

**PROCUREMENT PLANNING AND SERVICE DELIVERY
IN PUBLIC SECTOR ORGANIZATIONS
A CASE STUDY OF DIRECTORATE OF PUBLIC PROSECUTIONS**

BY

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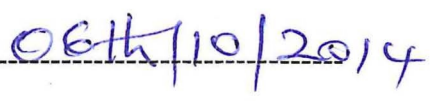
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**A RESEARCH REPORT PRESENTED TO THE SCHOOL OF GRADUATE
STUDIES OF KYAMBOGO UNIVERSITY IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS OF THE AWARD OF A DEGREE OF
MASTERS OF SCIENCE IN SUPPLY CHAIN MANAGEMENT**

OCTOBER, 2014

DECLARATION

I, **Olwor Geoffrey** hereby declare that this is my original work and has never been presented to any university or institution of higher learning for any academic award.

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OLWOR GEOFFREY

2011/U/HD/301/MSc.SCM

APPROVAL

This research report was compiled by **Olwor Geoffrey** under the title, “**Procurement Planning and Service Delivery in Public Sector Organizations**” taking a case study of Directorate of Public Prosecutions. It was under our supervision and it meets the requirements for the award of a degree of masters of Science in supply chain management of Kyambogo University.

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DEDICATION

I dedicate this research report to my dear and beloved late father whose collaborative moral and financial efforts pacified and supported me throughout my entire education. May God rest your soul in eternal peace.

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First and foremost, my sincere gratitude goes to my supervisors Dr. Ndandiko Charles and Mr. Kalinzi Charles for their professional guidance which helped me a lot to accomplish this research report successfully. Dr. Peter Obanda, Dr. Jakob Oyugi, Mr. Samuel Alfred Wuma, you are all treasured. May God give you all more knowledge and strength.

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MAY GOD BLESS YOU ALL

TABLE OF CONTENTS

DECLARATION	ii
APPROVAL	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	x
LIST OF FIGURES	xi
ACRONYMS.....	xii
ABSTRACT	xiv
CHAPTER ONE.....	1
1.0 Introduction.....	1
1.1 Background to the Study	1
1.2 Statement of the Problem.....	3
1.3 General Objectives.....	4
1.4 Specific Objectives	4
1.5 Research Questions.....	4
1.6 Scope of the Study	5
1.6.1 Content Scope.....	5
1.6.2 Geographical Scope	5
1.6.3 Time Scope	5

1.7 Significance of the Study	5
1.8 Definition of Key Terms.....	6
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction.....	8
2.1 Theoretical Framework.....	8
2.2 Conceptual Framework.....	9
2.3 Procurement Planning.....	10
2.3.2 Challenges faced in procurement planning.....	14
2.3.3 Measures for the Challenges faced in Procurement Planning	18
2.3.4 Budgeting.....	21
Work plan	23
2.4 Service Delivery	23
2.4.1 Quality	24
2.4.2 Cost/Price.....	24
2.4.3 Timely Service Delivery.....	25
CHAPTER THREE	26
METHODOLOGY	26
3.0 Introduction.....	26
3.1 Research Design	26
3.2 Area of the Study	26

3.3 Target Population.....	26
3.4 Sample Size and Sampling Technique	27
3.5 Sampling Technique and procedure	27
3.6 Data Collection Methods	28
3.7 Data Collection Instruments	28
Questionnaires	28
Interviews	28
3.8 Measurement of Variables.....	29
3.9 Reliability and Validity of Instruments	29
3.9.1 Validity	29
3.10 Data Presentation and Analysis	30
3.11 Limitations to the Study.....	30
CHAPTER FOUR	32
PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS	32
4.0 Introduction.....	32
4.1 Background Characteristics of Respondents	32
4.2 Procurement Planning at the Directorate of Public Prosecutions.....	34
4.3 Service Delivery	36
Table 7: Correlation Analysis between Procurement Planning & Service Delivery.....	40
CHAPTER FIVE	42
DISCUSSION, SUMMARY AND RECOMMENDATIONS OF THE STUDY.....	42

5.0 Introduction.....42

5.1 Discussion of Study Findings42

5.1.1 Procurement Planning and Service Delivery42

5.2.1 Procurement Planning and Service Delivery43

5.5 Areas of Future studies45

REFERENCES:46

APPENDICES50

QUESTIONNAIRE50

LIST OF TABLES

Table1: Sample size and sampling strategy.....	27
Table 2: Data presentation and analysis	30
Table3: Shows the background Information of respondents.....	33
Table4: Procurement planning at the Directorate of Public Prosecutions.....	35
Table5: Quality management.....	36
Table6: Cost in Service Delivery.....	38
Table7: Timely Service Delivery Management.....	39
Table8: Correlation Analysis between Procurement Planning & Service Delivery.....	40

LIST OF FIGURES

Figure I: Conceptual framework model on procurement planning and service delivery in public sector organizations.....	9
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ACRONYMS

AO:	Accounting Officer
APP:	Actors in the Procurement Process
BOQs:	Bills of Quantities
CBOs:	Community Based Organizations
CG:	Central Government
DPP:	Directorate of Public Prosecutions
ICT:	Information Communication Technology
LG:	Local Government
MMS:	Material Management Systems
MOFPED:	Ministry of Finance Planning and Economic Development
NGOs:	Non-Governmental Organizations
NSDS:	National Service Delivery Survey
ODPP:	The Office of the Director of Public Prosecutions
OECD:	Organization for Economic Co-operation and Development
PA:	Principal Accountant
PO:	Procurement Officer
PPA:	Public Procurement Act
PPDA:	Public Procurement and Disposal of Assets Authority
SST:	Senior Statistician
US:	Under Secretary

VFM:	Value for Money
JLOS:	Justice Law and Order Sector
NDP:	National Development Plan
MPS:	Ministerial Policy Statement
MDG:	Millennium Development Goals
BoU:	Bank of Uganda
PDE:	Procurement and Disposal Entity

ABSTRACT

Developing countries like Uganda have been awakened on the importance of effective management of the public procurement process at both central and local government levels, and its subsequent contribution to improved governance of the public sector. Despite this importance, very limited scientific research has been done to examine the relationship between procurement planning and service delivery in public sector organizations with a case of the Directorate of Public Prosecutions. To that effect, the researcher was motivated to carry out a research on the role of procurement planning on service delivery in public sector organizations.

However, there were also other objectives and these included the following; to evaluate the extent to which procurement planning process influence service delivery in public sector organization; assess the influence of budgeting on service delivery in public sector organizations and to examine the relationship between work plan and service delivery in public sector organizations.

A case study design was used and both quantitative and qualitative data was used. A sample of 30 respondents was used. Both primary and secondary sources were used. The researcher used questionnaires and interviews to obtain data. Results from the questionnaires and interviews were used to draw frequency and percentage tables on the background of the respondents, peoples' attitudes, opinions, habits, education level and social issues in relation to procurement planning and service delivery by the Directorate of Public Prosecutions. The data was analyzed by SSPS version 20.

The study found out that there is a significant positive relationship between procurement planning and service delivery by the Directorate of Public Prosecutions. Further more, the study also found that there are various challenges faced by the Directorate of Public Prosecutions and these include the following; over and under stated planning, legal and political environmental factors, social and economic environment forces.

The study recommends the government of Uganda to put in more funds to suit the budget of the Directorate of Public Prosecutions, procurement processes should be carried on time, appropriate budgeting estimations should be encouraged and work plan should minimize chances for ambiguities.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Public procurement is the purchase of goods and services by the public sector accounts for a significant proportion of both public expenditure and demand for goods and services in the economy. Uganda is currently under the transformation of its procurement system. This has led to the enactment of the law PPDA Act 1, 2003 and the amended Act 2011. In spite of this law, the country is still facing challenges in service delivery (PPDA Symposium 2012). This section of research comprises the background to the study, statement of the problem, research objectives and research questions, scope of the study, significance of the study and definition of key terms.

1.1 Background to the Study

The contribution of planning in facilitating an efficient and effective performance of public sector organizations is generally undisputed in both developed and developing countries. Its contribution can be at both central and local government levels of public sector management (Basheka, 2010).

Procurement planning is one of the key concerns in organizations. An adherence to a well planned procurement plan of an entity impacts on better performance in any organization. Wheel (2005), defined 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. However, a mistake in procurement planning may culminate into adverse implications in the organization that may deter its progress.

In Uganda, procurement planning is the traditional planning already familiar in some public sector organizations like the Local Government, Directorate of Public Prosecutions among others: - notably, development planning and budgeting. The mandate for planning in public sector organizations is derived from Regulation 62 of the Local governments (PPDA, 2006), user department prepare an annual work plan for procurement based on the approved budget, which shall be submitted to the procurement

and disposal unit to facilitate orderly execution of annual procurement activities. It is also stated that a procurement plan should be integrated into the annual sector expenditure program to enhance financial predictability, accounting and control over procurement budgets. The combined work plan for the procuring and disposing entity will include; details of activities of works, services or supplies to be procured, a schedule of procurement requirements in order of priority, a statement of required resources supported by a schedule of the projected funding.

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, et al, 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 programmes 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 Programme, surveys are conducted in the sectors of education, health, road infrastructure, water and sanitation, agriculture and governance among others.

In the Directorate of Public Prosecutions, the status of service delivery management with regard to cost, quality, and time is achieved by having budgets and work plans in place, which influence performance. However, this is not the case for some projects undertaken by the entity, for example, in 2012, DPP was constructing offices in Kalangala District to extend its services, but up to now that project has never been completed, yet it had timeline of six months for completion (Contracts Committee Report, 2012). This delay was attributed to the poor planning process.

DPP strengthens the Millennium Development Goals (MDGs) of development through creating a crime free society by prosecution. Service provision as an immediate output of DPP falls under the Justice, Law and Order sector. Professionalism in this sector, therefore, is a major input in improving service delivery, (Leadership Code Act, 2002). This has been championed through ethical practices such as accountability, transparency, and value for money, which are key factors in procurement planning, thus ascertaining quality, cost and timely service delivery (PPDA Act, 2003).

1.2 Statement of the Problem

Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of public sector organizations and improved service delivery. According to Sabiti (2013), Uganda has been awakened on the importance of effective management of the public procurement process at both central and local government levels, and its subsequent contribution to improved governance of the public sector. Procurement function was traditionally viewed as a clerical and reactive task has since positioned itself among core organizational functions, and its management is becoming increasingly critical for the well functioning of any organization. It is a function that sets in motion the entire acquisition/procurement process of the Directorate of Public prosecutions. Despite this importance, very limited scientific research has been done to examine the extent to which efforts in procurement planning can contribute to effectiveness in service delivery in public organizations. Service delivery in DPP has a number of challenges that include but not limited to; delays in contract completion, poor

budgeting, and shoddy works, (Auditor General's Report, 2011; DPP-PPDA Report, 2010/2011 and Parliamentary Accounts Committee Report, 2012). Because of this, the study therefore, sought to examine why inspite of the existence of procurement planning guidelines, service delivery has remained a challenge at DPP.

The focus is therefore on service delivery being the key problem affected by procurement planning. This research study addressed the effects of procurement planning on service delivery in public sector organizations.

1.3 General Objectives

To examine the relationship between procurement planning and service delivery in public sector organizations.

1.4 Specific Objectives

The following specific research objectives guided this study.

- i. To evaluate the relationship between procurement planning and quality service delivery at the Directorate of Public Prosecutions.
- ii. To assess the relationship between procurement planning and cost management in service delivery at the Directorate of Public Prosecutions.
- iii. To examine the relationship between procurement planning and timely service delivery management at Directorate of Public Prosecutions.

1.5 Research Questions

The following research questions were used to guide the study;

- i. What is the extent to which procurement planning influence quality service delivery in the Directorate of Public Prosecutions?
- ii. What is the influence of procurement planning on cost management in the Directorate of Public Prosecutions?

- iii. What is the influence of procurement planning on timely service delivery in the Directorate of Public Prosecutions?

1.6 Scope of the Study

1.6.1 Content Scope

The study ascertained to examine procurement planning and service delivery by the Directorate of Public Prosecutions. Respondents involved in the study were selected from various departments of the Directorate of Public Prosecutions. These included the Accounting Officer (AO) of the Directorate of Public Prosecutions, Procurement Officers (PO), Under Secretary (US), Principal Accountant (PA) among other employees at the Directorate of Public Prosecutions. The study focused on procurement planning and service delivery at the Directorate.

1.6.2 Geographical Scope

The study was carried out at the Directorate of Public Prosecutions headquarters located at Pilkington road plot 1, 11th Floor, Kampala district in central part of Uganda.

1.6.3 Time Scope

The study was intended to compile relevant information needed within a time frame of eight months (February – September). The researcher used data ranging from 1992 to date.

1.7 Significance of the Study

- i. The study may enable planners and policy makers to design procurement plans which may efficiently and effectively promote higher depths performance of service delivery especially in public organizations. Additionally, the study may help policy makers to formulate best ways on how to improve service delivery in the economy of Uganda.
- ii. The study may promote the planning adherence to quality, cost and effective / efficient service delivery in organizations.

- iii. The findings of the study may specifically help the Directorate of Public Prosecutions of Uganda to revisit its procurement planning policies and make proper ones to cope with the challenges faced in order to enhance service delivery.
- iv. The study may also act as a basis for further research to other researchers in the field of Public Service Delivery and procurement planning in Uganda.

1.8 Definition of Key Terms

1.8 .1 Procurement Planning

This is where a procurement practitioner sketches out in advance an arrangement which diagram a plan as to what, where, when, and how purchases are to be conducted in a given period.

1.8.2 Procurement Planning Process

These are stages which describes how procurement planning is to be done. These successive stages in the planning process are very crucial to an organization for handling of successful procurements.

1.8.3 Budgeting

This is a financial plan that indicates how all procurement activities are to be transacted in a given period of time.

1.8.4 Work plan

This refers to a comprehensive plan of executing the operations of an entity in a given period of time, usually a year.

1.8.5 Service Delivery

This is the provision of services to the satisfaction of user needs. This could be in form of works, supplies and other services.

1.8.6 Quality

Quality is a comparison of expectations with performance. It is the degree to which something meets or exceeds the expectations of its consumer.

1.8.7 Cost/Price

Cost is the amount of money that you need to buy, make or do something. Price is the amount of money that you have to pay for something. Cost therefore determines the price of something in any given situation.

1.8.8 Timely Delivery

Delivery happening at the right time of need. Deliveries happening at the most suitable time enhances the desired services to the end users.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter portrays the theoretical perspective containing the theories that prompted the study. In this chapter, the conceptual framework reveals how independent variables relate with the dependent variables. The review of the available literature related to the study thus follows as studied by other scholars in relation to the procurement planning and service delivery in public sector organizations.

2.1 Theoretical Framework

According to the World Trade Organization (2009), several attempts are being made to regulate procurement practices in developed and low development countries. Leenders and Blenkarn (2010), purchasing and supply can no longer be treated as a second order function. The way forward lies in integrated materials management pulling together suppliers, production and distribution. In the years ahead, those who have not got their purchasing and supply organization right will not be competitive. Furthermore, Lysons (2006) sees organizational procurement as that function responsible for obtaining by purchase, lease or other legal means, equipment, material supplies and services required by an undertaking for use in production.

Bell and Stukhart (2007), procurement is an integrated or “total concept” material management systems (MMS) that combine and integrate the takeoff, vendor evaluation, purchasing, expediting, warehousing and distribution. Public procurement, according to Hanja (2001), is the process by which large amounts of public funds are utilized by public entities to purchase goods, works and services from the private sector.

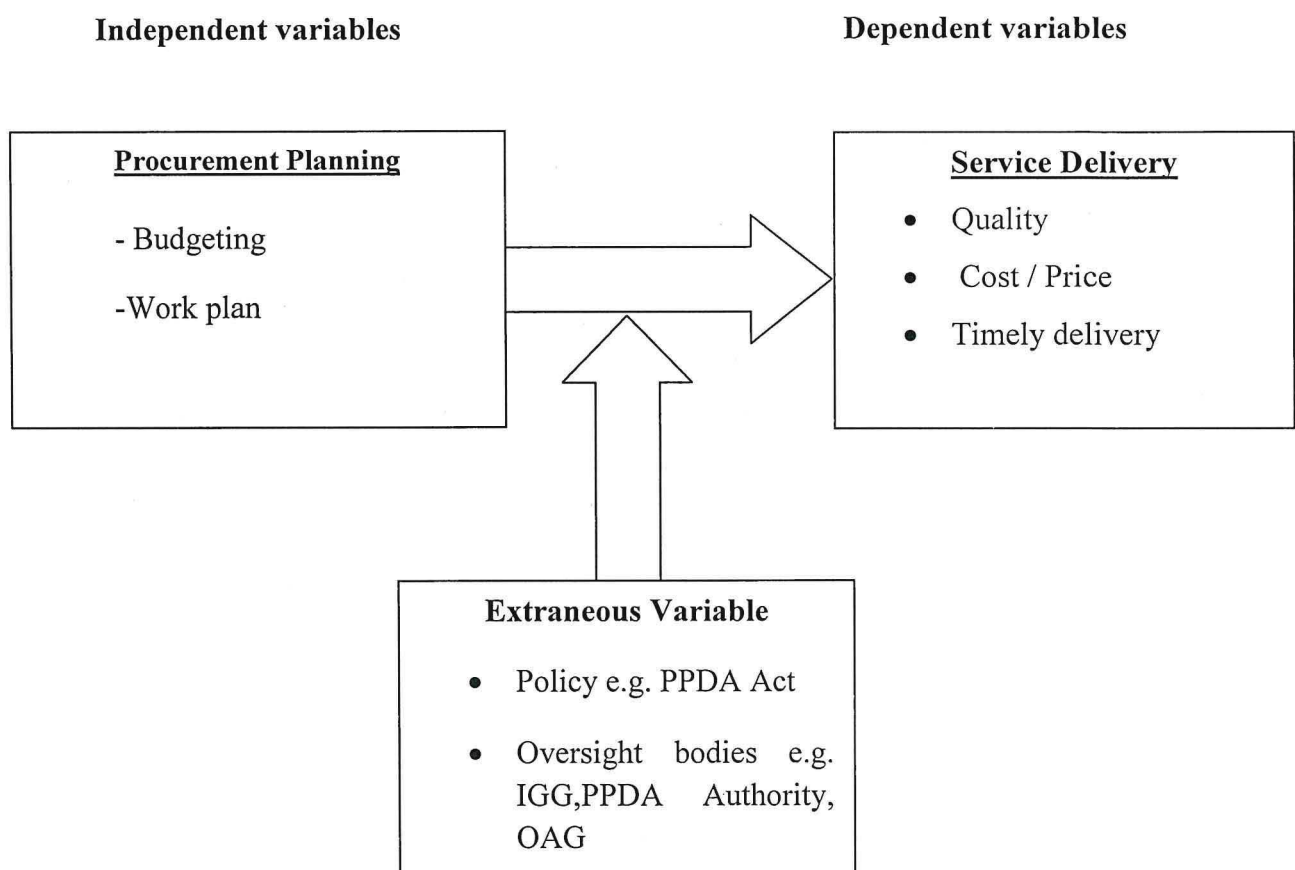
Raymond (2008), in his study on benchmarking in public procurement, he identified and examined five key principles underpinning procurement and these include Value for money (VFM), Ethics, Competition, Transparency and Accountability. However, this research study will be guided by the principle of Value for money (VFM) because the

public or citizens usually want proper accountability for their money or funds as raised through taxes, grants among other sources.

Value for money is the most important principle of procurement. Value for money in the public sector entails consideration of the contribution to be made to advancing government policies and priorities while achieving the best return and performance for the money being spent (Bauld and McGuinness, 2011).

2.2 Conceptual Framework

Figure I: Conceptual framework model on procurement planning and service delivery in public sector organizations.



Source: Developed basing on Social Science Research (Amin, 2005).

Fig. I above indicates that procurement planning as the independent variable and is studied in terms of budgeting and work plan. Service delivery is the dependent variable

and is studied in terms of quality, cost / price and timely delivery. However, there are extraneous variable that affect service delivery which include Policy e.g. PPDA Act, oversight bodies e.g. IGG, PPDA Authority and OAG.

2.3 Procurement Planning

Right from the word planning, planning is a continuous process of making present entrepreneurial decisions systematically and with the best possible knowledge of their futurity, organizing systematically the effort needed to carry out those decisions, and measuring the results of these decisions against expectations through organized systematic feedback (Drucker, 2011).

Procurement planning is the process used by Companies or institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to request budget for staff expenses, and purchases. This is the first step in the procurement planning process. The budgets for all the departments are then reviewed, and in an organization that is committed to procurement planning, the accountants spend the time to find common purchasing requirements. Based on the budget submitted, they may direct departments to work with central purchasing to combine their planned spending for specific commodities. This process works best in an organization that is committed to reducing costs. Basheka (2011) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of public sector organizations operations and improved service delivery. The procurement planning process sets in motion the entire process of acquiring services in public sector organizations.

There are four steps that form the basis of procurement planning; group buying, just in time delivery, negotiated bulk pricing and reduced administrative overheads Group buying is the process of combining the total resource requirements for different departments and creating one purchase order. The departments can be physically located in a range of buildings with the delivery dates, quantities, and conditions listed in the purchase order. This practice is increasingly common in government public sector firms, where the same item can be purchased for a range of different institutions (Wise GEEK 2012).

Procurement planning is a process whereby procurement practitioners sketch out in advance an arrangement which diagram a plan as to what, why, where, when, and how purchases are to be conducted in a given period. The plan considers what is to be procured (goods, works or services), why is the need, and the procurement method to be used on regulated thresholds, and when and how the processing steps will be conducted.

The contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries (Mullins, 2012). Its contribution can be at both central and local government levels of public sector management. Mullins (2012), there is a significant positive relationship between procurement planning and service delivery in public sector organizations. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research. Procurement Policy Manual (2009), procurement planning drives different expected results which are different from business as usual such as: reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy), data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery.

Mawhood, (2003), further adds that effective procurement planning is an important route towards securing the right service to be delivered to the public, and also maximizing the level of service provision which can be achieved within the local supporting people. A procurement plan helps Procuring Entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

The researcher's view defines procurement planning as a strategic process of acquisition of goods, services or works or any combination of the two in a given period of time

within the projected budget limit and within the variable of 4ws +1H.(i.e what, why, where, when and how) and any other.

Effective procurement planning is essential for all procuring entities in the implementation of the purchasing objectives for reasons likes: (1) an effective plan saves time and money, (2) an effective plan serves as a conduit to achieving entities objectives, (3) an effective plan ensures compliance with regulatory policies, and (4) an effective plan provides a framework to guide procurement officers in the achievement of their tasks and duties.

Benefits of Procurement Planning; A good procurement plan steers development and management in the organization. It reduces risks and hence risk management is handled to the benefit of the organization. Good procurement planning avoids wastes of the organization's resources. It also improves on time management. It also enhances efficiency in all the systems in the organization. Good planning checks on costs hence the practice of cost benefits analysis is looked at critically.

Good planning encourages quality in production and service delivery; it enhances procurement performance. In July 2011, Ardent Partners published a research report that presented a comprehensive, industry wide view into what is happening in the world of procurement today by drawing on experience, performance, and perspective of nearly 250 chief procurement officers and other procurement executives, the report includes the main procurement performance and operational benchmarks that procurement leaders use to gauge the success of their organizations. This report found that the average procurement department managed 60.6% of total enterprise spend. This measure commonly called "spend under management refers to the percentage of total enterprise spend (which includes all direct, indirect, services spend) that a procurement organization manages or influences.

The average procurement department also achieved an annual savings of 6.7% in the last reporting cycle. Sourced 52.6% of its addressable spend, and has a contract compliance rate of 62.6% (<http://en.wikipedia.org/wiki/procurement>).

The benefits of procurement planning are further highlighted below; (1) proper classification of requirements into goods, works and services, (2) better workload planning and scheduling, (3) identifies the key steps and decision points in the procurement process, (4) consolidation of requirements for economies of scale, (5) providing sufficient lead time for selected procurement methods, (6) providing sufficient time to obtain required approvals, (7) allows for early identification and resolution of potential problems, (8) preventing unrealistic delivery or performance schedule, and (9) tool for effective performance monitoring / measurement.

All in all, a well planned procurement plan impacts on a good service delivery. These are reflected in good quality, cost, quantity, time management, among others to propel the organizational success. It also promotes better align of procurement strategies with organizational objectives. However, there is also improved procurement advantages namely better value for money outcomes, and better planning and risk management, among others.

2.3.1 Procurement Planning Process

Procurement planning processes are stages which describe how procurement planning is done. These successive stages in the planning process are very important to the organization for execution of successful procurements either in the acquisition of supplies, works or services.

Procurement planning cannot be carried out without procurement strategy. Procurement strategy is developed in line with and during the procurement planning phase. This therefore is the key factor in determining the most appropriate method given the nature and the monetary value of the need coupled with market availability.

While procurement planning deals with "when", a procurement strategy further focuses on many aspects which need attention for decision before the "When". The "What", "How", "Where" and "Why". The basic strategies authenticate the "When" which is in the process.

Further analysis reveals that apart from handling strategic issues like; what to buy? Why to buy it? How to buy it? What purpose does it serve? What is the objective of the purchase? How much does it cost? Where can be it sourced? How many sources are available? What is the risk? What is the benefit? What is the cost? Even after a preliminary procurement plan is developed, there are still further questions to be addressed. These could be questions like, is the expected date realistic given the procurement method? Does the procurement strategy need expediting? Are there chances for packaging requirements in order to purchase in bulk? What is the monetary or strategic advantages/ disadvantages of grouping requirements? Are there any dependent requirements? among others.

There is need for an organization to have a budget which is arrived at as a result of the aggregated needs from the user departments of the organization (Arrowsmith, 2003). The Directorate of Public Prosecutions draws an annual procurement plan which acts as a guide for the activities to be done throughout the year. Organizations therefore target core activities to be done and the plan is to solve critical needs of the organization.

The procurement planning process therefore involves the following stages: (1) user departments, preparation of procurement plans by user departments in line with approved work plan and the budget; (2) procurement and disposal unit, the unit does the consolidation of procurement plans; (3) contracts committee, contracts committee does the approval of the procurement plans; (4) the management / board / council, the function of the management / board / council is for approval of the procurement plans; (5) the submission of the procurement plans to ministry of finance, planning and economic development (MOFPED) and to PPDA is done by the accounting officer (AO), (PPDA Act, 2003).

2.3.2 Challenges faced in procurement planning

Public procurement practitioners have always faced challenges imposed upon by a variety of factors including Legal, political environment, organizational and socio-economic among other hindering factors.

Over or under stated planning; A Procurement plan can be over or under stated in the planning and hence can affect implementation for instance in creating fund shortfalls and variations as evidenced by some entities requesting parliament to have a supplementary fund to fill up the shortages. Procurement planners may not be the actual implementers. This causes problem during implementation in the project where beneficiaries are not involved (Caroline, 2007).

Administration and supervision cost in planning may over burden the actual project cost, hence more resources is geared towards non output activity. This is a waste of resources. A good example can be costs arrived at in constructing a power dam station. The feasibility study, the transmission line assessment study, the resettlement of the affected society and heavy allowances and facilitation involved, all these may negatively impact on the project contractual sum. A case for the road construction was with the Northern by-pass which eventually had to be diverted only along the wetland where people and their properties were not affected much.

Planned activities and schedules are at times not followed by the implementers or the stake holders involved. This tends to delay the project and leads to issues like deviations, requests for more extension time, or eventual termination of the project. Occurrences like inflation, the credit crunch are good examples several extensions which crosses over several financial years for projects for instance the DPP Construction of Nakapiripirit Office Block with agreements signed in 2010 between the Directorate and the Construction firm terminated on 5th/04/2013.

Procurement planning is at times not based on research findings of the need. This is evidenced by Ministry of Finance Planning and Economic Development (MOFPED), giving indicative planning figures (IPF) to entities and direct the entities to implement in a specific sectors for instance in Education, an IPF may be given by MOFPED for the construction of school class room blocks, this therefore means that the project cost is directed by the figure (amount) is driven by the IPF issued by MOFPED for instance IPF per each class room block is UGX 50,000,000, engineer is forced to develop his Bills of Quantities (BOQs) to the money threshold notwithstanding the various circumstances on the ground in the various locations of the construction sites in the country.

Legal Environment; Apart from public procurement regulations and rules, the legal environment refers to a broad legal framework that governs all business activities including research and development (regulations dealing with safety and health of new products), manufacturing (safety and health regulations at workplace and pollution control), finance (regulations dealing with disclosure of information), marketing (regulations dealing with deceptive advertising, disclosure of product characteristics), personnel (regulations dealing with equal opportunity for women and minorities), and contracts. Indeed, most aspects of contracts public or private such as contract requirements, disputes, and breach of contract are governed under the same contract law. In developing and particularly transitional countries, where legal systems are not comprehensive, government contracts may need detailed provisions (Nakamura, 2004).

Political Environment; In a democratic country, many individuals, groups, and organizations in the private sector including trade associations, professional associations, and business firms or companies (commonly known as interest groups) are actively involved in all aspects of the public procurement system. Having various interests, objectives and beliefs, interest groups are involved in the public procurement system in several ways such as lobbying legislative bodies to pass or alter procurement statutes, influencing implementation of these statutes, and influencing budget authorization and appropriations processes. Normally, a government program that is eventually adopted is a compromise among different views of interest groups, policy makers and management. In this democratic environment, there are cases of a strong coalition of policy makers, bureaucrats and interest groups in their effort to get their programs adopted. This coalition has led to the concept of the 'iron triangle,' which is very popular in the area of defense procurement (Thai, 2001).

However, the iron triangle shifts immediately after the procurement program authorization and appropriations stages to move to the procurement stage. As failure or success in winning large defense contracts has a great impact on a company, defense specialized companies compete against each other for these contracts. Public procurement practitioners have choices as they face various political pressures as well as sound economic decisions. For example, should they be concerned with maintaining

future business competition by keeping some relatively weak companies in business or should they let these small weak firms go out of business and leave a few defense-specialized firms to compete for contracts? This issue is more common in developing countries where perfect competition hardly exists. Large firms are more willing to make a small profit margin or even to take business losses by offering best bids. After small and weak firms are out of business, they will enjoy an imperfect competitive market.

Social and economic environment forces; While some countries impose social policies on their public procurement practices (such as a policy placing a fair proportion of government acquisitions with woman/minority owned small business, or economically disadvantaged areas), most governmental entities be it a developed or developing country or federal, state, and local governments- use their large procurement outlays for economic stabilization or development purposes by preferring national or local firms over firms from other countries or other geographic locations. Public procurement practitioners may be in a favorable economic environment or market (with many competing bidders in their country or local areas) or an unfavorable economic environment (where competition hardly exists). This environment would have a great impact on their practices as they may face an imperfect competitive market.

Foreign Policy; Many countries have used public procurement as a tool to achieve specific foreign policies. For example, in the 1980s, the Pakistani government bought 28 F-16 fighter jets, but the United States government withheld the contract because Pakistan was pursuing, against American wishes, the development of nuclear weapons. Public procurement practitioners in poor and weak countries are frequently facing the problem of having to deal with the foreign policy of other nations in their procurement decisions (Taylor, 2003).

Market Environment; Market conditions have a great influence on public procurement practitioners' effort to maximize competition. Moreover, the market determines whether or not socio-economic objectives of procurement are accomplished, whether or not a governmental entity can fulfill its needs; the timeliness of fulfillment; and the quality and costs of purchased goods, services and capital assets. As there are different levels of

economic growth among countries in the world, market conditions are very favorable in industrialized countries, while they may be unfavorable in developing countries (Thai, 2001).

Even under a perfectly competitive condition like that in the United States, some supplies and services are required only by the government (particularly for weapons systems) and are available in the market. This is a captive market, which is limited in scope and competition.

Also as markets become more and more globalized through regional and international trade agreements and treaties, public procurement practitioners face a greater challenge. In addition to compliance with their governments' procurement laws and policies and international trade requirements as mentioned above, they face additional challenges including; communication, currency exchange rates and payment, customs regulations, lead-time, transportation, foreign government regulations, trade agreements, and transportation. Thus, "before embarking on a foreign purchasing program, public procurement practitioners must carefully assess the total cost implications and compare them to domestic costs" (National Institute of Governmental Purchasing, 2009). Public procurement practitioners are torn between free trade agreements and their countries' economic development/stabilization policies when they face a hard choice between selecting domestic or foreign firms.

2.3.3 Measures for the Challenges faced in Procurement Planning

Training of procurement managers and suppliers on conducting market research. This can be done through establishing training programmes for both public procurement managers and suppliers throughout the country (Phlip, 2007). Public procurement managers and suppliers are failing to deliver results due to lack of adequate training, and therefore many of them lack sufficient knowledge on market situations and procedures. Secondly, the Auditor General (2011) have indicated that, the most common problem in the public procurement process is lack of insight on procuring organizational requirement by procurement managers, in terms of, actual quality requirement, cost and timely management in service delivery .

Consolidating e-Procurement; An opportunity exists to consolidate e-Procurement's central position in the development and reform of public procurement in the country. Firstly, it is recommended that pre-notification of tenders above EU thresholds should be advertised on www.etenders.gov. i.e. 3 months in advance of tender publication. This would facilitate early market engagement. Secondly, while the shift by public procurers to the use of www.etenders.gov. i.e. in the advertising of contracts has been impressive, there remain some public sector organizations which have yet to embrace e-advertising of contracts. Through stronger enforcement of the recommended use of www.etenders.gov. i.e as the central public procurement portal, a greater number of contracts will come to the attention of suppliers. Thirdly, an opportunity exists to maximize the number of contracts available to small indigenous suppliers on www.etenders.gov. ie through astute design of the tender and its award criteria. Fourthly, the burden can be lessened for suppliers by using www.etenders.gov. i.e as a platform on which applicants can register their financial and insurance capacity credentials, which can then be used in relation to all future tendering activity. Many of these actions have been incorporated into the design of the new e-tenders portal.

Reduce paperwork burden; Through the implementation of basic reforms, the main barrier cited by suppliers finding the time to complete the paperwork for tender submission could be tackled; Firstly, increasing the use of standardized tender documents across the public sector would permit suppliers to become more familiar with the questions to be answered and the forms to be appended to their tender. Secondly, earlier advertisement of available contracts would offer suppliers a longer lead-in time to complete their tender submissions. Thirdly, early engagement between suppliers and buyers would help in speeding up the tendering process as suppliers could set about devising their service solution with greater confidence in what is expected from them.

Greater engagement with not-for-profit sector; Engagement by public sector procurers with not-for-profit organizations seems to only be in its infancy in Uganda. Yet, it is a relationship that has much to offer for both parties. In sectors such as training and

education and homecare and personal assistance social entrepreneurs and not-for-profit organizations have acquired high levels of experience and expertise. Opportunities exist for public sector organizations to harness this potential in the delivery of certain public services.

Roll-out mentoring programme; One aspect of public sector tendering that both procurers and suppliers show agreement is on the positive impact of constructive feedback. Procurers acknowledge that feedback can assist suppliers in learning from previous mistakes and improving their subsequent tender submissions. Suppliers readily accept that feedback can prove instructive and enlightening for them. An opportunity exists to further build on this dynamic by instituting a Supplier Mentoring Programme. This would involve experienced procurement personnel mentoring and advising micro and young enterprises on how to navigate the public procurement system and sell themselves as best they can. The Supplier Mentoring Programme is to be designed in a way that does not impinge on the principles of transparency, fairness and accountability that define good public procurement practice (Gianakis, et al., 2000).

Exploit ICT for procurement at organization level; Scope exists for more intelligent use to be made of ICT at organizational level in the administration and management of procurement. In particular, public sector organizations can dramatically reduce the transaction costs associated with processing the procurement of goods and services through ICT enabled systems. Leaving aside the success of www.etenders.gov. i.e, the uptake by public sector organizations of IT in managing their purchasing activity is disappointing. For example, less than one in three public procurers state that they make use of e-invoicing and only 1 in 5 have implemented a 'low value purchase card' system and less than 5% are making use of reverse e-auctions. The one ICT area public sector organizations are using widely is electronic funds transfer, with 3 out of 4 public procurers making use of this approach.

Professionalizing public procurement; The results of the survey reveal that just over 1 in 5 public procurers hold a qualification in procurement or supply chain management. This

represents an opportunity to professionalize public procurement in Ireland through a targeted training and certification process. The fact that almost 70% of public procurers are found to be educated to degree level or higher means that up-skilling and professionalization should not be too difficult for this cohort. Sanjay Upalkar-Oxford (2012). The development of a Licentiate Approach similar to the US model is one possibility. This was presented to the Northern Ireland Assembly and was accepted by public procurers in North Ireland as a way forward. Equally, this approach could be implemented in Ireland. It would give accountability and responsibility to procurers through the issuing of a license based on skills and competences (Sanjay Upalkar-Oxford, 2012). There is evidence of the development of the public procurement profession through the creation of certificate programs and support of accredited programs. Examples include the Certificate in Public Procurement as delivered by DIT, the MBS in Strategic Procurement in DCU and BBS in Procurement and Supply from the IIPMM.

Minimizing barriers to micro enterprises through open tendering; Through more consistent application of the Department of Finance Circular 10/2010 recommendation that all supplies and services contracts below €125,000 and all works contracts below €250,000 are to be awarded under open procedure, micro and recently established firms will be better able to compete for business. Under ‘open procedure’ only proportionate qualification criteria are applied. This represents a positive move towards removing many of the barriers that inhibit micro firms and young firms from competing in the market for public sector contracts. If applied consistently, ‘open procedure’ tendering will help to “level the playing field” in the market for public sector contracts (McCue, et al., 2000).

2.3.4 Budgeting

Budgeting is the process of preparing a detailed statement of financial results that are expected for a given time period in the future (Cliche, 2012). It is one of the most important administrative tools, a budget serves also as a plan of action for achieving quantified objectives, standard for measuring performance and device for coping with foreseeable adverse situations. Budgeting is further defined as an itemized summary of

estimated or intended expenditures for a given period along with proposals for financing them (Business Dictionary.Com). The core of public finance depends on spending someone else's money by some people. In democratic countries, this process has been constructed by the voters to whom they have given the public force elected by themselves (Shah, 2007).

It is vital to ensure proper budgeting in order to reflect efficient service delivery to the tax payers. According to the Annual Report of the Auditor General for the year ended 30th June 2012, numerous Accounting Officers mischarged expenditure through charging wrong budget codes without following set procedures. The mischarges at times amounted to as much as 81% of the entities budgets. As a consequence, the funds were diverted and not utilized in accordance with the Appropriation Act and guidance of Parliament. The audit review revealed mischarged expenditure amounting to Shs. 257bn. It is important that the budgeting process and its implementation are improved upon to attain government intentions. For example, on 14th July 2011, a sum of Shs. 11.9bn was transferred by Ministry of Justice and Constitutional Affairs from Case Backlog Account to Herritage Arbitration Account in Bank of Uganda (BoU). At the time of audit ,only Shs 189mn was spent from the Herritage Arbitrtion Account leaving a balance of Shs. 11.75bn to date. It was noted that the account was inactive for 8 months between November 2011 to June 2012, and therefore, funds had not been put to use. Under budgeting as a reflex of poor procurement planning process, affects service delivery by providing poor quality of service which is not cost effective and not timely to the tax payers. This is evidenced by mischarged of expenditures. In the absence of funds in the accounts to be charged, the service is not provided or poorly provided, for example quarterly inspections of operations in field offices at times not done.

Work plan

A work plan is an outline of a set of goals and processes by which a team and or person can accomplish those goals, offering the reader a better understanding of the scope of the project. Work plans provide a frame work for planning and serve as a guide during a specific time period for carrying out work. (<http://wwwColorado.edu/engineering>).

A work plan is a detailed accounting of an individual or group proposes going about accomplishing a specific task, approaching a project or pitching a new business concept. Sometimes referred to as “Statement of work” a work plan generally includes an introduction or overview of a project or job a breakdown of how individual project-related tasks will be accomplished, a timeline for completion and cost projections for implementation. People use work plans for different purposes, each carrying a slightly different definition of the content depending on the circumstances (Lisa Cquerrey, Demand Media).

2.4 Service Delivery

Service is a system that provides something that the public needs, organized by the government or a private company. The government aims to improve public services, especially education and other essential services. Government therefore strives harder to ensure that there is quality, cost effective and timely delivery of services in all sectors of the economy.

Johan (2006), further came up with some important service delivery improvement slogans. He said, he who fails to plan for service delivery, plans to fail delivering services to the public. And if it cannot be measured, it cannot be improved. If we only plan to comply with regulations, we are not managers, we are robots. What we plan we must implement. What we implement, we must monitor. We should not be afraid to ask the customer (citizens). They really do know best what they need and what they get. It is not always the same thing.

2.4.1 Quality

The quality of service is good when the client is convinced that it is good. It is subjective and depends on the clients individual experience, (Gokhan et al. 1986). In the dimensions of service quality, a customer's expectation of a particular service is determined by factors such as recommendations, personal needs and past experiences. The expected service and the perceived service sometimes may not be equal, thus leaving a gap. The service quality model or the 'GAP model' developed by a group of authors - Parasuraman, Zeithaml and Berry at Texas and North Carolina in 1985, highlights the main requirements for delivering high service quality. It identifies five gaps that cause unsuccessful delivery. Customers generally have a tendency to compare the service they experience with the service they expect. If the experience does not match the expectation, there arises a gap. Ten determinants that may influence the appearance of a gap were described by Parasuraman, Zeithaml and Berry in the Servqual Model; reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. Later, the determinants were reduced to five; tangibles, reliability, responsiveness, Service assurance and empathy in the rater model.

2.4.2 Cost/Price

Cost is the amount of money that you need to buy, make or do something. Price is the amount of money that you have to pay for something, (McMillan English Dictionary, 2008). Cost determines the price of something in any given situation, which therefore has an influence on service delivery. According to the PPDA Report on DPP (2012), the entity recorded the following cost management queries:

- The PDE consolidated computer hard/software requirements to a value of USD151,454 but later split this requirement into five procurements, using restricted bidding methods, which was a lesser competitive procurement methods, and therefore, the entity lost a lot of money.
- In over ten transactions valued that 587,000,000 the contracts committee approved award decisions without evaluation criteria. For example, supply of computer workstations, hire of venue for induction of workshops, which also

resulted into loss of tax payers' money as a result of not following actual procurement procedures.

2.4.3 Timely Service Delivery

According to Roper & Miller (1999), this refers to the provision of service at the right time. It involves deliveries happening at the most suitable time, which enhances the provision of desired services to the end users. On-time service delivery is an excellent measure that is usually easy to track using schedule dates and time. This is normally agreed upon between the customer and service provider, (Annual Winter Quality Conference, 2014). In DPP timely service delivery has been queried by the PPDA Report, (2012) in the following ways:

- Construction of DPP offices in Kalangala District was delayed by the contractor, Alma Connexious Limited. This greatly affected service delivery by DPP in Kalangala.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focused on research design, area and population of the study, sampling size and selection, data type and sources, data collection instruments, data analysis and presentation and limitations to the study.

3.1 Research Design

A case study was used that involved collecting people's attitudes, perceptions and opinions on procurement planning and service delivery by the directorate of public prosecutions. The use of both quantitative and qualitative design of investigation was applied. The quantitative design involved both close-ended and open-ended questions while the qualitative one used interviews. The study used questionnaires and interview guides. Data was analyzed in respect to the study objectives.

3.2 Area of the Study

The study was conducted at the Directorate of Public Prosecutions headquarters located at Pilkington road plot 1, 11th Floor, Kampala district in central part of Uganda.

3.3 Target Population

The target population of the study comprised of the Accounting Officer of the Directorate of Public Prosecutions, Procurement Officers among other staff members at the Directorate of Public Prosecutions. Out of the 58 employees at Directorate of Public Prosecutions Headquarters, 30 respondents were chosen through purposive and simple random sampling. This is because, these respondents were with adequate knowledge in procurement planning, (Head of Procurement and Disposal Unit).

3.4 Sample Size and Sampling Technique

The study focused on management executives that were purposively selected to provide key information from the various departments of the Directorate of Public Prosecutions and these included the Accounting Officer of DPP, three Procurement Officer of DPP, the Senior Statistician and the Under Secretary of the organization. Purposive selection method was applied because of adequate knowledge in procurement, planning and service delivery by the Directorate of Public Prosecutions. The other respondents were randomly selected from the Directorates staff.

Table1: Sample size and sampling strategy

Category of respondents	Population	Sample size	Sampling Technique
Management executives of the Directorate of Public Prosecutions (DPP)	14	6	Purposive sampling
Staff members of the Directorate of Public Prosecutions (DPP)	44	24	Simple random sampling
Total	58	30	

Source: Sample size based on RV.Krejce and D.W.Morgan (1970) as cited in Amin.

3.5 Sampling Technique and procedure

Amin (2005) states that in order to gain confidence from the findings from the sample as being the representative of the rest obtained from the investigation, a careful sample needs selection shall be done. This enabled a better outcome in the research presentation.

The researcher used both probabilistic and non-probabilistic sampling method for the sampling of data for both qualitative and quantitative nature. The qualitative data was derived from purposive sampling to extract data from the selected management staff of

the Directorate of public prosecutions. This included; the Accounting Officer, the Procurement Officers, the Senior Statisticians and the Under Secretary. The other staff members of the Directorate of public prosecutions were selected by the simple random method.

3.6 Data Collection Methods

The researcher used both quantitative and qualitative data for the study and both primary and secondary sources of data were sought. Primary sources of data included information got directly from the field during the research study. The use of various data collection methods like questionnaires, interview guides and open group discussions helped to extract field information and secondary data for the information obtained through books and journal, bulletins and other documents in line with the topic to aid the research.

The use of the secondary data was therefore, to make a comparison between the secondary at hand with the primary data findings which was assembled in order to derive at meaningful and objective interpretation of procurement planning and service delivery by the Directorate of Public Prosecutions.

3.7 Data Collection Instruments

Below are the various data collection instruments that were used.

Questionnaires

Kothari (2004) defines a questionnaire as a set of questions in a particular theme of the study. Questionnaires were used as the major source of data collection. These were designed and personally delivered to the respondents by the researcher. Questionnaires were designed in such a way that all the objectives in the study are taken care of. Each item in the questionnaire was developed to address a specific objective of the study. The structured or closed-ended questions were used. These questions were accompanied by a list of all possible alternatives from which the respondents selected the best answers.

Interviews

Personal interviews were one of the approaches and were conducted with questions in order to authenticate the need for updated information. The data collection method was

therefore through interview guide. The researcher conformed to the study scope in line with questions and feedbacks. The use of interview guide enabled clear direction and guidance for the questions that were asked and applied while conducting the interview.

3.8 Measurement of Variables

The measurement of variables involved assigning numbers to objects, events or characteristics. Nominal and ordinal scales were used in the questionnaires as a way of assigning numbers to define the variables (Amin, 2005). The researcher used the nominal scale as labels to categories demographic features consisting of age, gender, educational background and duration spent working with the organization. Mugerwa and Mugenda (1999), maintains that nominal scales are only useful in the process of identification but do not allow comparison of variables.

3.9 Reliability and Validity of Instruments

A pre-test for the questionnaire was conducted on other respondents that are not part of the main research study but with knowledge about research topic. The respondents were asked to respond to the questionnaires and their answers were incorporated to come up with a proper questionnaire.

3.9.1 Validity

With the help and consultation of skilled personnel, a validity test was conducted for the content of the questionnaire. Thereafter, the questions were edited and corrected accordingly to enhance a content validity test which was computed using the formula below;

$$CVI = \frac{K}{N}$$

Where CVI = Content Validity Index

K = Total Number of items rate as relevant

N = Total number of items in the questionnaire

Using the above formula, the content validity index for the questionnaire was calculated as shown below.

$$\text{CVI} = \frac{8}{10}$$

$$\text{CVI} = 0.8$$

Therefore, since the average index is above 0.7, then the instrument (questionnaire) was valid and reliable enough to collect data.

3.10 Data Presentation and Analysis

After data collection, results were computed and analyzed using the Statistical Package for Social Scientist (SPSS) version 20 and correlations whose outcome and findings were explained simultaneously. Tables based on study findings were used to present results from the study and this enabled clear analysis of the research objectives.

Table 2: Data Presentation and Analysis

Mean Range	Interpretation	Rank
4.3 – 5.0	Strongly Agree	Very High
3.5 – 4.2	Agree	High
2.7 – 3.4	Neutral	Undecided
1.9 – 2.6	Disagree	Low
1.1 – 1.8	Strongly Disagree	Very Low

3.11 Limitations to the Study

Lack of enough money to facilitate transport, purchasing research equipments and expenses on typing, printing, photocopying questionnaires, binding and others was also a problem that the researcher encountered during the study. However, the researcher strived on the minimum resources available to complete the study successfully.

Some respondents were hesitant to reveal some relevant information to the study in fear that their jobs may be at risk. However, the researcher convinced the respondents that the study is purely for academic purposes only.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS

4.0 Introduction

This chapter presents and analyses the results of findings. It presents the background characteristics of respondents who are considered the direct and indirect beneficiaries of the Directorate of Public Prosecutions. It also deals with presentation, interpretation and analysis of findings about the role of procurement planning and service delivery by the Directorate of Public Prosecutions.

The study selected 30 participants for the study and a total of thirty questionnaires were distributed to the respondents on various aspects according to the objectives of the study. However, out of the 30 selected respondents, 26 participants responded positive comprising of 86.6% while 4 respondents comprising of 13.3% did not respond on the basis of confidentiality of information, lack of interest/corporation and clearly not seeing how they would benefit from the study. The data has been analyzed using Statistical Package for Social Scientist (SPSS) whose outcome and findings were as follows;

4.1 Background Characteristics of Respondents

The background characteristics considered for this category of respondents comprised of sex category, age, their academic qualifications and their position of responsibility at work. The findings are presented and analyzed as below;

Table 3: Shows the Background Information of Respondents

		Frequency	Percentage
Sex	Male	20	76.9
	Female	6	23.1
	Total	26	100
Age	20 – 30	4	15.4
	31 - 40	6	23.1
	41 - 50	8	30.8
	51 & above	8	30.8
	Total	26	100
Position	Top Mgt	3	11.5
	Middle Mgt	10	38.5
	Functional Mgt	13	50
	Total	26	100
Educational Level	Masters	8	30.8
	Degree	11	42.3
	Diploma	5	19.2
	Others	2	7.7
	Total	26	100
Level of Experience	1 – 2 Years	3	11
	2 – 4 Years	9	36
	4 & above Year	14	53
	Total	26	100

Source: Primary Data.

From table 3 above, findings indicate that, majority of the respondents involved in the study were male and comprised 77% while the female comprised 23%. This implies that at the Directorate of Public Prosecutions, there are more males than females. Additionally, results imply that the male participated more in this study compared to the female. Concerning age, results showed that, majority of the respondents that is, 62% were between the age category of 41 and above years, followed by the those between 31-40 which comprised of 23%, and lastly, those between 20 – 30 at 15%. Concerning positions in the organizations, majority of the employees presented were at functional level, 13 in number and at (50%), followed by middle management, 10 employees at 38.5% and top management, 3 Officers at 11.5%. In the education background of the respondents, the results revealed that majority of the respondents that is, 42.3% were degree holders while 30.8% of the respondents had master's degree as their highest level of education qualification. This was followed by 19.2% of the respondents who revealed that they were diploma holders while 7.7% selected the opinion for others. This implies that majority of the respondents involved in the study had gone to school and qualified for their respective positions. This helped the researcher to get good and relevant information to the study concerning the role of procurement planning towards service delivery by the Directorate of Public Prosecutions. Time spent by respondents with the Directorate of Public Prosecutions revealed that most of the respondents (14) had been in the organization for more than 4 years taking a share of 53% of the responses. Three and nine had been working in the organization for 1-2 and 2-4 years contributing 11% and 36% respectively.

4.2 Procurement Planning at the Directorate of Public Prosecutions

The basis of this section in the study was to discover the extent to which the Directorate of Public Prosecutions carries out procurement planning. Results of the study are analyzed as presented on table 4 below;

Table 4

Procurement Planning	Mean	Rank	SD	Interpretation
The Accounting Officer authorizes the procurement on confirmation of funding	4.81	1	.402	Very High
The entity ensures that evaluation of bids are conducted transparently in order to ascertain value for money	4.77	2	.430	Very High
The entity ensures that every procurement has its file opened and recorded/ archived for accountability purposes	4.73	3	.452	Very High
DPP ensures that user departments identify their needs	4.65	4	.485	Very High
All key stakeholders are involved in the procurement process in orders ensure transparency.	4.50	5	.510	Very High
DPP ensures that work plans are in place for effective procurement management and accountability	4.46	6	.508	Very High
DPP ensures that user departments identify their needs	3.96	7	.599	High
The entity's procurement unit ensures that the appropriate procurement method is followed	3.92	8	.628	High
Average Mean	4.48			Very High

Source: Primary Data

Table 4 above, shows that the extent of procurement planning at DPP is at an average mean of 4.48, which is interpreted at very high. This is probably attributed to the very high levels of the Accounting Officer being in charge of authorization of procurements (mean =4.81), followed by the entity ensuring that evaluation of bids are conducted transparently in order to ascertain value for money (mean = 4.77), the entity ensuring that every procurement has its file opened and recorded or archived for accountability purposes (mean =4.73), DPP ensuring that user departments identify their needs (mean= 4.65), all key stakeholders are involved in the procurement process in order to ensure transparency (mean= 4.50), DPP ensuring that work plans are in place for effective

procurement management and accountability (mean= 4.46), DPP ensures that user departments identify their needs (mean= 3.96), and lastly, The entity’s procurement unit ensures that the appropriate procurement method is followed (mean= 3.92).

4.3 Service Delivery

4.3.1 Quality Management

Table 5

	Mean	Rank	SD	Interpretation
DPP observes standards set by PPDA to ensure quality management	4.81	1	.402	Very High
The entity encourages feedback on all projects being undertaken by its service providers and contractors.	4.73	2	.452	Very High
User departments’ technocrats are the ones who draft specifications for the entity before procurement is made.	4.73	3	.452	Very High
The entity ensures that there is proper management of procurement records for easy monitoring and evaluation of performance	4.46	4	.508	Very High
The DPP procurement and disposal unit involves key stakeholders like the user department in ascertaining quality of supplies by service providers.	4.27	5	.452	High
DPP ensures that all its procurement and disposal unit staff are qualified	4.27	6	.452	High
DPP offers mentoring workshops to its service providers in order to guide them on how to best perform their required duties.	3.96	7	.528	High

The entity ensures quarterly inspection of activities being undertaken by contractors and service providers.	3.96	8	.445	High
Average Mean	4.40			Very High

Source: *Primary Data*

From table 5 above, quality management at DPP is very high with an average mean of 4.40. This is as a result of a very high response rate on adherence to the standards set by PPDA in ensures quality management (mean= 4.81), followed by the entity encouraging feedback on all projects being undertaken by its service providers and contractors (mean = 4.73), user departments' technocrats draft specifications for the entity before procurement is made (mean = 4.73), the entity ensures that there is proper management of procurement records for easy monitoring and evaluation of performance (mean = 4.46), DPP procurement and disposal unit involving key stakeholders like the user department in ascertaining quality of supplies by service providers (mean = 4.27), DPP ensures that all its procurement and disposal unit staff are qualified (mean= 4.27), DPP offers mentoring workshops to its service providers in order to guide them on how to best perform their required duties (mean= 3.96), and lastly, the entity ensuring quarterly inspection of activities being undertaken by contractors and service providers (mean= 3.96).

4.3.2 Cost in Service Delivery

Table 6

	Mean	Rank	SD	Interpretation
The entity prudently signs contracts to limit excessive cost that may be incurred if the contractor mismanages the contract.	4.81	1	.402	Very High
For each and every type of procurement, budgeting must be done as one way of saving costs.	4.42	2	.504	Very High
The entity also uses procurement thresholds to determine the most cost effective method of procurement	4.27	3	.452	High
Bank guarantees, bid securities are some of the ways in which the entity minimizes the risk of loss in case the service provider misbehaves.	4.19	4	.402	High
DPP observes the standard cost guide provided by PPDA for procurement of supplies, works, and services	4.08	5	.688	High
The entity ensures that the average market cost is fully adhered to, when procurement is being done	3.73	6	.452	High
Average Mean	4.25			High

Source: Primary Data

Table 6 above shows that, DPP generally manages its cost in service delivery prudently as indicated by the high average mean, (mean = 4.25). This could be due to adherence to the control measures put in place as analyzed here under; The entity is keen when signing contracts with service providers in order to limit excessive cost that may be incurred (mean= 4.81). The entity ensures that all procurements carried have been prior budgeted for as a measure of saving costs (mean=4.42). In ensuring the most cost effective method of procurement, the entity uses procurement thresholds for the determinations of all procurements (mean=4.27). Bank guarantees, bid securities are some of the ways in which the entity minimizes the risk of loss in case the service provider misbehaves

(mean=4.19). DPP ensures that the standard cost guide provided by PPDA for all procurements are observed (mean=4.08), the entity observes that the average market cost is fully adhered to, when carrying procurements (mean= 3.73).

4.3.3 Timely Service Delivery Management

Table 7: Timely Service Delivery Management

	Mean	Rank	SD	Interpretation
The entity prudently signs contracts to ensure that projects are finished timely.	4.73	1	.452	Very High
DPP inspects all its projects to ensures that they are completed in time	4.54	2	.508	Very High
The entity offers advance payments to contracts, so that projects are completed timely	4.46	3	.508	Very High
Interim payments are made to encourage service providers to complete their projects in time.	4.12	4	.326	High
Average Mean	4.46			Very High

Source: Primary Data

The above table portrays the management of timely service delivery in the directorate of public prosecutions with an average mean of 4.46 which interprets a very high response. This means that management is very concerned with the issue of timely service delivery of its activities. The very high response means that the entity prudently signs contracts to ensure that projects are finished timely (mean= 4.73), DPP carries inspections regularly for all its projects to monitor timely completion(mean= 4.54). Advance payments is also very highly encouraged to contractors in order to give no room for excuses of delays by providers(mean= 4.46). Interim payments are made to encourage service providers to complete their projects in time. Certificates of works done are issued from time to time for the works done and payments made accordingly to service providers.(mean= 4.12).This implies that the directorate of public prosecutions focuses highly on lifetime of projects undertaken.

4.4 Correlation Analysis between Procurement Planning & Service Delivery

This section presents the correlation results between procurement planning and service delivery at the Directorate of Public Prosecutions.

Table 8: Correlation Analysis between Procurement Planning & Service Delivery

Variables Correlated	r-value	Sig.	Interpretation
Procurement Planning & Quality Management	.15	.032	Significant Relationship
Procurement Planning & Cost in Service Delivery	.09	.002	Significant Relationship
Procurement Planning & Timely Delivery	.27	.018	Significant Relationship
Procurement Planning & Service Delivery Management	.25	.024	Significant Relationship

Source: *Primary Data*

Table 8 indicates the correlation results of the main objective to the study, that is to say, examining the relationship between procurement planning and service delivery. The findings show that, there is a positive and significant relationship between procurement planning and service delivery with an r-value of 25%, and level of significance of 0.024. This implies that, procurement planning has a relative influence in determining service delivery performance at DPP. The management therefore, ought to accord significant amount of attention with regard to procurement planning.

Procurement Planning & Quality Management

A very high level of quality management was indicated at Directorate of Public Prosecutions, with an average mean of 4.40, which was then correlated against procurement planning. Results showed a positive and significant relationship between procurement planning and quality management with an r-value of 15% and sig. 0.032.

This implies that procurement planning fairly contributes to quality management at Directorate of Public Prosecutions.

Procurement Planning & Cost in Service Delivery

It was also noted that Cost in Service Delivery registered a very high level with an Average mean of 4.25 and the correlated results against procurement planning was a positive one with significant relationship between procurement planning and cost in service delivery of r-value of 9% and sig. of 0.002. This implies that procurement planning weakly contributes to cost management in service delivery at the Directorate of Public Prosecutions. Although the contribution of procurement planning has been indicated to be weak, management should not underestimate the influence of procurement planning in general towards enhancing procurement operations and service delivery at DPP.

Procurement Planning & Timely Service Delivery

Timely Service Delivery Management had a very high Average mean of 4.46. The correlated value against procurement planning was positive with a significant relationship between procurement planning and timely service delivery management of r-value of 27% and sig of 0.018. This means that, procurement planning fairly contributes to timely service delivery management at Directorate of Public Prosecutions.

CHAPTER FIVE

DISCUSSION, SUMMARY AND RECOMMENDATIONS OF THE STUDY

5.0 Introduction

This chapter presents the discussion of findings so as to clearly come out with the role of procurement planning towards service delivery by Directorate of Public Prosecutions.

5.1 Discussion of Study Findings

5.1.1 Procurement Planning and Service Delivery

A very high response rate of procurement planning of an average mean of 4.48 was indicated at DPP. This was correlated with service delivery which was also very high with an average mean of 4.37. Correlation result indicated a positive and significant value of $r = 25\%$ and Sig. value .024. This percentage is fairly representative in influencing effective service delivery management. In light of this, Basheka (2011) found similar results regarding the contribution of procurement planning onto service delivery among public sector organizations in Uganda. Scholars like Finley (2011); Hinson and McCue (2004) also have contended that procurement planning contributes a lot in service delivery performance, particularly in terms of quality, cost and time management. However, in spite of these benefits resulting from procurement, Thai (2001) points that procurement planning is not an easy function to ascertain due to its numerous challenges like delayed funding, limited involvement of stakeholders in the procurement process and lack of strict adherence to plans by key procurement actors.

5.1.2 Procurement Planning and Quality Management in Service Delivery

Quality management recorded a very high level with an average mean of 4.40. When this result was correlated against that of procurement planning (4.48), a positive and significant relationship was ascertained (r value = 15%, and Sig. 0.32). In light of this, the researcher concluded that procurement planning moderately influence quality in service delivery. Similar results were obtained by scholars like Finley (2011); Thai (2001) and Stanley et al. (2007). Although, planning was found pronounced in the attainment of quality management, Gokhan et al. (1986) contends that this does not come easily due to

the following reasons: quality management involves investing highly in information technology, requires high levels of professionalism, and monitoring and evaluation among others.

5.1.3 Procurement Planning and Cost Management in Service Delivery

Cost management in service delivery was indicated to be high with an average of 4.25 this was then correlated against extent of procurement planning (4.48), which resulted into a possible and significant relationship among the two variables (r value = 49%, and Sig. 0.002). This finding is in agreement with Arrowsmith, (2003) who conducted a study on public procurement and found out that procurement planning weakly influence cost management. This however is contrary to scholars like Sanjay (2012), Booth (2007), Gerry Johnson (2005), and Gianakis, et al (2000) who argued that when stakeholders are allowed to participate in the procurement process, they feel part and parcel, something that motivate them, hence increased organizational efficiency and cost management in service delivery.

5.1.4 Procurement Planning and Time Management in Service Delivery

A very high level of timely service delivery management was showed at an average mean of 4.46. This was correlated against procurement planning (4.48). This then resulted into a positive and significant relationship of r value 27% and Sig. value 0.18. This implied that procurement planning moderately influence timely service delivery management. Several researchers also contend to this thought, these include among others (Parker 2007); Crocker, 2008; Gester, 2007).

5.2 Summary of Study Findings

5.2.1 Procurement Planning and Service Delivery

A very high response rate of procurement planning of an average mean of 4.48 was indicated at DPP. This was correlated with service delivery which was also very high with an average mean of 4.37. Correlation result indicated a positive and significant value of $r = 25\%$ and Sig. value .024.

5.2.2 Procurement Planning and Quality Management in Service Delivery

Quality management recorded a very high level with an average mean of 4.40. When this result was correlated against that of procurement planning (4.48), a positive and significant relationship was ascertained (r value = 15%, and Sig. 0.32).

5.2.3 Procurement Planning and Cost Management in Service Delivery

Cost management in service delivery was indicated to be high with an average of 4.25. This was then correlated against extent of procurement planning (mean =4.48), which resulted into a possible and significant relationship among the two variables (r value = 49%, and Sig. 0.002).

5.2.4 Procurement Planning and Time Management in Service Delivery

A very high level of timely service delivery management was showed at an average mean of 4.46. This was correlated against procurement planning (4.48). This then resulted into a positive and significant relationship of r value 27% and Sig. value 0.18.

5.3 Conclusions

From the findings, there is a true and significant relationship between procurement planning and service delivery by the Directorate of Public Prosecutions. Procurement planning, budgeting and work plans have greater influences on service delivery in public sector organizations. Therefore, if the organization makes a good procurement plan and follows it appropriately, then the public can benefit from the activities and function of the Directorate of Public Prosecutions.

5.4 Recommendations

- The government of Uganda should put in more money and funds to suit the budget of the Directorate of Public Prosecutions. This will help the organization to meet its planned activities and thus enhance quality service delivery in the country.

- Procurement processes should be carried timely in order not to compromise quality and cost.
- Appropriate budgeting estimations should be encouraged in order to deter under and over estimation while planning procurements.
- Work plan should minimize chances for ambiguities.

5.5 Areas of f future studies

- Further research should be carried out on e-procurement as a measure that can be used to improve procurement planning.
- A research in procurement auditing and service delivery should be carried in public sector organization.
- A research in procurement compliance, performance and service delivery should be undertaken.

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APPENDICES

QUESTIONNAIRE

APPENDIX A: QUESTIONNAIRE FOR THE MANAGEMENT EXECUTIVES OF THE DIRECTORATE OF PUBLIC PROSECUTIONS.

Dear sir / madam, I am **OLWOR GEOFFREY**, a student of Kyambogo University carrying out a research on procurement planning and service delivery by The Directorate of Public Prosecutions. The responses you will give are purely for academic purposes. Therefore, feel free to provide any necessary information. Your cooperation is highly appreciated. Thank you!

SECTION A: INTRODUCTION QUESTIONS

Please put a tick (✓) to the most appropriate answer and where applicable write answers and comments in the space provided.

BIO-DATA.

1. Name (optional)

2. Sex: (i) Male (ii) Female

3. Age category

 i) 20-30 (ii) 31-40

 iii) 41-50 (iv) 51 and above

4. Position

 (i) Director (ii) Accounting Officer

 (iii) Under Secretary (iv) Senior Statistician

 (v) Procurement officer (v) Others

5. What qualification do you hold?

- (i) Master's degree (ii) Degree
 (iii) Diploma (iv) Others

6. Time spent in the organization.

- i) 1-2 years ii) 2-4 years
 iii) 4 and above years

NB: The responses in the tables are denoted by the following legend.

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
SD	D	N	A	SA

The extent of procurement planning in the Directorate of Public Prosecutions

	Procurement Planning Process	SD	D	N	A	SA
1	DPP ensures that user departments identify their needs					
2	The entity is guided by the allocated budget for all procurement activities to be made.					
3	The Accounting Officer authorizes the procurement on confirmation of funding					
4	The entity's procurement unit ensures that the appropriate procurement method is followed					
5	The ensures that evaluation of bids are conducted transparently in order to ascertain value for money					
6	All key stakeholders are involved in the procurement process in orders ensure transparency.					
7	DPP ensures that work plans are in place for effective procurement management and accountability					
8	The entity ensures that every procurement has its file					

opened and recorded/ archived for accountability purposes					
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The extent of Service Delivery in the Directorate of Public Prosecutions

	Quality Management in Service Delivery	SD	D	N	A	SA
1	DPP observes standards set by PPDA to ensure quality management					
2	The entity ensures quarterly inspection of activities being undertaken by contractors and service providers.					
3	The entity encourages feedback on all projects being undertaken by its service providers and contractors.					
4	DPP ensures that all its procurement and disposal unit staff are qualified					
5	The entity ensures that there is proper management of procurement records for easy monitoring and evaluation of performance.					
6	DPP offers mentoring workshops to its service providers in order to guide them on how to best perform their required duties.					
7	The DPP procurement and disposal unit involves key stakeholders like the user department in ascertaining quality of supplies by service providers.					
8	User departments' technocrats are the ones who draft specifications for the entity before procurement is made.					
	Cost in Service Delivery					
1	DPP observes the standard cost guide provided by PPDA for procurement of supplies, works, and services					
2	The entity ensures that the average market cost is fully adhered to, when procurement is being done					
3	For each and every type of procurement, budgeting must be					

	done as one way of saving costs.					
4	The entity also uses procurement thresholds to determine the most cost effective method of procurement					
5	The entity prudently signs contracts to limit excessive cost that may be incurred if the contractor mismanages the contract.					
6	Bank guarantees, bid securities are some of the ways in which the entity minimizes the risk of loss in case the service provider misbehaves.					
Timely Service Delivery						
1	DPP inspects all its projects to ensures that they are completed in time					
2	The entity prudently signs contracts to ensure that projects are finished timely.					
3	The entity offers advance payments to contracts, so that projects are completed timely					
4	Interim payments are made to encourage service providers to complete their projects in time.					

INTERVIEW GUIDE

The extent of procurement planning in the Directorate of Public Prosecutions

Procurement Planning

1. Does DPP ensure that user departments identify their needs?
2. Is the entity guided by the allocated budget for all procurement activities to be made?
3. Does the Accounting Officer authorize the procurement on confirmation of funding?
4. Does the entity's procurement unit ensure that the appropriate procurement method is followed?
5. Does the entity ensure that evaluation of bids is conducted transparently in order to ascertain value for money?
6. Do all key stakeholders involved in the procurement process in order to ensure transparency?
7. Does DPP ensure that work plans are in place for effective procurement management and accountability?
8. Does the entity ensure that every procurement has its file opened and recorded/archived for accountability purposes?

The extent of Service Delivery in the Directorate of Public Prosecutions

Quality Management in Service Delivery

1. Does DPP observe standards set by PPDA to ensure quality management?
2. Does the entity ensure quarterly inspections of activities being undertaken by contractors and service providers?

3. Does the entity encourage feedback on all projects being undertaken by its service providers and contractors?
4. Does DPP ensure that all its procurement and disposal unit staff are qualified?
5. Does the entity ensure that there is proper management of procurement records for easy monitoring and evaluation of performance?
6. Does DPP offers mentoring workshops to its service providers in order to guide them on how to best perform their required duties?
7. Does the DPP procurement and disposal unit involve key stakeholders like the user department in ascertaining quality of supplies by service providers?
8. Does user departments' technocrats are the ones who draft specifications for the entity before procurement is made?

Cost in Service Delivery

1. Does DPP observes the standard cost guide provided by PPDA for procurement of supplies, works, and services?
2. Does the entity ensures that the average market cost is fully adhered to, when procurement is being done?
3. Is it true that for each and every type of procurement, budgeting must be done as one way of saving costs?
4. Does the entity also use procurement thresholds to determine the most cost effective method of procurement?
5. Does the entity prudently sign contracts to limit excessive cost that may be incurred if the contractor mismanages the contract?
6. Is it true that bank guarantees, bid securities are some of the ways in which the entity minimizes the risk of loss in case the service provider misbehaves?

Timely Service Delivery

1. Does DPP inspect projects to ensure that they are completed in time?
2. Does the entity prudently sign contracts to ensure that projects are finished timely?
3. Does the entity offer advance payments to contracts, so that projects are completed timely?
4. Are interim payments made to encourage service providers to complete their projects in time?



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Office of the Dean Graduate School

Your ref.....

Our ref: KYU/GSch/01/13

26th August, 2013

To Whom It May Concern

Dear Sir/Madam

RE: LETTER OF INTRODUCTION

This is to introduce to you **OLWOR GEOFFREY** registration number: **2011/HD/301/MSc.SCM** who is a student of Kyambogo University pursuing a Master of Science in Supply Chain Management of Kyambogo University.

He is carrying out a research on ***“Procurement Planning and Service Delivery in Public Sector Organizations”*** A case study of Directorate Public Prosecutions in partial fulfillment of the requirement for the award of the Master of Science in Supply Chain Management of Kyambogo University.

This is to kindly request you to grant him permission to carry out this study in your establishment.

Any assistance rendered to him will be highly appreciated.

Yours faithfully,



Dr. M.A. Byaruhanga Kadoodooba
Dean, Graduate School

