among the residents (beneficiaries of the services provided, they were followed by 27.91 % who had attain diplomas, 23.26% degrees and lastly with tertiary 13.95% these were mostly the works in the LG. The services delivered include education, high way building and maintenance, hospital and health care among others.

##### **5.1.2 The effectiveness of public Procurement on service delivery**

The study found out public procurement has an effect on service delivery, public procurement doesn't help to direct resources to the right beneficiaries, resources of the District are not distributed basing on the set policies and procedures and Accounting Officer remains with due responsibility on all matters concerning receiving & reporting of government funds, lastly different procurement roles are appropriately assigned to different personnel during Procurement process.

##### **5.1.3 The roles undertaken by different stakeholders in service delivery**

The study found that the following roles; each user department prepares a multi annual work plan based on approved budget, each entity in the LG defines its Procurement requirements, the procuring unit bring about integration of the diverse decision & activities during Procurement process, the accounting Officer ensures availability of sufficient funds to run the plans that are budgeted for, the citizens don't assist the LG to accurately decide on which services to expand &

also citizen Representatives don't play a great role in the evaluation of potential service providers. Choudhuri et al. (2009) give some critical learning points necessary for effective service delivery such as a detailed auditing and review the contracting structures and process, identification of the dependencies of each and every phase of contract performance, a single line of communication between customer and vendor along with regular status reporting. Based on the study findings and attestations from other studies, this study concluded that service delivery depends on the efforts to put in place good contract governance structures and allocations of roles and responsibilities.

#### **5.1.4 Factors affecting service delivery**

A number of factors were found to be affecting service delivery in Mubende district local government and these include the following among other factors; corruption, poor communication with communities, timing of service delivery. It also faced a challenge of limited skilled personnel to meet the rising needs of local people and priorities are misplaced because projects are done not according to or as demanded by the people.

#### **5.2 Conclusion**

In conclusion there is bigger effect of public procurement on service delivery with a score of 3:2 response questions that respondents agreed upon. This implies that better public Procurement leads to better delivery of services while poor public procurement hampers the delivery of services. Therefore public procurement is a primary activity with potential to contribute to the success of local government operations & improve service delivery.

#### **5.3 Recommendations of the study**

This subsection presents the recommendations of the study in relation to public Procurement, roles of stakeholders and factors affecting service delivery based on the study findings and conclusions.

- i. Government should increase & quicken funding for the maintenance of community & feeder roads. Corruption should be reduced by enforcing of strict rules, giving penalties on those involved & also increase salaries of the civil servants can reduce on corruption.

- ii. Concerning limited skilled personnel, the LG should train the recruited workers so as to equip them with necessary skills & also provide student loans and encourage them to go for further studies.
- iii. They should provide projects which are highly demanded by the local people, this will not only help them to know that their views are considered but also will help to improve on public confidence in the LG. Politicians and top officials should avoid interfering with service delivery.
- iv. It's important to offer ethics education to employees of the organization in order to ensure they serve in ultimate objectivity, accountability & nondiscrimination. The organization code of ethics should be well put in place & adhered to; in order to guide the daily operations of employees & to provide them with guiding principles.

#### **5.4 Areas for Further Studies**

The study focused on Mubende district local government and therefore further research should be carried out on other local governments. Further research should also be carried out on the quality of services delivered for the public. Effectiveness and efficiency that are characterized by Procurement officers as perceived by departments within the procuring and disposing entity in central government

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Lilian Namagembe daily monitor, May 2, 2017

The definition of Public Procurement and Public Procurement principles were obtained from *Australian Procurement and Construction Council* ([www.apcc.gov.au](http://www.apcc.gov.au).)

The Government of the Republic of Uganda, *the Public Procurement and Disposal of Public Assets Act, No. 1* printed by UPPC Entebbe in order of the Government, 17<sup>th</sup> Jan 2003

The Public Procurement and Disposal of Public Assets Act, (2003).

## APPENDICES

### Appendix 1: Questionnaire for the public and local authorities

I am WALIMBWA ERIC, a student of Kampala International University offering a Degree of Bachelor of Supply and Procurement Management. I am carrying out my research on ‘**The effectiveness of Public Procurement in Procuring and Disposal Entities in Uganda, a case study of Mubende district local government.** I kindly request you to provide the necessary information having chosen you to be one of the respondents to enable me complete my research project successfully. This questionnaire is for academic purposes only.

**Thank you in advance.**

#### SECTION A: BIOGRAPHIC DATA

Tick where applicable

1. Gender

(a).Female ☐ (b).Male ☐

2. Marital status

(a).Single ☐ (b).Married ☐

(c).Divorced ☐ (d).Widowed ☐

3. Age

(a).Below 20 ☐ (b).21-30 ☐

(c).31-40 ☐ (d).41 and above ☐

4. Education level

(a).Primary ☐ (b).Secondary ☐

(c).Tertiary ☐ (d).University ☐

(e). Others specify.....

5. Position held at the Local Government

.....

Length of service in the organization

1-2years 2-4years 4-6years 7& above years

**SECTION B: TO MEASURE THE EFFECTIVENESS OF PUBLIC PROCUREMENT IN SERVICE DELIVERY IN MUBENDE DISTRICT LOCAL GOVERNMENT.**

**Please choose a box of your choice of answer.**

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

Statements	S	A	A	N	S	D	A	SDA
1. Public procurement has an effect on service delivery.								
2. Public procurement helps to direct resources to the right beneficiaries.								
3. Resources of the district are disturbed basing on the set policies & procedures.								
4. Accounting Officer remain with due responsibility on all matters concerning receiving & reporting of government funds.								
5. Different procurement roles are appropriately assigned to different personnel during procurement processes.								

**SECTION C: ROLES UNDER TAKEN BY THE BY DIFFERENT STAKE HOLDERS.**

**Please choose a box of your choice of answer.**

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

Statements	S	A	A	N	S	D	A	SDA
1. Each user department prepares a multi annual work plan based on the approved								

budget.					
2. Each entity in the LG defines its procurement requirements.					
3. The procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots.					
4. The procuring unit brings about integration of the diverse decision and activities during procumbent planning.					
5. The accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for.					
6. The citizens assist the council to accurately decide on which services to expand and provide.					
7. The citizens also work with NGOs, CBOs and political parties to develop proposals for the council to consider during planning.					
8. Citizen Representatives also play a great role in the evaluation of potential service providers.					

#### **SECTION D: FACTORS AFFECTING SERVICE DELIVERY.**

**Please choose a box of your choice of answer.**

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 services in Mubende district local government**

Statements	S	A	A	N	S	D	A	S	D	A
1. Corruption hampers the provision of services since funds meant for these services are embezzled.										
2. In Mubende district local government, the										

provision of better infrastructures such as roads and electricity has lagged being over years.					
3. The Mubende district local government is unable to deliver services to residents because of lack of finances to buy the services.					
4. It is a challenge to get the right service provider with the equipments to do the job well.					
5. Poor communication with communities in Mubende district local government has also hampered the delivery of services in the area.					
6. The Mubende district local government faces a challenge of limited skilled personnel to meet the rising needs of local people					
7. Priorities are misplaced because projects are done not according to or as demanded by the people.					

**THANK YOU FOR YOUR PARTICIPATION**



## **Appendix 2: Interview guide**

1. Do you agree that public procurement has effect in service delivery?
2. What are the factors affecting service delivery?
3. What are the indicators of good service delivery?
4. What are the roles of the Accounting Officer?
5. Does he/she play his/her roles?
6. What are the roles of Procurement and Disposal Unit?
7. Does it effectively play its roles?
8. What is the role of Contracts Committee?
9. What is the relationship between PDU & Finance Department?
10. Is the public involved in determining public demands?