PROCUREMENT PLANNING AND SERVICES DELIVERY IN PROCURING AND DISPOSING ENTITIES

A CASE STUDY OF UGANDA REGISTRATION SERVICES BUREAU

MBEINE NICHOLAS

REG NO 12/U/285/GMBA/PE

A RESEARCH REPORT SUBMITTED TO GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN BUSINESS ADMINISTRATION OF KYAMBOGO UNIVERSITY

December, 2014

DECLARATION

I, **Mbeine Nicholas** 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.

SIGNED: ---------- **DATE:** 30/12/2014

Mbeine Nicholas

12/U/285/GMBA/PE

APPROVAL

This research report was compiled by Mbeine Nicholas under the title, **"Procurement Planning and Service Delivery in Procuring and Disposing Entities"**taking a case study of Uganda Registration Services Bureau. It was under our supervision and it meets the requirements for the award of a degree of masters of Business Administration of Kyambogo University.

SIGNED: ---------- **DATE:** 30/12/2024

MR. KALINZI CHARLES

(SUPERVISOR)

SIGNED: ---------- **DATE:** 30/12/2024

DR. PETER W. OBANDA

(PRINCIPAL SUPERVISOR)

DEDICATION

I dedicate this research report to my beloved family especially my dear wife Nsasiira Rosette whose collaborative moral and spiritual efforts pacified and supported me throughout this period of study.

I also dedicate this report to my siblings, Sisters Tuhairwe Hope, Kyabakama Loice and Nayebare Charity and my Brothers Mukundane Naboth, Amutuhaire Osbert and Taremwa Alexander for their support, prayers and words of encouragement.

ACKNOWLEDGEMENTS

First and foremost, my sincere gratitude goes to my supervisors Mr. Kalinzi Charles and **Dr. Peter W. Obanda for** their professional support and guidance to ensure that I produce a professional research report of high quality.

I wish to thank the management and staff of Uganda Registration Service Bureau for the warm cooperation during this study. Thanks to all respondents, may the almighty God reward you abundantly.

My sincere thanks go to entire staff of Kyambago University for the effective coordination, administration and management of my education. Many thanks go to my course mates MBA class for the unity, assistance and fellowship during this study, special thanks go to Mr. Byamugisha Amon, Ateta Annette, Mpangire Hanan, Aturinda Brain for their support during this period.

MAY GOD BLESS YOU ALL

TABLE OF CONTENTS

DECLARATION i
APPROVAL ii
DEDICATION iii
ACKNOWLEDGEMENTS iv
TABLE OF CONTENTS v
LIST OF TABLES viii
LIST OF ACRONYMS ix
ABSTRACT x
CHAPTER ONE 1
GENERAL INTRODUCTION 1
1.0 Introduction 1
1.1 Background to the study 1
1.2 Procurement planning in developing countries 2
1.3: Background of Uganda Registration Services Bureau 5
1.4 Problem Statement 7
1.5 Objectives of the study 7
1.5.1 General objective 7
1.5.2 Specific objectives 8
1.6 Research questions 8
1.7 Scope of the study 8
1.7.1 Geographical Scope. 8
1.7.2 Content scope. 9
1.7.3 Time Scope 9
1.8 The significance of the study. 9
1.9. Definition of key concepts 10
CHAPTER TWO: 12
LITERATURE REVIEW 12
2.0 Introduction 12
2.1.0 Procurement Planning 12
2.1.1 Definition of Procurement Planning 12

2.1.2 Definition of Service Delivery 13
2.2 Theoretical Review 13
2.3 Conceptual Framework 15
2.4 Procurement planning initiation and service delivery 16
2.5 Procurement plan implementation and service delivery 24
2.6 Procurement plan evaluation and service delivery 25
2.7 Factors affecting service delivery 27
2.8 Challenge of getting the right service provider 28
2.9 Indicators of Quality Service Delivery 30
2.10 Conclusion 32
CHAPTER THREE 33
METHODOLOGY 33
3.2.2 Sampling frame and sample size 34
3.3 Sampling Techniques 34
3.4 Data sources 35
3.5 Data collection methods 36
3.6 Data quality control 36
3.6.1 Validity of instruments 36
3.6.2 Reliability 37
3.7 Data processing and analysis 38
3.7.1 Data processing and analysis 38
3. 8 Limitations of the study 39
3.9 Ethical considerations 39
CHAPTER FOUR 40
ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS 40
4.0 Introduction 40
4.1 Demographic Characteristics of Respondent 40
Source: Field data, 2014 43
4.2 Procurement Planning Initiation and Service Delivery 45
4.2.1 Descriptive results about Procurement planning initiation 46
4.3 Descriptive results about Procurement Plan Implementation 52

4.4 Descriptive results about Procurement plan Evaluation 59
4.5 Descriptive results about Service delivery 64
4.6 Relationship between Procurement Planning and Service delivery 69
CHAPTER FIVE 71
DISSCUSION, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 71
5.0 Introduction 71
5.1 Summary of Findings 71
5.1.1 Procurement planning initiation and service delivery 71
5.1.2 Procurement plan implementation and service delivery 73
5.1.3 Procurement plan evaluation and service delivery 74
5.2 Discussion of findings 75
5.2.1 Procurement planning initiation and service delivery 75
5.2.2 Procurement plan implementation and service delivery 79
5.2.3 Procurement evaluation and service delivery 83
5.3 Conclusion 85
5.4 Recommendations 86
5.4 Suggestions 87
References 88
APPENDICES 90
APPENDIX A: QUESTIONNAIRE 90
APPENDIX B: INTERVIEW GUIDE 96

LIST OF TABLES

Table 3. 1: showing the sampling frame and sample size 34

Table 4. 1: Gender of the respondents 40

Table 4. 2: Age Distribution of the Respondents 41

Table 4. 3: Positions held by the Respondents 42

Table 4. 4: Department in which Respondents fall 43

Table 4. 5: Showing Level of Education 44

Table 4. 6: showing time spent by the respondents with URSB 45

Table 4. 7: Showing: Procurement planning initiation 46

Table 4. 8: Procurement plan implementation 53

Table 4. 9: Procurement Plan Evaluation 60

Table 4. 10: Service delivery 64

Table 4. 11: Regression of Procurement Planning and Service delivery 69

LIST OF ACRONYMS

JLOS	Law and Order Sector
MoJCA	Ministry of Justice and Constitutional Affairs
NPM	New Public Management
PDE	Procuring and Disposing Entity
PDU	Procuring and Disposal Unit
PPDA	Public Procurement and Disposal of Public Assets Authority
SAQ	Self Administered Questionnaires
URSB	Uganda Registration Services Bureau

ABSTRACT

The study was designed to examine the effect of procurement planning towards service delivery in Procuring and Disposing Entities, a case study of Uganda Registration Services Bureau. The study was guided by three specific objectives and these were; to examine the extent to which procurement planning initiation affects service delivery in URSB, to ascertain the effect of procurement plan implementation on service delivery in URSB and to establish how procurement plan evaluation affects service delivery in URSB.

The study adopted a cross-sectional research design since data was collected as single point in time. Self Administered Questionnaires (SAQ) and interview guide were employed to collect data from the respondents and 65 respondents formed the sample size of the study.

The findings of the study indicated that there is a moderate linear relationship between procurement planning initiation, procurement implementation and procurement evaluation, and service delivery Procurement planning affect service delivery by 61.2% and 38.8% is due to other factors such as regulatory environment such as PPDA Laws and regulations, procurement compliance and accountability. The coefficients of each indicator of procurement planning show that procurement plan implementation most affects service delivery ($t = 3.657$) followed by procurement plan evaluation ($t = 1.692$) and lastly procurement plan initiation ($t = 1.301$).

The study recommends that The URSB should develop an appropriate operational procurement plan that supports the key priorities of the overall strategy in order to achieve the broader objectives of the PDU. Furthermore, there is a need to develop a comprehensive motivation for the procurement planning requirements in order to improve on budget allocations that will stimulate service delivery.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter includes the following; back ground to the study, statement of the problem, purpose of the study, objective of the study, research questions, scope of the study which includes the conceptual scope, geographical scope, time scope, significance of the study and conceptual framework.

1.1 Background to the study

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

Planning both as a concept and function is probably one of the extensively talked about concepts in the management literature. It is a function that forms the foundation for the rest of management functions. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004).

Planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making. In many African countries, planning has not arrived at the level of achieving the aims described because of problems related to human and technical capacities and financial resources (Robbins, 2001).

In management literature planning implies that managers think through their goals and actions in advance and that their actions are based on some method, plan or logic rather than on a hunch (Stoner, Freeman& Gilbert, 1995). The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate the activities (Robbins, 2001).

Procurement planning is the primary function that sets the stage for subsequent procurement activities (Johan, 2006). According to Section 2 (3) of the Public Procurement and Disposal of Public Assets Act and Regulations 2014, Procurement Planning is a legal requirement in all central governments in Uganda (PPDA Act, 2003).

Procurement takes many forms and encompasses the acquisition of consumables (goods), real property, Capital Equipment such as computers, built assets such as Hospitals, Roads and major facilities, and services such as Office accommodation, security and cleaning among others. Procurement can be multifaceted and often complex (Kakuru, 2004).

1.2 Procurement planning in developing countries

The contribution of planning in facilitating an efficient and effective performance of public sector organizations is generally undisputed in both developed and developing countries (Lawal, 2000). Its contribution can be at both central and local government levels of public sector management. Over the past few years, developing countries 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 service delivery in the public sector (Lawrence, 2011).

Procurement, a function that 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 (Nakamura, 2013). The influence of new public management (NPM) philosophies in the functioning of the public sector has been embraced procedurally by government departments in a number of African Countries.

The management of public procurement process is one of the functions that have probably a wider implication in ensuring good governance because all government departments charged with providing services are dependent on this process (Morgan, 2009). Reforming and strengthening systems of public procurement must be given a high priority in the efforts to improve systems of governance in the African Countries (Kabaj, 2003).

The inefficient use of funds can be generated from problems across the entire procurement process-from the definition of the needs and creation of the bidding documents, to a lack of transparency and competition in the process followed for announcements, bidding, evaluation and award of contracts, to poor contract supervision (Harmonizing Donor Practices for Effective Aid Delivery, 1999). However, the negative effects of poor procurement planning are obvious since the success of the subsequent procurement processes depend heavily on how planning is done.

There cannot be a good procurement budget without a plan, and there can be no procurement without a budget to fund it. Planning is a process that consists of many steps such as initiation, implementation and evaluation (Mukasa, 2013). The bottom line is that planning is not

concerned with future decisions but rather with the future impact of decisions made today (Thai, 2004).

In Uganda, never before has there been a growing interest in the management of public procurement than it is today. Its management is a concern of not only the executive but for the other two arms of the government that is the legislation and the judiciary (National Institute of Governmental Purchasing, Inc.,2009).

This is attributed to the fact that the total amount spent on acquisition of goods and services both at central and local governments is unquestionably high (Lawal, 2000). Procurement is now one of the top items that consume public money Wittig (1999) asserted that it has been estimated that between US$30 to US$ 43 billion could be available in the procurement market place in Africa and by 2005, it was estimated that in developing countries, procurement was accounted for a total expenditure of 70% in Uganda (Development Assistance Committee, p.18).

However, what is not known is whether procurement planning has a direct bearing on service delivery. Oboth (2001) says that service delivery is a system or arrangement of periodical performance of supplying public needs. Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by appointed officials to serve or deliver goods and services to the recipients. Therefore researcher intended to establish the relationship between procurement planning by looking at the procurement plan initiation, implementation and evaluation and establish how these affect service delivery in terms of quality, timeliness, completeness, cost effectiveness and reliability.

1.3: Background of Uganda Registration Services Bureau

The Civil Service Reform Program Report of 1995, on the restructuring of Ministry of Justice and Constitutional Affairs (MoJCA), recommended that the Directorate of Registrar General be developed into an autonomous body to operate on commercial lines (Nakamura, 2013). The old structure saw a number of functions including procurement being conducted by the department of Human Resource and Administration, mainly at the operational level with limited budget for it buying items with petty cash, and thus it was not warranting any special attention. By then, the main aim of the Directorate was to register new companies, with procurement not being taken as a serious function.

Consequently, in 1998, the Uganda Registration Services Bureau Act, Chapter 210 of the Laws of Uganda was enacted. The Act came into force on the 16th of August 2004 creating a number of operational and making it self-Accounting status in July 2010. Thus Uganda Registration Services Bureau is now an autonomous statutory body. The Bureau was created to take over the functions of the Registrar General's Office under the Ministry of Justice and Constitutional Affairs. The Bureau is governed by the Board of Directors and the Chief Executive Officer is the Registrar General. The Bureau is a key player in commercial and civil registrations that facilitate private sector development and provision of vital statistics for national planning.

URSB administers and gives effect to the relevant laws, provides registration services and collects and accounts for all revenue provided for under that law. URSB is an autonomous body with policy supervision provided by the Ministry of Justice & Constitutional Affairs (MOJCA), and belongs to the Justice Law and Order Sector (JLOS) within the Sector-Wide public service delivery institutional arrangement.

The Bureau is responsible for registration of companies and business names, partnerships, documents, debentures and chattels transfer, intellectual property rights including registration of patents, utility models, industrial designs, trademarks, service marks, copyright and neighboring rights, births, deaths, adoption orders, and marriages, liquidation of companies and bankruptcy matters and collection of non-tax revenue.

Previously, the Finance and Administration directorate was handling all purchasing requirements at micro level mainly using petty cash! The users were not undertaking extensive and rigorous procurement planning, not until when the PDU was created recently in 2012.

Prior to this, the URSB never had its own procurement plan and would buy small items as need arise. The procurement section used to report to the Director Finance and Administration and it was a section by then, now the head of the procurement and Disposal Unit reports directly to the Accounting Officer (MoFPED, 2014). With the creation of the PDU, in fulfilling its mandate, embarked on massive sensitization of the user departments on what is expected out of them while participating in the implementation of the procurement function. The fact that they are new to this experience of generating their own departmental procurement and work plans, they are finding this to be very challenging in terms of delivering quality, timely, reliable and cost effective services. Therefore the study focused on procurement planning process in URSB and how this affects service delivery.

1.4 Problem Statement

Procurement planning is intended to enhance efficient service delivery of the firm and to reduce on the overall costs of the firm. According to Mukasa (2013), the procurement planning processes of most firms in Uganda are inefficient. Despite the considerable effort of some organizations to institute effective procurement planning, still some organizations are still facing a challenge of inefficiency in delivering services to their internal and external customers. He attributed this to be centered on wrong specification of materials ordered or supplied, high costs in the supply chain and non compliance with the procurement rules and regulations.

Implementation of the procurement function in general has posed a big challenge in achieving the overall objective of the Bureau. From the internal audit quarterly reports to the board of directors for the year 2013/2014, by the end of the Financial Year 2013/2014, only 11% of the funds received from Ministry of Finance, Planning and Economic Development had been utilized (MoFPED, 2014). The low absorption rate of funds was largely attributed to poor procurement planning where procurements were initiated late, and could not be completed in time. This resulted into funds being taken back to the treasury which had a negative impact on the service delivery. It's therefore against this background that, the researcher intended to examine the contribution of procurement planning and its effects on service delivery in the statutory entities, taking Uganda Registration Services Bureau as a case study.

1.5 Objectives of the study

1.5.1 General objective

The study mainly examined the effect of procurement planning towards service delivery in restructured Statutory Entities, a case study of Uganda Registration Services Bureau.

1.5.2 Specific objectives

The study was guided by the following research objectives

1. To examine the extent to which procurement planning initiation affects service delivery in URSB.
2. To ascertain the effect of procurement plan implementation on service delivery in URSB.
3. To establish how procurement plan evaluation affects service delivery in URSB.

1.6 Research questions

The following questions were used to examine the variables in the study:

1. To what extent does procurement planning initiation affects service delivery in URSB?
2. What is the effect of procurement plan implementation on service delivery in URSB?
3. How does procurement plan evaluation affect service delivery in URSB?

1.7 Scope of the study

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

1.7.1 Geographical Scope.

The study was carried out at Uganda Registration Services Bureau. This area was chosen because this is a newly restructured entity with more powers in executing Procurement activities in place and this was in the researcher's mind whether procurement planning, which was being poorly done, if re-ignited could lead to efficient service delivery.

1.7.2 Content scope.

The study basically looked at the relationship between procurement planning and service delivery in the URSB and the respondents comprised of Top Management, mid- level managers and staff members/ officers who work in various directorates in the Bureau.

1.7.3 Time Scope

Under this, the study covered a period of four months. The research reviewed among other literature, the PPDA audit reports for the last financial year 2012/2013, internal audit reports to the board of Directors, are being chosen because it's the period when the Bureau had started conducting procurements on her own.

1.8 The significance of the study.

The study conclusions and recommendations envisaged at the end of the study will help top management, Contracts Committee, Procurement and Disposal Unit staff and all those involved in public procurement processes to improve and appreciate the proper procurement planning.

In addition, the study findings will help to identify and suggest ways to fill gaps in Public Procurement to ensure value for money, efficiency, transparency, competition and accountability in Public procurement.

Further still, the findings of this research will add on the already existing literature and this might help other interested researchers to formulate related questions on related issues of procurement planning on the service delivery.

The study findings will also help procurement staff to rectify the irregularities in the public procurement function.

The findings of the study will be used by the Uganda Registration Services Bureau and other public organizations to improve on service delivery.

The study will help policy makers to formulate ways on how to improve the service delivery in the Country.

1.9. Definition of key concepts

Public Procurement is part of the process of the mechanisms to deliver public services to the people through contracting out or out sourcing.

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

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

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

Public Procurement and Disposal of Public Assets Act (PPDAA). This refers to the law which emphasizes best practice including procurement and disposal principles, rules, administrative

review systems, codes of conduct, as well as suspension of providers for offences and disciplinary measures against public officers who commit malpractices.

(http://www.ppda.go.ug)

Procuring and Disposing Entity (PDE): According to the PPDA Act and Regulations, the PDE consists of an accounting officer, a Contracts Committee, a procurement and disposal unit (PDU), a user department and an adhoc committee.

Procuring and Disposal Unit (PDU). This is a division in each procuring and disposing entity responsible for the execution of the procurement and disposal function. (PPDA Annual report 2005)

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

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.

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

CHAPTER TWO:
LITERATURE REVIEW

2.0 Introduction

This chapter discusses the opinions, findings from different authors, publications, magazines, websites, and all possible sources as a basis of foundation for this research study. It is divided into definition of the key variables, theoretical review, and conceptual framework and reviews the study objectives.

2.1.0 Procurement Planning

2.1.1 Definition of Procurement Planning

According to Agaba & Shipman, (2007), procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement planning process.

Economic commission of Africa (2003) defines procurement planning as the purchasing function through which any organization/institution obtains products and services from external suppliers. A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually. Whether you are embarking on a project procurement or organizational procurement planning exercise, the steps will be the same. First, define the items you need to procure. Next, define the process for acquiring those items. And finally, schedule the timeframes for delivery.

Procurement is thus one part of the commissioning process. It refers to a specific method of purchasing services which involves tendering for a contract. Sometimes it is more appropriate for

a public body to fund a service through the provision of a grant, but then it will have less control over the precise outcomes to be delivered.

2.1.2 Definition of Service Delivery

Oboth (2001) noted that, service is a system or arrangement that supplies public needs whereas delivery is periodical performance of a service. Therefore service delivery is a system or arrangement of periodical performance of supplying public needs.

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

2.2 Theoretical Review

Although various theories can be used to link procurement planning and service delivery in URSB, the study focused mainly on: -

Resource based model, this theory was adopted for this study because it creates a link between procurement planning and service delivery. Terry (2005) asserts that to register success stories in the procurement planning process, the organization must have adequate resources management such as assets, capabilities, organizational processes, attributes, information and technology, knowledge, skills of employees, motivations or traits defined in terms of the behaviors needed for successful procurement planning which are controlled by the firm that enable the firm to conceive of and implement strategies that improve efficiency and effectiveness in service delivery.

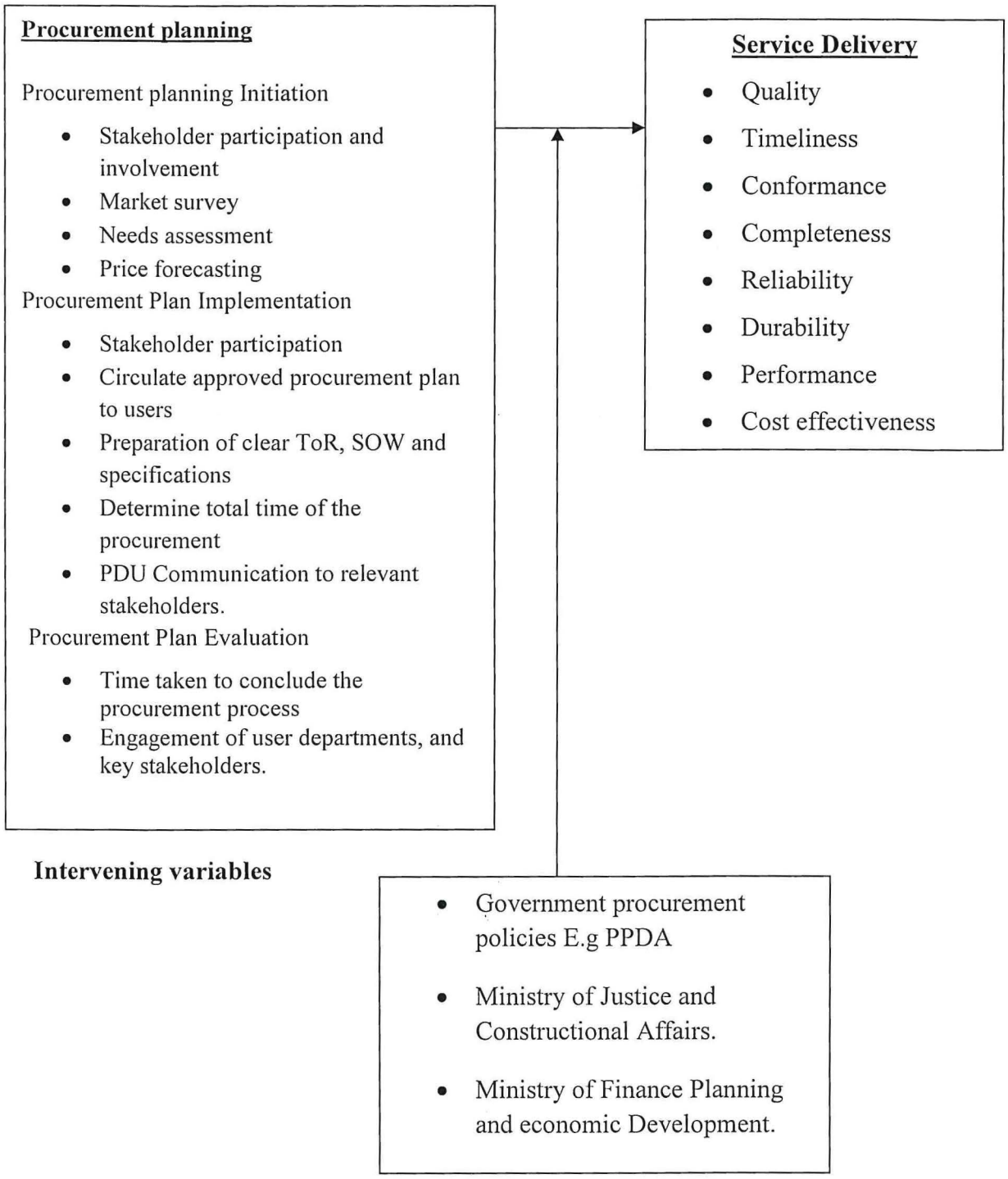
In resource based model, these resources must be available to enhance procurement planning towards service delivery. Morgan (2009) describes service delivery as the ability to ensure reliability, responsiveness, efficiency and effectiveness in service offered to customers. It should be noted that if URSB utilizes well all its assets, capabilities, organizational processes, employee attributes, information and technology, knowledge and skills during procurement planning initiation, procurement planning implementation and procurement planning evaluation it can register good performance in service delivery.

The second theory was the need-hierarchy theory which was developed by an American psychologist called Abraham Maslow (Neild, 2008). In this theory, Maslow identified common needs which are presented in a hierarchy. This theory assumes that organizations make procurement plan because there are certain needs to be meet to enhance efficient service delivery. Therefore to ensure effective procurement planning there is a need for effective procurement planning initiation, procurement planning implementation and procurement planning evaluation in order to register good service delivery. The theory also assumes that once a need is satisfied, it ceases to be a pressing issue (Bannett, 2008). This theory therefore indicates that URSB should ensure that there is effective procurement planning initiation, procurement planning implementation and procurement planning evaluation in order to enhance good service delivery. Otherwise poor procurement planning initiation, procurement planning implementation and procurement planning evaluation can hinder effective and efficient service delivery in URSB

2.3 Conceptual Framework

Independent variables

Dependent variables



Source: Adopted from Nicholas' conceptualization (2014) and slightly modified by the researcher

The conceptual framework developed to examine the influence of procurement planning on service delivery. Procurement planning is the independent variable, According to PPDA Act 2003, planning is the process used to plan purchasing activity for a specific period of time. For the purpose of this study the focus was put on procurement planning initiation, procurement planning implementation and procurement planning evaluation. It should be noted that procurement planning initiation, procurement planning implementation and procurement planning evaluation have a direct bearing on service delivery in terms of quality, timeliness, conformance, completeness, reliability, durability, performance and cost effectiveness.

However, service delivery can be compromised lack of compliance with procurement planning stipulations, regulatory environment such as PPDA laws and accountability. It is believed that if these moderating variables are favourable this can lead to efficient service delivery. The study matched these moderating variables with the study variables in order to ascertain the influence of procurement planning towards service delivery in URSB.

2.4 Procurement planning initiation and service delivery

According to Weele (2010) the first step of procurement planning is procurement plan initiation and this is commonly completed during the budgeting process. Each year, departments are required to request budget for staff, expenses, and purchases. 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 (Caldwell, Roehrich, & Davies, 2009). Based on the budgets 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.

Procurement plans can be prepared in many different formats. The important thing to remember is the content. The procurement plan should cover all the different steps in the process with the expected date of initiation of each milestone. When this is the case, the procurement plan merges with the procurement schedule. And, ideally, it should then contemplate all the steps in the process, including contract administration and close-out. But is this practical?

The procurement plan should begin at the beginning, and this beginning depends on the entity that has the control over the action. Ideally, the beginning should be with the preparation of the specifications (for goods and works) and terms of reference (for services). This is really the beginning of the process and should be calculated in such a manner that the completion of this stage can be determined.

The preparation of specifications and terms of reference is crucial and sometimes presents a bottleneck because only someone with experience can ideally estimate the time it will take to prepare the specifications or terms of reference of a particular requirement due to its complexity and uniqueness. This is important because if this period is not calculated correctly the whole plan can be thrown off. So it is necessary to carefully calculate this period such that it encompasses the commencement and completion of the specifications and terms of reference.

The most important outcome of the procurement planning process is to clearly and directly link an agency's procurement activities to its service delivery and to improve the way the agency procures the necessary goods and services.

Procurement planning is one as the stages in the procurement process as laid down in the PPDA Act and Regulations 2014.

Caldwell, Roehrich and Davies (2009) point out that procurement plan evaluation is a key component and important stage in the procurement planning. Evaluation is the process that leads to selection of the successful bidder. The bids are evaluated against the performance criteria (technical, commercial and financial) already laid in the bid documents. For the comparison of bids quoted in different currencies, the price is converted into single currency specified in the bidding documents. After the bid is opened, no bidder is allowed to alter or modify his bid. The procurement agency will not introduce any condition which may discriminate between bidders. Award and signing of the contract is done on the basis of results of evaluation bid, the bidder with the lowest evaluated bid is awarded the procurement contract (Caldwell, Roehrich and Davies, 2009). The successful bidder furnishes the performance guarantee as per requirements specified in the bid documents. Usually no negotiation is allowed with the bidder having submitted the lowest evaluated bid or with any other bidder.

Preliminary evaluation should lead to the decision of who to evaluate technically. The technical evaluation will be conducted by the technical evaluation committee on resources, equipment, legality and other related matters. The financial evaluation will be conducted by secretariat but only on the bidders who have been technically qualified. Evaluation must be done within 30 days after opening of tenders.

Contract administration is the implementation stage of the procurement process. A good contract administration is critical to the successful completion of a contract. A working mechanism is

developed to ensure that it facilitates both parties to meet respective obligations as efficiently and effectively as possible (Caldwell, Roehrich and Davies, 2009).

Muller (2008) notes that once the submission deadline has been surpassed, all of the tenders received are evaluated and successively weeded out according to the following criteria:

Automatic disqualification: The first tenders to be weeded out are those that do not comply with the obligatory rules and regulations (e.g. missing signature).

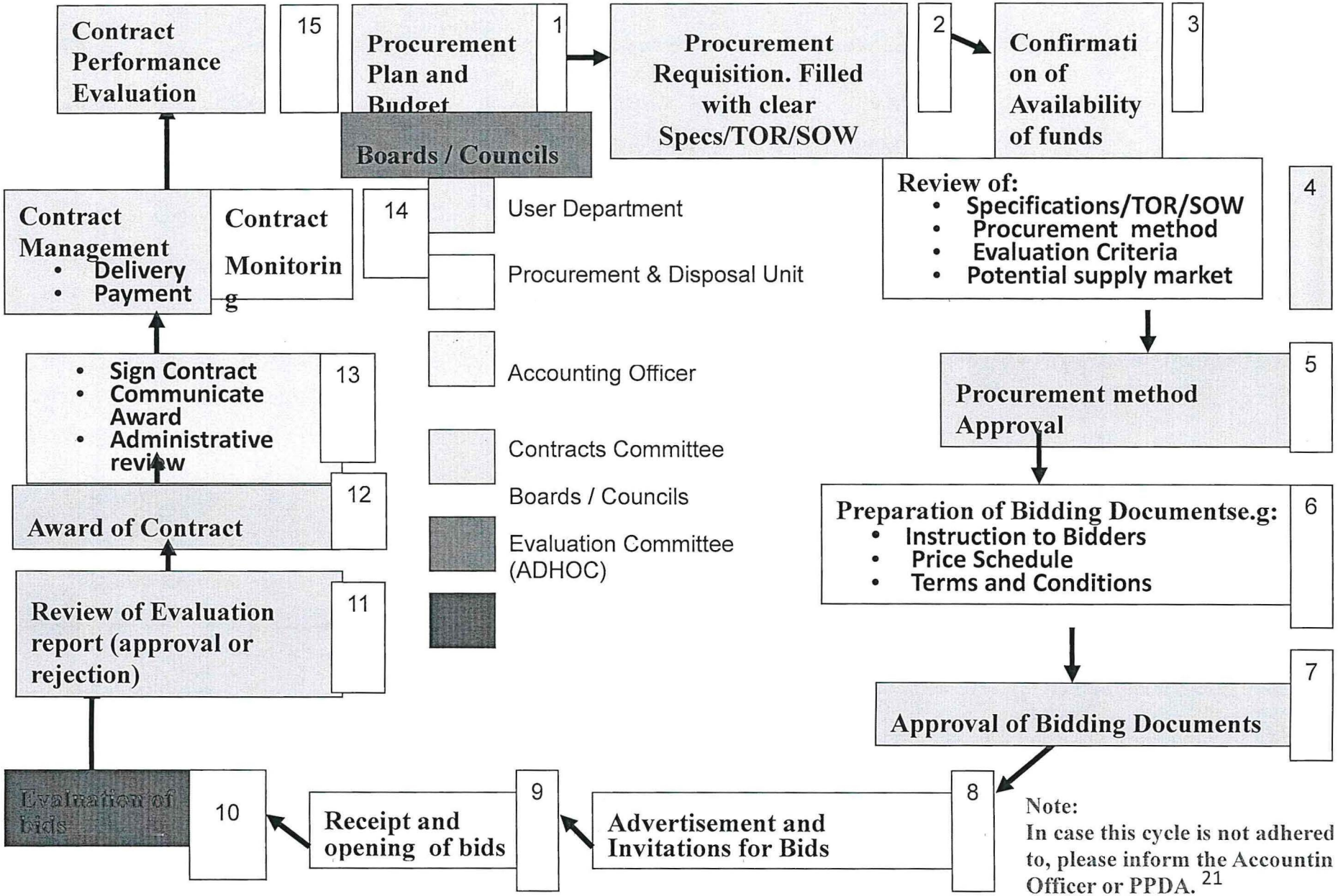
Discretionary disqualification: Not all rules and regulations absolutely require compliance and automatically disqualify any tenders that do not comply. In some cases, noncompliance can result in disqualification though not necessarily. The next step involves the evaluation of cases of such noncompliance and the decision of whether to disqualify them or not.

Rejection of bidders not qualified for the job: In the next round, the tenders are examined with the intention of determining whether or not the bidders create the impression of being qualified to properly render the services offered. That is done mainly by examining the attached documents and the statements made in regard to technical know-how, performance capability and capacity as well as reliability. This evaluation corresponds to the evaluation process that is followed in preliminary contests for participation. The tenders of any bidders which do not meet these criteria are added to the rejection pile.

Content evaluation: Only the remaining tenders are evaluated in terms of their content. Here the service offered and the price that is asked for it is the most important evaluation criteria. The evaluation criteria have to have been uniformly selected. Some government offices offer assistance to public authorities in the determination of the uniform criteria to be used in evaluating tenders.

In so far as certain items contained in the tender require further explanation, the administrative office issuing the call for bids can ask the bidders questions and communicate with them solely for the purpose of removing any doubts. It is, however, impermissible to make any modifications to the tenders during or as a result of such exchange. The most economical tender is then selected on the basis of the criteria previously selected.

ROLES AND RESPONSIBILITIES IN THE PROCUREMENT CYCLE



Produced by Public Procurement and Disposal of Public, Email; info@ppda.go.ug Tel. 041- 311100, website: www.ppda.go.ug

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.

Basheka (2004) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in local governments.

Mullins (2003) asserts that 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. Its contribution can be at both central and local government levels of public sector management. His findings revealed a significant positive relationship between procurement planning and service delivery in local government procurement systems in Uganda. 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 (1983) 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.

Contract negotiations can also be a potential bottleneck, so sufficient time needs to be considered for this when it's required. We know that very seldom are plans carried out strictly according to what was foreseen. And procurement plans are no exception. This is primarily because when planning we are actually guessing how much time things will take based on past experience and, given that there are uncertainties, any missed milestones can result in delays in the plan. It's important to keep delays in the execution of the procurement plan to a minimum, because such delays can have an impact on contract award and completion, which directly affects service delivery. That's why the periodic update of procurement plans cannot be overstated.

2.5 Procurement plan implementation and service delivery

Procurement plan implementation requires a steering team/group. This is the group that needs to be set up to see through the service's implementation. It monitors progress and reports outwards and is the main place for debate and decision on partnership aspects to the service (Thai, 2004). Role, membership and the length of existence is dependent on the service or the changes in existing practice required making it work. Some groups will be purely operational, some will be partnership focused. High profile, complex services may require separate groups to cover the two areas. This team is necessary because they co-ordinate work, offer a central place for discussions and bring agencies together to ensure buy-in (MacLeod, 2002). They are responsible for overall risk management and can escalate issues that threaten the set-up of the service. Early identification of tasks slipping behind schedule stops problems escalating.

To implement a plan, preparatory work must be done alongside the procurement process. At the point of implementation, the team must be ready to negotiate the implementation plan with the provider and be clear about the key people to involve. The implementation period runs from award of tender. This generally depends on how long it takes the service to reach a stable position of delivering the specification, which then moves into procurement planning and monitoring.

Procurement plan implementation is a comprehensive plan which sets out the steps to be taken to get the service from a specification on paper to an operational and functioning scheme. So that the service is set up properly and those involved can keep track of what is needed and how things are progressing. Procurement plan implementation is the set of processes used after initiating a

procurement plan to ensure a what is intended to be procured is effectively established (Pratt and Bennett, 2009). The aim is to ensure commissioned services meet their strategic priorities quickly and effectively and to get them to the position of delivering their service specification. It should be noted that services must be able to meet the needs and ambitions of customers and commissioners. In this state there is a need to effectively communicate the existence of the new plans to users, ensure a shared understanding of the risks, the main tasks and who is responsible for what, and be sure the service provider is connected with stakeholder organizations.

According to Prier & Clifford (2007),initiating the implementation activities, typically on short notice, to ensure timely implementation of plan and excellent customer relations during implementation phase, requires the identification of critical tasks, initiating all actions required during implementation; establishing and maintaining client relations during implementation; hiring staff; setting up procedures; managing development of the technical components of the plan; documenting actions and issues; completing plan deliverables due during implementation; and developing an effective transition plan to the permanent management team(Quinn, 2000).

2.6 Procurement plan evaluation and service delivery

The evaluation process should provide a fair comparison between the responses and be conducted in accordance with the approved evaluation methodology and criteria. The same evaluation method should be applied to each response (Quinn, 2000). Value for money is the essential test against which any procurement output is to be justified. It is also essential that the assessment of offers is robust, systematic and unbiased to ensure the application of proper processes and the achievement of the procurement principles (MacLeod, 2002): Value for money; Open and fair competition; Accountability, Risk management and Probity and transparency all have a direct bearing on service delivery.

Colville (2005), says that where there is procurement plan evaluation, risk assessment in the plan can be established, the responsibility of managers in relation to the requirement of the overall policy of the organization. Continuous comparison is made for the outcomes of the procurement planning process which in this case service delivery. Cooper (2004), adds that procurement plan evaluation helps to make adjustments in the plan by allowing the managers to make conscious attempts to affect factors which are open to influence and control. Davidson , et al. (2007), also indicate that procurement plan evaluation provides appropriate performance yardsticks which are sometimes the only quantitative reference points available for measuring service delivery effectiveness and responsiveness . A good example is that there must be a reasonable balance between the procurement committee and the beneficiaries in order to register good service delivery.

According to Kent (2010), procurement plan evaluation to be effective, the plans made must be open and transparent in a way that is understood by all those involved. Determination of priorities and decisions on resource allocation normally fall to a board, council or equivalent. Those with that accountability have responsibility for the decisions and their practical consequences (Sizer, 2008). The responsibility of procurement committee is to ensure, by clarity of presentation and quality of communication, that the processes and the options are well known and understood and that risks, uncertainties and the degree of accuracy are made clear, so that there is confidence in the system and choices can be made on policies and business outcomes and not technicalities. This requires (Prier & Clifford, 2007); an agreed and rational system for prioritizing objectives. A rigorous evaluation of alternatives using appropriate procurement

planning techniques which may include: full life-cycle costing, discounted cash flow, cost/benefit analysis, design and feasibility studies, assessment of physical resource availability, risk assessment, market research play an important part to ensure reliability and effectiveness in service delivery.

2.7 Factors affecting service delivery

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

Lack of enough Finance

Despite the increase in the total amount of funds available to local government in Uganda, its economic and financial profile is still poor as compared to the development programme it is expected to carry out. This situation is not unconnected to the mismanagement and embezzlement of these funds by the local councils (Bailey, 1998).

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

Risk of Integrity

At every stage of public procurement, there are risks of integrity. During the pre-bidding period; starting from needs assessment, common risks include lack of adequate needs assessment, planning and budgeting of public procurement, requirements that are not adequately or objectively defined, an inadequate or irregular choice of the procedure and a timeframe for the

preparation of the bid that is insufficient or not consistently applied across bidders (OECD, 2007). All these concern the function of procurement planning. Should local government's procurement system fail to manage these risks, accountability and eventual service delivery is seriously threatened.

2.8 Challenge of getting the right service provider

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

Poor Communication with Communities

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

Financial Mismanagement and Non-Compliance with Financial Legislation

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

The availability and shortage of the required skills.

Parasuraman et al (1996) points that skills deficit within local governments remains a major challenge. A significant number of local governments do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people. This situation is exacerbated by the decline of municipal professional and poor linkages between local government and tertiary education sector. As a result these local governments cannot meet their required performance standards hence impacting adversely on the delivery of services.

General Indiscipline

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

Misplaced Priority

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

2.9 Indicators of Quality Service Delivery

Parasuram et al (1985) gave the indicators of service delivery to include reliability, tangibility, responsiveness, accessibility, and empathy as discussed below:

Accessibility:

Failure to have access to the use of facilities will render some limited services since they are not used optimally and yet services depends on the use of the facilities (Ssemayengo, 2005).Services that are not accessible are regarded as being of poor quality and those that can be easily accessible are regarded as high quality services.

Reliability:

This is the probability of a service failing within a specified time period. Among the common measures of reliability are the average time to first failure, the average time between failures, and the failure rate per unit time (Balunywa, 1998). For example if a battery is to give 1.5 volts either in the mornings or evenings. This voltage should be 1.5 volts, if it varies, the battery will be unreliable and considered poor by not delivering the required services (Kakuru, 2004).

Completeness

For a service to be perceived as service, it should contain all the features that satisfy the customers' expectation (kakuru, 2004). It should have all its primary operating characteristics with all the measurable attributes so as to be ranked as high service (Balunywa, 1998).

Timeliness

Delay in service delivery will make the services to lose the meaning and hence a service should be offered in time before it becomes irritating to the consumer (Ssemayengo, 2005). Services which are delivered in time are said to of good service and those that are not delivered in time are said to have poor service.

Conformance

This is the degree to which a service design and operating characteristics meet established standards. Good service is therefore equated with operation within a tolerance degree (Balunywa, 1998). The question here is that can the service achieve the core purpose for which it is intended? If the service performs as expected and intended it will be considered good service offered.

Safety

How safe is it to use the service? Does it protect users before, during and after use? Certain services like roads may be a problem when being used. Some services are also not very safe when being used as they easily cause harm to the users. Services that are not safe to use are considered poor services and those that are safe to use are looked at as expected services (kakuru, 2004).

2.10 Conclusion

Despite the view of various authors and writers about the effect of contract management towads service delivery, local governement still have a long way to go to improve service delivery as there are inefficiency in contract planning, contract evalution and contract implementation. Research was surely needed to collect data that can be used to demonstrate how contract management influences service delivery in local governement.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a set of methods that were used during the study. It describes the research design, the target and sample population, sampling procedure, research methods and instruments, data collection techniques and the methods of data analysis and management.

3.1 Research design

The study adopted a cross-section design to determine the extent to which procurement planning influences service delivery. This design was selected due to its appropriateness to the nature of study under investigation as the researcher dealt with the respondents at one point in time. A case study survey was also used and involved collecting people's attitudes, perceptions and opinions on procurement planning and service delivery by the directorate of public prosecutions (Mugenda & Mugenda, 1999). The use of both quantitative and qualitative approaches was applied. The quantitative approach involved both close-ended and open-ended questions while the qualitative one used interviews.

3.2 Population and study area

3.2.1 Target Population

According to the database records from the URSB as at 1st January, 2014, there were 200 employees under the Bureau countrywide and a sizeable number of these employees are involved either directly or indirectly in the procurement activities of this organization. The population size

for this study however comprised of mainly employees and administrators working at the headquarters of the Bureau located on Georgian Street in Kampala.

3.2.2 Sampling frame and sample size

According to Krejcie& Morgan, (1970) a total sample size of 65 was used. Purposive sampling method was used on the accounting officer and mid-level managers. Stratified sampling method was used on heads of departments of the four directorates and two units. For the employees at the Bureau headquarters were randomly selected to form the employees/staff and the selection was guided by Krejcie and Morgan (1970) table for determining sample size as per table below.

Table 3. 1: showing the sampling frame and sample size

Category	**Population**	**Sample**	**Sampling method**
Accounting Officer	1	1	Purposive sampling
Heads of (4) Directorates and (2) Units: PDU and Public relations	6	6	Stratified random sample
Mid-level Administrators	14	13	Purposive sampling
Other Employees/staff	52	45	Simple random sampling
Total	**73**	**65**	

Source: primary data

3.3 Sampling Techniques

Sampling is the process through which a relatively small number of individuals or measures of individuals, subjects or events are selected and analyzed in order to find something about the entire population (Creswell, 2012). The study used stratified and Purposive sampling in

selection of senior staff of URSB, and simple random where a sample of 65 respondents were selected and approached and requested to fill the questionnaire and where possible, interviewed.

The reason for the choice of this technique was grounded on the fact that there are different categories of respondents directly to be involved in the research whose opinions and views will be captured (Krejcie& Morgan, 1970).

3.4 Data sources

Primary source of data

To obtain primary data from respondents, the researcher employed two basic methods, which were interview guide which was administered Heads of (4) Directorates and (2) Units: PDU and Public relations , Accounting officer, and Mid-level Administrators and the Self-administered questionnaires (SAQs) which were administered to all respondents The researcher used interview guide to get factual data from the respondents. SAQs were used to ascertain the respondent's perceptions. The questions were simply worked to avoid obscure meaning and to encourage guided response.

Secondary sources of data

For comparison purposes with the primary data, the study also used secondary data which was obtained from the annual procurement reports, internal audit reports, organization's service records, bid and supply documents magazines, newspapers, journal papers, text books and other researcher works that are related to the topic of study. These were later compared with the primary data collected for comparative analysis.

3.5 Data collection methods

Interview guide

Interview guides are a far more personal form of research instruments than questionnaires (Amin, 2005). An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. Interview guides were used to collect qualitative data from Heads of (4) Directorates and (2) Units: PDU and Public relations, Accounting officer, and Mid-level Administrators who were in position to provide in-depth information. The research presented questions to such respondents and their views were written down by the researcher.

Questionnaires

This method was used to provide qualitative data on a wide range of issues regarding procurement planning. For this study, the questionnaire technique was appropriate because it enabled the researcher to collect data from a large number of respondents in the Bureau. Questionnaires are a commonly used method for research where a relatively large number of respondents are needed (Goodwin 2004, as cited in Harmer 2005).

3.6 Data quality control

3.6.1 Validity of instruments

The questionnaire and interview guide items were rated as either being relevant or not relevant. The questions rated not relevant were omitted from the questionnaire and those rated vague and ambiguous were rephrased. A Content Validity Index (CVI) was calculated in order to establish the validity of the research instrument. The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content validity Index (CVI)} = \frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$$

The content validity index (CVI) was computed as follows

Raters	Relevant	Not relevant	Total
1	40	5	45
2	42	3	45
Total	**82**	**8**	**90**

CVI= 82/90 = 0.911

The CVI results were greater than the recommended .70 (Amin, 2005), this shows that the questionnaire was considered suitable for collecting data.

3.6.2 Reliability

After establishing the validity of the instruments, a pretest was carried out using 10 respondents whose responses were subjected to a Cronbach Alpha Coefficient reliability test. The following formula was used to calculate the Cronbach's coefficient alpha

$$\alpha = \frac{k}{k-1}\left[\frac{1-\sum SDi^2}{\sum SDi^2}\right]$$

Where α = Coefficient Alpha

$\sum SDi^2$ = Sum Variance of Items

$\sum SDt^2$ = Sum Variance of Scale

Reliability Statistics were computed as follows

Variables of procurement planning and service delivery	Cronbach Alpha Value
Procurement plan initiation and service delivery	.8712
Procurement plan implementation and service delivery	.7915
Procurement plan evaluation and service delivery	.7901

The coefficient results were greater than the recommended.70 (Amin, 2005) and this implied that the questionnaire was suitable for data collection.

3.7 Data processing and analysis

3.7.1 Data processing and analysis

Quantitative data collected was coded, edited and entered in the computer system for analysis. The study used regression analysis to analyze the findings of the study and to answer the research questions. The regression coefficient (r) determined the linear relationship between variables. This was squared and adjusted to determine how much variance was in the dependent variable as caused by the independent variables (Sekaran, 2003). The findings of the study were first presented using measure of central tendencies like means and standard deviation before presenting inferential statistics.

Analysis of qualitative data was done using thematic method where data was collected from the field grouped according to different themes based on research objectives. Further content analysis was also used by looking at the available content from the field and placing them under relevant themes under the objectives of the study (Sekaran, 2003).

3. 8 Limitations of the study

It is common to have difficulties being trusted with confidential information and documents by public sector organizations. The researcher encountered this challenge since some information was regarded as discreet yet was vital for this study. Securing some appointments especially with departmental heads was a challenge as they were busy with their work and this delayed the study.

3.9 Ethical considerations

To ensure the protection of the right of the participants, they were informed of the general purpose of the study, rights to confidentiality of the data given to the researcher, and the researcher's availability to answer queries before, during and after data collection. Names of the participants were not used, and the participants were not asked to voluntarily take part in the study.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents, analyzes and interprets the results. It is divided into six sections. The first section presents demographic data about respondents. The second section presents, analyzes and interprets the results about procurement plan initiation. The third section covers the results about procurement plan implementation. The fourth section presents the findings about procurement plan evaluation, the fifth section presents the findings about service delivery and the sixth section presents the relationship between procurement planning and service delivery.

4.1 Demographic Characteristics of Respondent

The study focused on several variables and these were; gender, age, positions, departments in which respondents fall, qualifications, time spent serving URSB. The findings gathered are presented in the following tables as follows:-

Table 4. 1: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	55.4	55.4	55.4
	Female	29	44.6	44.6	100.0
	Total	65	100.0	100.0	

Source: Field data, 2014P

The results in table 4.1, shows that 55.4% of the respondents in the study were male and 44.6% were female. This implies that there was gender imbalance in the study. However, the study should be viewed in this angle since the view of all the participants in the study were balanced to come out with clear judgment about procurement plan initiation, procurement plan implementation and procurement plan evaluation and how they relate with service delivery in URSB.

From the presentation of gender of the respondents, the study looked at the age distribution of the respondents and the results collected are shown as follow:

Table 4. 2: Age Distribution of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	18	27.6	27.6	27.6
	31-35	22	33.8	33.8	61.4
	36-45	14	21.6	21.6	83.0
	46+	11	17.0	17.0	100.0
	Total	65	100.0	100.0	

Source: Field data, 2014

As shown in table 4.2 above that 33.8% of the respondents were in the age group of 31-35 years, 27.6% were between the age group of 25-30 years, 21.6% were between 36-45 years and 17% of the respondents were 46 years and above. The implication of this finding is that the study was generally dominated by young staff. Although this was the case, the views of even old staff were well incorporated in the study.

The study also established the positions held by the respondents in URSB and the outcomes are shown in the next table

Table 4. 3: Positions held by the Respondents

Positions	**Frequency**	**Percentage**
Registrar General	1	1.6
Head of Directorate/Unit	6	9.2
Mid-level manager	13	20.0
Procurement & Disposal Unit staff	3	4.6
Senior Member of URSB	42	64.6
Total	**65**	**100**

Source: Field data, 2014

The findings in table 4.3 above shows that majority (64.6%) of the respondents were senior members of URSB, 20% were middle level managers, 9.2% were head of directorate 4.6% were procurement and Disposal Unit staff and1.6% was Registrar General. The implication of this finding is that most of the respondents who participated in the study were senior members of URSB who are involved in the procurement planning initiation in URSB.

After establishing the positions held by the respondents, the study sought to find out the departments in which respondents fall and the results collected are presented in the next table as follow:

Table 4. 4: Department in which Respondents fall

Department	**Frequency**	**Percentage**
Finance and Administration	8	12.3
Procurement and Disposal Unit	4	6.2
Internal Auditing	3	4.6
Information technology	3	4.6
Business Registration	18	27.7
Civil Registration	16	24.6
Intellectual Property	13	20.0
Total	**65**	**100.0**

Source: Field data, 2014

Table 4.4 shows that majority (27.7%) of the respondents were in Business Registration department, 24.6% were in Civil Registration department, 20% were from Intellectual Property, 12.3% were in Finance and Administration, 6.2% were in Procurement and Disposal Unit, 4.6% were in Internal Auditing and 4.6% were from information technology. The implication of this finding is that although other user departments form part of the procurement planning process especially at the initiation stage, generally this process is implemented and evaluated by the Procurement and Disposal Unit.

After establishing the department in which respondents fall, the study sought to establish, the level of educations of the respondents and the findings collected are presented as follow: -

Table 4. 5: Showing Level of Education

Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	10	15.4	15.4	15.4
	Bachelors	32	49.2	49.2	64.6
	Diploma	12	18.5	18.5	83.1
	Certificate	11	16.9	16.9	100.0
	Secondary	0	0.0	0.0	
	Others	0	0.0	0.0	
	Total	**65**	**100.0**	**100.0**	

Source: Field data, 2014

The findings in table 4.5 above reflect that 49.2% of respondents were bachelors' degree holders, 18.5% were holding ordinary diplomas, 16.9% had certificates and 15.4% had masters degrees. From this analysis therefore, it should be noted that the study was dominated generally by elite group and it should be assumed that they were well conversant with the procurement planning process and how it influences service delivery in URSB.

It was also important to ascertain the time respondents have spent in relationship with URSB and the results are shown in the next table

Table 4. 6: showing time spent by the respondents with URSB

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	30	46.2	46.2	46.2
	4-6	20	30.7	30.7	76.9
	6+	15	23.1	23.1	100.0
	Total	65	100.0	100.0	

Source: Field data, 2013

The results in table 4.6 shows that 46.2% of the respondents had served URSB between 1-3 years, 30.7% had worked with the URSB between 4-6 years and 23.1% had been employees of URSB for 6 years and above. The implication of this finding is that participants in the study had served the URSB for a considerable number of years and thus were well conversant with the procurement planning of the entity and how such influences the service delivery.

4.2 Procurement Planning Initiation and Service Delivery

This sub section answers the first research question of the study which states that: *"What is the relationship between procurement planning initiation on service delivery in URSB?"* To answer this question, it was important to first present descriptive statistics for each of the variables before presenting inferential statistics. This is because the descriptive statistics enable to interpret the relationships that exist between the variables under the study. Thus, this approach is used in this section and subsequent sections in this chapter as shown below.

4.2.1 Descriptive results about Procurement planning initiation

The study focused on procurement planning initiation as one of the components of procurement planning. Therefore, several statements were presented to the respondents and the results gathered are presented as follows: -

Table 4. 7: Showing: Procurement planning initiation

	N	Min	Max	Mean	S.D
User departments conduct market surveys to get realistic costs of their procurements	65	1.00	5.00	3.95	0.181
User department prepare detailed ToR, SoW or statement of requirements	65	1.00	5.00	3.72	1.201
User departments conduct needs assessment and priories their procurement needs	65	1.00	5.00	3.55	1.132
PDU conducts regular sensitization/ awareness workshops of the procurement planning process	65	1.00	5.00	4.07	1.007
Departmental procurement plans are prepared, submitted to PDU for consolidation.	65	1.00	5.00	3.38	1.151
The Entity is guided by allocated budget for all procurement activities to be made.	65	1.00	5.00	4.19	1.241
Procurement plans are being prepared in a manner that is participatory and meeting the organizational goals set	65	1.00	5.00	3.79	0.431
The Accounting Officer (Registrar General)ensures availability of sufficient funds to run the plans and that it is budgeted for.	65	1.00	5.00	3.41	1.041
Procurement and Disposal Unit bring about integration of the diverse decision and activities during procurement planning	65	1.00	5.00	3.85	1.111
At initiation stage all stakeholders take part in the planning of procurement	65	1.00	5.00	3.25	1.133

Source: Field data, 2014

Table 4.7 shows findings gathered under procurement planning initiation which is a component of procurement planning under different test statements which have been ranked in terms of means and standard deviations so as to measure the level of dispersion in responses. The findings collected are analyzed as follows;

The findings in table 4.7 show that respondents slightly agreed that user departments conduct market surveys to get realistic costs of their procurements 3.95. This shows that at initiation stage, the user department must ensure that the specifications made under the planning process are realistic to avoid budgetary variations. Further, the corresponding standard deviation (0.181) indicates small variations in responses implying that majority of the respondents understood clearly the question. The findings from an interview held with one of the middle level Administrators were that,

> *We are given a chance to make specifications of what we want so that the PDU can plan accordingly in line with the budgetary limits so that we get quality items that can meet our needs and thus enable us to perform our tasks efficiently and meet the desired performance goals which can be translated into good service delivery.*

In short it should be highlighted that at initiation stage, the user department must ensure that the specifications made under the planning process are realistic to avoid budgetary variations

Table 4.7 shows that respondents seem to agree that user department prepare detailed ToR, SoW or statement of requirements with a mean value of 3.72. However, a significant standard deviation of 1.201suggests varied responses regarding whether user departments prepare statement of requirement. The results from the interview indicate that;

> *Sometimes user departments prepare statement of requirement to identify what is needed*

to ensure efficient service delivery. It is the user department to know what is lacking and thus forward their needs to the procurement and disposal unit for evaluation and if it is in line with the entity's budgetary limits then the accounting officer commits the funds so that good, works and services are procured.

Basing the above view it should be argued that user department prepare detailed ToR, SoW or statement of requirements

The findings in table 4.7 also show that respondents accepted that user departments conduct needs assessment and priories their procurement needs (Mean = 3.55). However, the standard deviation of 1.132 reflects significant differences in responses on whether user departments conduct needs assessment and priories their procurement needs. The findings from the interview held with the Accounting Officer it emerged,

Although priorities are made, these must meet URSB needs. Sometimes the issue need assessment is done by PDU not the user department and this in the end compromises efficient service delivery since they may not know exact what the user department wants..

It should therefore, be stated that procurement planning can be enhanced by involving always the user departments to priorities their needs basing on the resource adequacy, performance measurement planning, careful evaluation of their staff in order efficient service delivery.

The results of the study in table 4.7 suggest that respondents generally agreed that PDU conducts regular sensitization/ awareness workshops of the procurement planning process (Mean = 4.07). However, the standard deviation of 1.007provided by the same respondents suggests that respondents possessed varied understanding on whether PDU conducts regular sensitization/

awareness workshops of the procurement planning process. This could also imply that the procurement teams PDU seldom conducts workshops of the procurement planning process. This is a clear indication that there are loopholes in planning process at URSB.

Table 4.7 reflects that respondents slightly agreed that departmental procurement plans are prepared, submitted to PDU for consolidation. This is evident when the mean of respondents as computed by the system is almost around the average of 3 (i.e. 3.38). Nevertheless, the corresponding standard deviation of 1.151suggests that respondents had a significant variation in responses on the test statement. However, this could also be construed to imply that respondents might not have clearly understanding of departmental plans made in this context.

From the interview one respondent said that;

> *It is only the PDU to consolidate plans made by all the user departments so that they can be appraised depending the needs. However, some user departments do not get what they want since the whole process is flouted with corruption because the staff from the PDU expects money or bribes at the end. That obviously people in PDU solicit for bribes quality services are given to those who have given bribes and in the end this hinder efficient service delivery.*

Therefore it is true one to argue that the PDU consolidate plans prepared by user department but there is a problem centered on bribes by staff involved in the PDU when consolidating procurement plans and some plans are eliminated yet they are important when it come delivery of services.

The results of the study in table 4.7 further indicated that the respondents were with a view that

the entity is guided by allocated budget for all procurement activities to be made(Mean = 4.19). However, even then the respondents seemed to have varied in their responses regarding test statement as revealed by a standard deviation of 1.241.

This is in support of the interview held with the Accounting Officer it emerged that,

> *The planning must be guided basing on the budgets. However, for small items there are issues of overriding the budget. Effectiveness in delivery of services can be undermined by contracting with agencies that also advocate for their clientele groups, by complex subcontractor relationships, and by risk shifting to the contractors*

In short, it should be reasoned that one of means to ensure successful procurement planning necessitates the procurement team to ensure that there is careful evaluation of plans so that they fit with the budget limit. However, it is not clear if this is done in URSB which this study focused on.

The findings of study in table 4.7 also indicated that respondents were in agreement that procurement plans are being prepared in a manner that is participatory and meeting the organizational goals set (Mean = 3.79). However, a standard deviation of 0.431reveals some elements of variation in the opinions which could also relate to not clearly understanding whether procurement plans are being prepared in a manner that is participatory and meeting the organizational goals set. The findings from the interview held with the Head of PDU had this to say,

> *Often procurement planning process goes wrong because of whole process is not participatory. This work of planning is generally left to middle level managers. One can*

find that other people who are the key in the planning process of making the planning process successful such as line managers, senior administrators and other professionals are left out. In URSB there is poor planning prior to the contract being awarded. Procurement planning requires extensive knowledge but one can find that people who are source of information are left out in the planning process which in turn results into unsuccessful completion of contracts given to service provider.

From the foregoing therefore, it should be expected that procurement planning is a collective responsibility and in case the planning process is left in the hand of few people, it becomes hard to register efficient service delivery.

Table 4.7 shows that respondents seem to agree that the Accounting Officer (Registrar General) ensures availability of sufficient funds to run the plans and that it is budgeted for (Mean = 3.41). Further there were variations in responses to this test statement as revealed by the standard deviation of 1.041. The findings imply that the variations in responses show a big movement from the mean. The results from the interview indicated that,

Although an assurance for adequacy of resources may be given to run the plans and that it is budgeted for, in most cases, the delays in disbursement fund, lacks such resources cripples the whole effort to deliver services efficiently.

From the above view it is important for one to argue that although an assurance has to be given for resource adequacy when PDU is planning, this does not mean that the resources are available. Sometimes the accounting may be making such assurance basing on the projection of incomes it expects to get and in case URSB fails to get the resource it based on this compromises efficient service delivery.

Table 4.7 shows that respondents seem to agree that Procurement and Disposal Unit bring about integration of the diverse decision and activities during procurement planning (mean = 3.85). However, a standard deviation of 1.111shows varied responses as to whether Procurement and Disposal Unit bring about integration of the diverse decision and activities during procurement planning. It should be noted that the variability in planning process are determined basing on the ideas and issues on which to base an informed decision. It should be remembers that planning process involves a lot of risks and there is no way a URSB can successful improve its procurement planning unless there is an integration of diverse decisions From the foregoing it should be reasoned that procurement moderately bring about integration of the diverse decision and activities during procurement planning.

4.3 Descriptive results about Procurement Plan Implementation

The study focused on procurement plan implementation as one of the components of procurement planning. Therefore, several statements were presented to the respondents and the results gathered are presented on the next page as follows: -

Table 4. 8: Procurement plan implementation

	N	Min	Max	Mean	S.D
Procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department.	65	1.00	5.00	3.72	0.941
Procurement and Disposal Unit procures goods, services and works using the planned procurement method.	65	1.00	5.00	3.59	1.031
Updating of procurement plan by URSB is carried out regularly	65	1.00	5.00	2.89	1.416
All key stakeholders are involved in the process of updating the procurement plan.	65	1.00	5.00	3.00	1.251
Procurement and Disposal Unit observes mandatory time lines set by PPDA during the procurement process to ensure timely deliveries.	65	1.00	5.00	3.61	0.573
User department and internal audit department representatives' MUST inspect goods delivered to URSB before they are accepted to ensure quality.	65	1.00	5.00	3.81	1.001
Staff competencies affect procurement plan implementation and service delivery	65	1.00	5.00	4.55	1.392
During the implementation of the procurement plan, departmental/ Unit heads are involved and consulted	65	1.00	5.00	4.49	0.614
Procurement and Disposal Unit communicate and explain to user departments their roles and responsibilities in implementing procurement plan	65	1.00	5.00	3.98	1.211
Final payments to the service providers are effected within the stipulated time to ensure that the whole procurement process is completed.	65	1.00	5.00	3.93	1.106
Competition is used in the process of acquiring goods and services to ensure value for money.	65	1.00	5.00	3.86	.922

Source: Field data, 2014

In the table 4.8 above the researcher set out to examine the procurement plan implementation as a component for procurement planning. The results were analyzed using means and standard deviations so as to drawing conclusions for the study as follows;

The results in table 4.8 above reveal that respondents agreed that procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department as shown by a mean value of 3.72. However, a standard deviation of 0.941indicates varied responses from the respondents who participated in the study. The findings from the interview with on head of PDU it was noted that,

> *It is not always a case that the PDU procures goods, works and services according to the specifications. Sometime the PDU has to decide basing on the pressing need of the organization. This is done not to create variances in the procurement process.*

It should be argued that to some extent that procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department.

Table 4.8 reveals that respondents slightly agreed that Procurement and Disposal Unit procures goods, services and works using the planned procurement method and this is shown by a mean value of 3.59. Nevertheless, a standard deviation of 1.031, however suggests varied responses from respondents as far as procuring goods, works and services using planned procurement methods.

The results of the survey as reflected in table 4.8 suggest that respondents were indifferent as to whether updating of procurement plan by URSB is carried out regularly as reflected by the mean

value of 2.89. This value is close the midpoint of 3 implying that the respondents do seem to be sure whether updating of procurement plan by URSB is carried out regularly. Conversely, a standard deviation of 1.416, suggests varied responses from respondents as far as whether there are regular updates of procurement plan.

One Finance Officer had this to say,

> *It is not cost effective to update the procurement plan by URSB regularly. The entity always has templates it uses because it knows what it wants. However, updates are made semi-annually to ensure efficient service deliverys,*

From the foregoing it should not be surprise that the respondents were indifferent as to whether updating of procurement plan by URSB is carried out regularly

Table 4.8 shows that respondents were not sure whether all key stakeholders are involved in the process of updating the procurement plan. This is revealed by a mean value of 3.00. However, a significant standard deviation of 1.251shows that there are very varied responses as far as responses to this test statement is concerned. In an interview held with one middle level administrator it was noted that,

> *The updating of the procurement plan is generally made by the PDU. User departments express their requirements and the specification and the PDU after careful analysis, they make decisions whether to update the plans or not. Therefore not all the stakeholders are involved in the updating the procurement plan.*

It should therefore be inferred that not all stakeholders are part of the updating process of the procurement plans.

The results in table 4.8 above revealed that respondents slightly agreed that Procurement and Disposal Unit observes mandatory time lines set by PPDA during the procurement process to ensure timely deliveries. This is revealed by a mean value of 3.61. However, the deviation of 0.573suggests varied responses to the test from the respondents who formed part of the study.

The Head of Directorate during the interview said that,

Generally the PDU observes the mandatory timelines set by PPDA. However, there are issues of integrity in which some staff fail to adhere to set procurement regulations of the PPDA thereby causing delays in the procurement process

It should there be reasoned that to some extent the PDU observes the mandatory timelines set by the PPDA.

The results in table 4.8 suggest that respondents agreed with the test statement that user department and internal audit department representatives' must inspect goods delivered to URSB before they are accepted to ensure quality. This is revealed by a mean value of 3.81. However, in as much as respondents agreed with the test statement, there were variations in responses as reflected by the standard deviation of 1.001over the same test from the respondents' point of view?

The finding in an interview held with head of PDU it was noted that,

Inspection is always done to ensure that the services, goods and works are of the right quality, right quantity and the price is reasonable. This is done to enable URSB to deliver quality services to the beneficiaries.

It should therefore be argued that user department and internal audit department representatives' must inspect goods delivered to URSB before they are accepted to ensure quality. However,

what is not clear is whether the inspection process is effective because cases of acquisition of substandard goods, services and works are still escalating.

The results as reflected in table 4.8 show a mean of 4.55 implying that respondents agree as to the statement regarding whether staff competencies affect procurement plan implementation and service delivery. Consequently, a greater standard deviation figure of 1.392 raises concerns whether staff competencies affect procurement plan implementation and service delivery. The figure of standard deviation further reveals that the respondents had varied opinion on test statement and this could also mean that besides giving varied responses, they could also be not sure with the view.

From the table 4.8, respondents seemed to agree that during the implementation of the procurement plan, departmental/ Unit heads are involved and consulted as reflected by the mean value of 4.49. However, a figure of standard deviation of 0.614suggests varied responses to the test statement.

> *This is in agreement with what the head of Finance, highlighted that there is no way the URSB can implement its procurement plan without involving departmental heads since they are the center of knowing what is actually is needed in the organization.*

From the foregoing therefore, it should be noted that the implementation of the procurement plan, departmental/ Unit heads are involved.

The analysis of results in table 4.8 reveal a mean of 3.98, implying that the respondents were in agreement that Procurement and Disposal Unit communicate and explain to user departments

their roles and responsibilities in implementing procurement plan. However, a standard deviation of 1.211reveals a significant variation in the opinions which could also relate to not knowledgeable about the communication mode used by PDU.

In an interview with one the head of PDU, it was noted that;

> *Our roles and responsibilities in the procurement planning process are well stipulated in our procurement manual and the PPDA. We also inform the user department of what we are supposed to do and how to it in order not create conflict.*

From the above view it should be stated that Procurement and Disposal Unit communicate and explain to user departments their roles and responsibilities in implementing procurement plan

The results in table 4.8 above reveal that respondents concurred that final payments to the service providers are effected within the stipulated time to ensure that the whole procurement process is completed as shown by a mean value of 3.93. However, a standard deviation of 1.106indicates varied responses from the respondents who participated in the study on whether final payments to the service providers are effected within the stipulated time to ensure that the whole procurement process is completed. It was also noted that URSB although makes the payment after deliverable, there are always delays in payments and this has created a bad picture in the eyes of the some contractors and this is the reason why service delivery is somewhat poor.

Table 4.8 reveals that respondents generally agreed that competition is used in the process of acquiring goods and services to ensure value for money and this is shown by a mean value of 3.86. Nevertheless, a standard deviation of .922, however suggests varied responses from respondents as far as test statement is concerned.

Although the evaluation is done to ensure that there is effective competition for bid, sometime contractors involved in the competition race know their fate because of the bribes and solicitation they have made. Open bidding is done to make the whole process transparent yet the actual contractor to win the bidding process is known and this make the evaluation process of competition a total wastage of resources and time.

In short, it should be clearly verified that there is no effective competition in the process of acquiring goods and services to ensure value for money.

4.4 Descriptive results about Procurement plan Evaluation

The study focused on procurement plan evaluation as one of the components of procurement planning. Therefore, several statements were presented to the respondents and the results gathered are presented in the next table as follows: -

Table 4. 9: Procurement Plan Evaluation

	N	Min	Max	Mean	S.D
The Procurement and Disposal Unit monitors the actual completion dates for procurement activities against the original planned completion dates	65	1.00	5.00	3.53	1.012
The data obtained is used to identify area of improvement	65	1.00	5.00	3.84	1.222
The Procurement and Disposal Unit ensures that there is proper management of records for easy monitoring and evaluation of performance.	65	1.00	5.00	4.16	1.316
The Entity (URSB) conducts monthly inspection of activities being undertaken by service providers.	65	1.00	5.00	2.97	1.501
In evaluation of procurement plan, the PDU always makes risk assessment to mitigate uncertainties.	65	1.00	5.00	3.96	1.201
The procurement committee ensures that there is effective accountability of resources to ensure successful contract management	65	1.00	5.00	3.90	1.207
Evaluation measures are adopted in the procurement process to ensure that targets are achieved.	65	1.00	5.00	3.68	1.101

Source: Field data, 2014

In the Table 4.9, the researcher set out to examine procurement plan evaluation of URSB as one way of ascertaining whether there is effective evaluation procurement plans. The test statements were equally ranked in terms of their mean and standard deviation as a way of identifying measures of dispersion in responses so that the results can be interpreted and analyzed basing on

the finding collected. The results of the study in this regards are presented and analyzed as follows;

As reflected in table 4.9, the respondents seem to agree that the Procurement and Disposal Unit monitors the actual completion dates for procurement activities against the original planned completion dates with a mean value of 3.53. However, the corresponding standard deviation also revealed a significant value of 1.012. This also shows that there is a clear variation in the responses provided by the respondents about whether PDU monitors the actual completion dates for procurement activities against the original planned completion dates.

From the table 4.9 above, respondents seemed to agree that the data obtained is used to identify area of improvement as reflected by the mean value of 3.84 which is above the average of 3 and tending towards 4. However, a significant standard deviation of 1.222 suggests varied responses regarding as to whether data obtained is used to identify area of improvement.

This is in agreement with what the Accounting officer it was highlighted that;

> *Even though data can be obtained and recommendations made by the evaluation of procurement plan, in most cases they may not yield the desired results since the whole process is rotten and thus cannot help people to better services since even the monitoring committee is full of people who are self-centered.*
>
> *How can someone trust the information provided by the procurement committee after the evaluation process of contract? In URSB we have a problem of information flow and communication with the people handling micro procurement. This has proved to be a great challenge because people handling contract evaluation in most cases people do not*

reveal exact picture because they have already eaten money and this is the main reason for the failure of contracts to result into good results.

From the foregoing therefore it should be reasoned that the information provided by evaluations conducted by procurement committee is not generally of high quality since the whole process is corrupt. Furthermore it should be inferred that if the monitoring process of the evaluation of plans is full of irregularities, the URSB should not expect much difference in the procurement planning and further no miracles can be registered since the whole process needs a redeemer.

The results as reflected in table 4.9 show a mean of 2.97. This is below the mean average of 3, implying that respondents disagree as to the statement regarding to whether URSB conducts monthly inspection of activities being undertaken by service providers. Consequently, a greater standard deviation figure of 1.501 raises concerns regarding the inspection process. The figure of standard deviation further reveals that the respondents had varied opinion about whether the procurement team ensures transparency in the inspection process also this could mean that besides disagreeing about whether there is monthly inspection of services and works, they could also be in disagreement with how the inspection process is carried out.

In table 4.9 above, respondents provided their understanding that in evaluation of procurement plan, the PDU always makes risk assessment to mitigate uncertainties and their perception shows mean of 3.96, implying that they agree with the statement. Conversely, a standard deviation of 1.201 reflect significant differences in responses as to whether in evaluation of procurement plans the procurement team always makes risk assessment to mitigate uncertainties. Although the probability of the occurrence of certain events are made in the planning process, the

assessment of risks in particular contracts are generally made basing on previous plans forgetting that each plan has its own inherent risk and thus mitigation of uncertainties generally happen by chance but not on real facts.

From the results of the survey as reflected by table 4.9, respondents seem to agree that the procurement committee ensures that there is effective accountability of resources to ensure successful contract management. This is revealed by a mean of 3.90. Additionally, a standard deviation of 1.207 suggests a significant variation in the responses generated by the respondents. Basing on the findings therefore, it should be reasoned that accountability is the URSB's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs. Lack of accountability creates opportunities for corruption which adversely affects service delivery.

Results of the study in table 4.7 suggest that respondents seem to agree that evaluation measures are adopted in the procurement process to ensure that targets are achieved. This is revealed by a mean value of 3.68 which is slightly equal to the average of 3. However, a significant standard deviation of 1.101which suggests that in as much as respondents are not sure as to whether procurement process to ensure that targets are achieved, they varied greatly in their responses. This could also imply that the respondents might not be aware of procurement evaluation measures are adopted by the procurement since they are carried out in procurement section.

4.5 Descriptive results about Service delivery

This sub section focused on service delivery and several statements were presented to the respondents and the findings gathered are presented as follows: -

Table 4. 10: Service delivery

	N	Min	Max	Mean	S.D
Procurement Planning facilitates efficient and effective Service Delivery	65	1.00	5.00	4.70	0.711
Procurement Planning achieves Maximum Value for expenditures on Services.	65	1.00	5.00	4.31	1.001
Good planning encourages quality in production and service delivery	65	1.00	5.00	4.33	1.131
Goods and Services in URSB are always provided on time as expected.	65	1.00	5.00	3.47	1.037
Procurement plans made by the PDU results into efficient service delivery	65	1.00	5.00	3.01	1.201
The planning arrangement s for service delivery continues to be satisfactory in URSB.	65	1.00	5.00	3.39	1.344
Responsiveness in service delivery is attained when the expected benefits and value for money are being achieved	65	1.00	5.00	4.07	1.200
User departments are aware of the services expected from the PDU	65	1.00	5.00	4.05	1.141

Source: Field data, 2014

In the table 4.10 above the researcher set out to examine the service delivery in URSB and the findings obtained were analyzed using means and standard deviations so as to determine the level of dispersion in responses so that conclusions for the study can be made as follows;

From the survey, as reflected in table 4.10, it can be deduced that respondents agreed that Procurement Planning facilitates efficient and effective Service delivery, this is revealed by a mean value of 4.70, though it is not significantly far from the maximum of 5. The standard deviation of 0.711reveals that there were varied responses from the respondents interviewed. In an interview held with the Accounting Officer it emerged that,

> *Although can facilitate efficient and effective service delivery, sometimes, the deliverable doesn't come in time when want them. Further the element of trust in the work of the PDU is somehow fading away as many user departments get substandard work crippling the effort to service people efficiently.*

It should therefore be argued that Procurement Planning facilitates efficient and effective Service delivery.

From table 4.10 above, respondents generally agreed with statement that Procurement Planning achieves Maximum Value for expenditures on Services as reflected by the mean value of 4.31. However, a significant standard deviation figure of 1.001 indicates varied responses from the respondents on the same, implying that they have different opinions about whether Procurement Planning achieves Maximum Value for expenditures on Services. This could also infer that some people don't know whether procurement planning leads to maximum value for money on services.

From the interview it was noted that procurement planning in URSB is guided by procurement rules and regulation and the Public Procurement and Disposal Act of 2003.therefore there is strict adherence to such laws this leads to attainment of maximum value for money services

However, the analysis of results in table 4.10 reveal a mean of 4.33, implying that the respondents were in agreement that good planning encourages quality in production and service delivery. Further, a standard deviation of 1.131 reveals a significant variation in the opinions which could also relate to not clearly understand whether good planning encourages quality in production and service delivery. From the interview, One Administrator said that,

How can you expect quality when the whole system is corrupt? The planning process has loopholes and is not transparent. Most of the plans are not done to benefit people and always complain. However, we are trying to lessen this problem using oversight institutions like the IGG and PPDA to ensure integrity, probity and transparency in planning process. This is lead to quality services.

Thus, it should be reasoned that to some extent good planning encourages quality in production and service delivery.

From the results of the survey as reflected in table 4.10, show that respondents were almost not sure whether Goods and Services in URSB are always provided on time as expected. This is revealed by a mean value of 3.47. It worth noting most of the respondents did not know exacts the time frames of various contracts and it was hard for them to tell whether goods and services are always provided on time as expected by the beneficiaries. However, a standard deviation of 1.037suggests varied responses over the test statement.

These finding cements the findings presented in the previous paragraph by the Accounting Officer that the deliverable doesn't come in time the beneficiaries want them. From the foregoing it should be reasoned that there are always delays. Procurement plans made several months to be implemented and this has generally hindered efficient service delivery.

The results of the survey as revealed by table 4.10 shows that respondents were not sure whether Procurement plans made by the PDU results into efficient service delivery. This is shown by a mean value of 3.01. However, a standard deviation of 1.2201reveal varied responses from the respondents interviewed as far as efficient service delivery as a result of procurement plans. The results from the interview emerged that,

> *Besides making plans, the whole system is not transparent, sometimes efficiency can be registered. This is because every procurement plan made must be evaluated and according to PPDA Regulations (2003). The process of carrying out value for money audit to ascertain efficiency, effectiveness and economy is guided by the Act. staff in PDU sometimes fear ligation acts in case they fail to delivery and this is the reason for improvement in service delivery.*

It should be argued that to some extent Procurement plans made by the PDU can results into efficient service delivery.

The results of the study in table 4.10 further indicated that the respondents marginally agreed that planning arrangement s for service delivery continues to be satisfactory in URSB (Mean = 3.39). However, even then the respondents seemed to have varied in their responses over the statement as revealed by a standard deviation of 1.344. This is in support of the interview held with one of

the Public Relations were that,

> *Although we are planning to ensure that service delivery continue to be satisfactory in URSB, we still have some challenges to make this happen. Generally the problem is centered on lack of trust, commitment, communication and resources. When such are not present we always have a problem in delivering better services. There is an urgent need to make proper arrangement for service delivery continue to be satisfactory in URSB.*

It should therefore be stated to arrangement for service delivery need to be examined to ensure that beneficiaries are satisfied and thus enable the staff to serve the people efficiently.

The findings of study in table 4.10 also indicated that respondents were in agreement that responsiveness in service delivery is attained when the expected benefits from the plans made and value for money are being achieved (Mean = 4.07). However, a standard deviation of 1.200 reveals a significant variation in the opinions which could also relate to not clearly understanding the statement. The implication of this finding is that attainment of service delivery is based on ensuring that the whole process has been efficient, effective and thus economical. The amount spent in planning process should result into good results for the people.

To results of the survey as reflected in table 4.10 suggest that respondents were in agreement that user departments are aware of the services expected from the PDU as reflected by the mean value 4.05. Conversely, a standard deviation of 1.141, suggests varied responses from respondents as far as awareness of the services expected from PDU. From the interview it was noted that;

people are sensitized, attend workshops, seminars, listen to talk shows and thus can see what the URSB offers to them and in case the services offered to them are poor services one can hear a lot of criticisms and complaints.

From the foregoing it should be noted that fewer complaints from the people means they are satisfied with the services offered and this creates a good judgment to conclude that people have a greater awareness of the services received from URSB.

4.6 Relationship between Procurement Planning and Service delivery

This section tested the relationship between procurement planning and service delivery in and the results are shown as follows: -.

Table 4. 11: Regression of Procurement Planning and Service delivery

Dependent variable: Service delivery		
R	.812[a]	
r^2	.659	
Adjusted r^2	.612	
ANOVA		
Fisher's Ratio (F)	Sig. (p)	
1560.143	.000	
	Coefficient	
	T	Sig.
Procurement planning Initiation	1.301	.029
Procurement plan implementation	3.657	.014
Procurement plan evaluation	1.692	.012

Source: Field data, 2014

From table 4.11, the study shows a moderate linear relationship between procurement planning and service delivery (r = .812). Procurement planning affect service delivery by 61.2% and 34.1% is due to other factors such as regulatory environment such as PPDA Laws and regulations, procurement compliance and accountability.

These findings were subjected to an ANOVA test and found significant ($F = 1560.143$, $p < .000$). Thus, this implies that procurement planning initiation, procurement plan implementation and procurement plan evaluation affect service delivery. Thus, this implies that;

i. Procurement plan initiation positively affect service delivery in URSB
ii. Procurement plan implementation positively influences service delivery in URSB
iii. Procurement evaluation positively influences service delivery in URSB

In addition the coefficients of each procurement planning indicator show that procurement planning initiation, procurement plan implementation and procurement plan evaluation significantly affect service delivery ($p < .05$)

Procurement plan implementation most affects service delivery ($t = 3.657$) followed by procurement plan evaluation ($t = 1.692$) and lastly procurement plan initiation ($t = 1.301$).

CHAPTER FIVE

DISSCUSION, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of findings, summary of findings, conclusions and recommendations. It is divided into four sections. The first section presents the discussion of findings; the second section covers the summary of findings according to the objectives. The third section presents conclusions and fourth section presents recommendations.

5.1 Summary of Findings

5.1.1 Procurement planning initiation and service delivery

It was found out that user departments conduct market surveys to get realistic costs of their procurements. This shows that at initiation stage, the user department must ensure that the specifications made under the planning process are realistic to avoid budgetary variations.

That sometimes user department prepare detailed ToR, SoW or statement of requirements to identify what is needed to ensure efficient service delivery.

It was noted that although user departments conduct needs assessment and priories their procurement needs. Sometimes the issue need assessment is done by PDU not the user department and this in the end compromises efficient service delivery

It was generally agreed that sometimes the PDU conducts regular sensitization/ awareness workshops of the procurement planning process.

That departmental procurement plans are prepared, submitted to PDU for consolidation. However, the study shows that it is only the PDU to consolidate plans made by all the user departments so that they can be appraised depending the needs.

That the entity is guided by allocated budget for all procurement activities to be made. It was noted that the planning must be guided basing on the budgets. Effectiveness in delivery of services can be undermined by contracting with agencies that also advocate for their clientele groups, by complex subcontractor relationships, and by risk shifting to the contractors

The findings show that not often the procurement plans are being prepared in a manner that is participatory and meeting the organizational goals set. In URSB there is poor planning prior to the contract being awarded. Procurement planning requires extensive knowledge but one can find that people who are source of information are left out in the planning process which in turn results into unsuccessful completion of contracts given to service provider.

It was found out that the Accounting Officer (Registrar General) ensures availability of sufficient funds to run the plans and that it is budgeted for. However, it was noted that although an assurance for adequacy of resources may be given to effect successful procurement planning, in most cases, the URSB lacks such resources and in the end, plans fail to materialize.

That the Procurement and Disposal Unit bring about integration of the diverse decision and activities during procurement planning. However, variability in planning process are determined basing on the ideas and issues on which to base an informed decision.

5.1.2 Procurement plan implementation and service delivery

It was found out that it is not generally a case although true that procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department.

That moderately the Procurement and Disposal Unit procures goods, services and works using the planned procurement method.

It was not clear whether updating of procurement plan by URSB is carried out regularly That it is not cost effective to update the procurement plan by URSB regularly.

That it is not always a case that all key stakeholders are involved in the process of updating the procurement plan.

That averagely the Procurement and Disposal Unit observes mandatory time lines set by PPDA during the procurement process to ensure timely deliveries.

That in most cases the user department and internal audit department representatives' must inspect goods delivered to URSB before they are accepted to ensure quality.

It was agreed that staff competencies affect procurement plan implementation and service delivery. However there has been a problem in procurement planning which has for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money.

It was noted that the implementation of the procurement plan, departmental/ Unit heads are involved.

That averagely the Procurement and Disposal Unit communicate and explain to user departments their roles and responsibilities in implementing procurement plan.

That URSB although makes the payment after deliverable, there are always delays in payments and this has created a bad picture in the eyes of the some contractors and this is the reason why service delivery is somewhat poor.

That to small extent competition is used in the process of acquiring goods and services to ensure value for money.

5.1.3 Procurement plan evaluation and service delivery

It was discovered that the respondents seem to agree that the Procurement and Disposal Unit monitors the actual completion dates for procurement activities against the original planned completion dates.

That even though data can be obtained and recommendations made by the evaluation of procurement plan, in most cases they may not yield the desired results since the whole process is rotten and thus cannot help people to access better services since even the monitoring committee is full of people who are self-centered.

That URSB seldom conducts monthly inspection of activities being undertaken by service providers.

The study shows that in evaluation of procurement plan, the PDU always makes risk assessment to mitigate uncertainties and their perceptions show mean of 3.96, implying that they agree with the statement.

That accountability is the URSB's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs. Lack of accountability creates opportunities for corruption which adversely affects service delivery.

That evaluation measures are adopted in the procurement process to ensure that targets are achieved.

5.2 Discussion of findings

5.2.1 Procurement planning initiation and service delivery

The findings in table 4.7 show that respondents slightly agreed that user departments conduct market surveys to get realistic costs of their procurements (mean =3.95). This shows that at initiation stage, the user department must ensure that the specifications made under the planning process are realistic to avoid budgetary variations. Further, it was noted user department are given a chance to make specifications of what they want so they can plan accordingly in line with the budgetary limits and thus enable us to perform our tasks efficiently and meet the desired performance goals which can be translated into good service delivery.

Table 4.7 shows that respondents seem to agree that user department prepare detailed ToR, SoW or statement of requirements with a mean value of 3.72. It was further noted that sometimes user departments prepare statement of requirement to identify what is needed to ensure efficient service delivery. It is the user department to know what is lacking and thus forward their needs to the procurement and disposal unit for evaluation and if it is in line with the entity's budgetary limits then the accounting officer releases the funds so that good, works and services are procured.

The findings in table 4.7 also show that respondents accepted that user departments conduct needs assessment and priories their procurement needs (Mean = 3.55). The findings further show that although priorities are made, these must meet URSB needs. Sometimes the issue need assessment is done by PDU not the user department and this in the end compromises efficient service delivery

The results of the study in table 4.7 suggest that respondents generally agreed that PDU conducts regular sensitization/ awareness workshops of the procurement planning process (Mean = 4.07). However, the standard deviation of 1.007 provided by the same respondents suggests that respondents possessed varied understanding on whether PDU conducts regular sensitization/ awareness workshops of the procurement planning process. This could also imply that the procurement teams PDU seldom conducts workshops of the procurement planning process. This is a clear indication that there are loopholes in planning process at URSB.

Table 4.7 reflects that respondents slightly agreed that departmental procurement plans are prepared, submitted to PDU for consolidation. It was further stated that It is only the PDU to consolidate plans made by all the user departments so that they can be appraised depending the needs. However, some user departments do not get what they want since the whole process is flouted with corruption because the staff from the PDU expects money or bribes at the end. That obviously people in PDU solicit for bribes quality services are given to those who have given bribes and in the end this hinder efficient service delivery.

The results of the study in table 4.7 further indicated that the respondents were with a view that the entity is guided by allocated budget for all procurement activities to be made(Mean = 4.19). It was noted that the planning must be guided basing on the budgets. However, for small items there are issues of overriding the budget. Effectiveness in delivery of services can be undermined by contracting with agencies that also advocate for their clientele groups, by complex subcontractor relationships, and by risk shifting to the contractors

The findings of study in table 4.7 also indicated that respondents were in agreement that procurement plans are being prepared in a manner that is participatory and meeting the organizational goals set (Mean = 3.79). It was further noted that often procurement planning process go wrong because of whole process is not participatory. This work of planning is generally left to middle level managers. One can find that other people who are the key in the planning process of making the planning process successful such as line managers, senior administrators and other professionals are left out. In URSB there is poor planning prior to the contract being awarded. Procurement planning requires extensive knowledge but one can find

that people who are source of information are left out in the planning process which in turn results into unsuccessful completion of contracts given to service provider. This is in line with Wassenaar (2004) that in planning for contract all necessary stakeholders should be part to ensure that what is planned is achieved. All people must agree on certain terms to ensures that what is planned receive less criticisms and the results can move the district towards meeting its goals of serving the people. In short it should be highlighted that contract planning is not one man's task but it is a collective responsibility for all relevant stakeholder to ensure that what is planned is attained with less challenges.

Table 4.7 shows that respondents seem to agree that the Accounting Officer (Registrar General) ensures availability of sufficient funds to run the plans and that it is budgeted for (Mean = 3.41). This is what Belkaoui (2006), indicated that in planning for procurement, the management must ensure there is adequate resources for successful execution of the procurement. However what was found on ground basing on the outcomes from the interview it was noted that although an assurance for adequacy of resources may be given to effect successful procurement planning, in most cases, the URSB lacks such resources and in the end, plans fail to materialize. From the above view it is important for one to argue that although an assurance has to be given for resource adequacy when PDU is planning, this does not mean that the resources are available. Sometimes the accounting may be making such assurance basing on the projection of incomes it expects to get and in case URSB fails to get the resource it based on this compromises efficient service delivery.

Table 4.7 shows that respondents seem to agree that Procurement and Disposal Unit bring about integration of the diverse decision and activities during procurement planning(mean = 3.85). It should be noted that the variability in planning process are determined basing on the ideas and issues on which to base an informed decision. It should be remembers that planning process involves a lot of risks and there is no way a URSB can successful improve its procurement planning unless there is an integration of diverse decisions.

5.2.2 Procurement plan implementation and service delivery

The results in table 4.8 above reveal that respondents agreed that procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department as shown by a mean value of 3.72. However, it was found out that it is not always a case that the PDU procures goods, works and services according to the specifications. Sometime the PDU has to decide basing on the pressing need of the organization. This is done not to create variances in the procurement process. It should be argued that to some extent that procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department.

Table 4.8 reveals that respondents slightly agreed that Procurement and Disposal Unit procures goods, services and works using the planned procurement method and this is shown by a mean value of 3.59. This view was supported by Pratt and Bennett (2009). That PDU procures the required needs of the organization to meet strategic priorities quickly and effectively and to get them to the position of delivering their service specification.

The results of the survey as reflected in table 4.8 suggest that respondents were indifferent as to whether updating of procurement plan by URSB is carried out regularly as reflected by the mean value of 2.89.This is in line with Thai (2004), sometimes procurement updates are followed are not followed to ensure efficient service delivery. It was found out that is not cost effective to update the procurement plan by URSB regularly. The entity always has templates it uses because it knows what it wants. However, updates are made semi-annually to ensure efficient service deliverys. From the foregoing it should not be surprise that the respondents were indifferent as to whether updating of procurement plan by URSB is carried out regularly

Table 4.8 shows that respondents were not sure whether all key stakeholders are involved in the process of updating the procurement plan. This is revealed by a mean value of 3.00. It was further noted that the updating of the procurement plan is generally made by the PDU. User departments express their requirements and the specification and the PDU after careful analysis, they make decisions whether to update the plans or not. Therefore not all the stakeholders are involved in the updating the procurement plan.

The results in table 4.8 above revealed that respondents slightly agreed that Procurement and Disposal Unit observes mandatory time lines set by PPDA during the procurement process to ensure timely deliveries. This is revealed by a mean value of 3.61. Further it was discovered that generally the PDU observes the mandatory timelines set by PPDA. This is in disagreement with Sizer (2008) that it is not always a case that deliverables are completed within the agreed time. Some projects can extend for more than a period specified due to unforeseen circumstance. However, there are issues of integrity in which some staff fail to adhere to set procurement

regulations of the PPDA thereby causing delays in the procurement process. It should there be reasoned that to some extent the PDU observes the mandatory timelines set by the PPDA.

The results in table 4.8 suggest that respondents agreed with the test statement that user department and internal audit department representatives' must inspect goods delivered to URSB before they are accepted to ensure quality. This is revealed by a mean value of 3.81. This is in line with This is in agreement with Colville (2005), that inspection is always done to ensure that the services, goods and works are of the right quality, right quantity and the price is reasonable. This is done to enable URSB to deliver quality services to the beneficiaries. However, what is not clear is whether the inspection process is effective because cases of acquisition of substandard goods, services and works are still escalating.

The results as reflected in table 4.8 show a mean of 4.55 implying that respondents agree as to the statement regarding whether staff competencies affect procurement plan implementation and service delivery. This view was highlighted by MacLeod (2002), that generally staff competencies have a direct bearing on the procurement plan implementation. However there has been a problem in procurement planning which has for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money. It should be noted staff competencies coupled with integrity move hand in hand with procurement planning and this is the basis for service delivery.

From the table 4.8, respondents seemed to agree that during the implementation of the procurement plan, departmental/ Unit heads are involved and consulted as reflected by the mean

value of 4.49. This is in agreement with what the head of Finance, highlighted that there is no way the URSB can implement its procurement plan without involving departmental heads since they are the center of knowing what is actually is needed in the organization. From the foregoing therefore, it should be noted that the implementation of the procurement plan, departmental/ Unit heads are involved.

The analysis of results in table 4.8 reveal a mean of 3.98, implying that the respondents were in agreement that Procurement and Disposal Unit communicate and explain to user departments their roles and responsibilities in implementing procurement plan. This is in disagreement with Davidson et al. (2007), that roles and responsibilities are communicated which are sometimes the only quantitative reference points available for measuring service delivery effectiveness and responsiveness. It was also noted that the roles and responsibilities in the procurement planning process are well stipulated in the procurement manual and the PPDA. PDU also inform the user department of what is supposed to do and how to it in order not create conflict. From the above view it should be stated that Procurement and Disposal Unit communicate and explain to user departments their roles and responsibilities in implementing procurement plan

The results in table 4.8 above reveal that respondents concurred that final payments to the service providers are effected within the stipulated time to ensure that the whole procurement process is completed as shown by a mean value of 3.93. This view was noted by Bannett (2008) that although there may be delays, payments should be effected. From the interview held with one respondent it was noted that URSB although makes the payment after deliverable, there are

always delays in payments and this has created a bad picture in the eyes of the some contractors and this is the reason why service delivery is somewhat poor.

Table 4.8 reveals that respondents generally agreed that competition is used in the process of acquiring goods and services to ensure value for money and this is shown by a mean value of 3.86. This is what Cooper (2004), says that although that although the evaluation is done to ensure that there is effective competition for bid, sometime contractors involved in the competition race know their fate because of the bribes and solicitation they have made. Open bidding is done to make the whole process transparent yet the actual contractor to win the bidding process is known and this make the evaluation process of competition a total wastage of resources and time. In short, it should be clearly verified that there is no effective competition in the process of acquiring goods and services to ensure value for money.

5.2.3 Procurement evaluation and service delivery

Table 4.9 shows that the respondents seem to agree that the Procurement and Disposal Unit monitors the actual completion dates for procurement activities against the original planned completion dates with a mean value of 3.53.

From the table 4.9 above, respondents seemed to agree that the data obtained is used to identify area of improvement as reflected by the mean value of 3.84 which is above the average of 3 and tending towards 4. It was further noted that even though data can be obtained and recommendations made by the evaluation of procurement plan, in most cases they may not yield the desired results since the whole process is rotten and thus cannot help people to better services since even the monitoring committee is full of people who are self-centered.

From the foregoing therefore it should be reasoned that the information provided by evaluations conducted by procurement committee is not generally of high quality since the whole process is corrupt. Furthermore it should be inferred that if the monitoring process of the evaluation of plans is full of irregularities, the URSB should not expect much difference in the procurement planning and further no miracles can be registered since the whole process needs a redeemer.

The results as reflected in table 4.9 show a mean of 2.97. This is below the mean average of 3, implying that respondents disagree as to the statement regarding to whether URSB conducts monthly inspection of activities being undertaken by service providers. Also this could mean that besides disagreeing about whether there is monthly inspection of services and works, they could also be in disagreement with how the inspection process is carried out.

In table 4.9 above, respondents provided their understanding that in evaluation of procurement plan, the PDU always makes risk assessment to mitigate uncertainties and their perceptions show a mean of 3.96, implying that they agree with the statement.

This is what Quinn (2000) expressed that although the probability of the occurrence of certain events are made in the planning process, the assessment of risks in particular contracts are generally made basing on previous plans forgetting that each plan has its own inherent risk and thus mitigation of uncertainties generally happen by chance but not on real facts.

From the results of the survey as reflected by table 4.9, respondents seem to agree that the procurement committee ensures that there is effective accountability of resources to ensure successful contract management. Basing on the findings therefore, it should be reasoned that

accountability is the URSB's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs. Lack of accountability creates opportunities for corruption which adversely affects service delivery.

Results of the study in table 4.7 suggest that respondents seem to agree that evaluation measures are adopted in the procurement process to ensure that targets are achieved. This is revealed by a mean value of 3.68 which is slightly equal to the average of 3. This view is not in the line with Prier & Clifford (2007) that there is a need to have a rigorous evaluation of alternatives using appropriate contract management measures which may include: full life-cycle costing, discounted cash flow, cost/benefit analysis, design and feasibility studies and market research play an important part to ensure reliability and effectiveness in service delivery. However, a significant standard deviation suggests that in as much as respondents are not sure as to whether contract evaluation measures are adopted to ensure that targets are achieved, they varied greatly in their responses.

5.3 Conclusion

The findings of the study indicated that there is a moderate linear relationship between procurement planning initiation, procurement implementation and procurement evaluation, and service delivery Procurement planning affect service delivery by 61.2% and 34.1% is due to other factors such as regulatory environment such as PPDA Laws and regulations, procurement compliance and accountability. Thus, this implies that;

i. Procurement plan initiation positively affect service delivery in URSB
ii. Procurement plan implementation positively influences service delivery in URSB
iii. Procurement evaluation positively influences service delivery in URSB

The coefficients of each indicator of procurement planning show that procurement plan implementation most affects service delivery (t = 3.657) followed by procurement plan evaluation (t = 1.692) and lastly procurement plan initiation (t = 1.301).

5.4 Recommendations

Basing on the findings of the study, the following recommendations are made to the government and PDU in order to increase efficiency in service delivery.

The URSB should develop an appropriate operational procurement plan that supports the key priorities of the overall strategy in order to achieve the broader objectives of the PDU. Furthermore, there is a need to develop a comprehensive motivation for the procurement planning requirements in order to improve on budget allocations that will stimulate service delivery.

The Public Procurement and Disposal Authority need to iron out inefficiency and corruption in public procurement and procurement planning process which disregard the fundamental "value for money" considerations. This will in turn lead to improvement in procurement plans and thus enable the URSB to registers efficient service delivery.

The URSB need to improve on the accountability and financial administration of planning process. This will enable the URSB to mitigate the risk involved in contracts such as overspending, under spending, maladministration, corruption, theft and embezzlement of project monies. Further the monitoring and evaluation of spending trends also need to be improved in

order to enhance efficient service delivery. It should be remembered that lack of effective financial control mechanisms may place URSB at risk of not meeting its intended strategic objectives, which is to provide enhanced service delivery.

The PDU must develop planning exit strategy. A plan will conclude when both parties have satisfactorily fulfilled their responsibilities under the terms of the procurement plan. This, for example, will occur when the goods or services have been supplied and payment made and/or at the end of a pre-agreed period of time. This situation, however, does not remove the need to develop a procurement plan exit strategy as part of the process of risk identification and reduction, and reinforces the importance of establishing the foundations of sound procurement planning process.

5.4 Suggestions

The study was carried out in URSB. Even though the study was conducted in a planned way, it is suggested that further studies should be carried out on E-procurement, Contract management and challenges that hinder procurement planning on service delivery in order to cover fully the field of procurement planning and service delivery.

References

Arrowsmith, S., &Trybus, M. (Eds.) (2003).Public Procurement: The Continuing Revolution. New York: Kluwer Law International.

Basheka, B. C. (2008). "Procurement Planning and Local Governance in Uganda: A Factor Analysis Approach." Paper Presented at the 2008 International Research Society for Public Management Conference, from 26-28 March 2008, in Brisbarne, Australia.

Helmsing, A. H. J. (1995). Local Government Central Finance. An Introduction: New York USA.

Hernon, P. & Whitman, J. R. (2001).Delivering Satisfaction and Service Quality: a Customer-based Approach for Libraries. Chicago: American Library Association.

IDASA (2010), The State Of Local Government And Service Delivery In South Africa: Issues, Challenges And Solutions Local Governance Unit(LGU)

Jacobsen, Geesche; Patty, Anna (25 June 2011). "DPP chief vows to be independent, opinionated". Sydney Morning Herald.Fairfax Media.

Johan, N. (2006). Planning for Service Delivery Improvement.S D R Vol. 1 5 No. 2 pages 106-109.

Johns, Rowena (2001). "Prosecution reports: Independence and Accountability of the Director of Public Prosecutions: A Comparative Survey"

Langseth, P.; Kato,D. ; Kisubi, D. ; & Pope, J.(1997).Good Governance in Africa. A Case studyfrom Uganda. EDI Working Papers, Economic Development Institute of the World Bank.

Lawal, S. (2000) "Local Government Administration in Nigeria: A Practical Approach".

Lawrence K. Finley (2011), "Public Sector Privatization- Alternative, Approaches to Service Delivery".

Nakamura, D. (2013). "Untrained Staffers Blamed for Costing City Thousands." Washington Post: p. B01.

National Institute of Governmental Purchasing, Inc. (2009).Advanced Public Procurement (5 edition). Herndon, VA: Author.

National Service Delivery Survey, (2008).Ministry of Public Service: Kampala.

Nicholas Dimitri, Gestero(2007), "Handbook of Procurement"

Oboth, M. J. (2001). Decentralization and Service Delivery: Constraints and Controversies. Kampala: Makerere University Library.

PPDA Act, 2003.Presented to Parliament for Debate on Budget Estimate for Revenue and Expenditure. June 2012.

Public Procurement and Disposal of Public Assets Authority (PPDA) procurement and disposal draft audit report for Uganda Registration Services Bureau for the financial year 2012/2013

Uganda Bureau of Statistics (2005).National Service Delivery Survey Report 2004, Kampala.

USAID/deliver project 2010: Analysis of the Operational Policies Related to Financing and Procuring Contraceptives

APPENDICES

APPENDIX A: QUESTIONNAIRE

TOPIC: PROCUREMENT PLANNING AND SERVICE DELIVERY IN STATUTORY ENTITIES: A CASE OF UGANDA REGISTRATION SERVICES BUREAU

Dear respondents,

The purpose of this questionnaire is to get your views on the above mentioned research topic. The information will be used for academic purposes only and will be treated with highest degree of confidentiality. Please feel free and answer all questions to the best of your knowledge and ability as honestly as possible. There is no correct or wrong answer. What is important is your view about the subject. I thank you in advance for accepting providing me with necessary answers. Please do not write your name on the questionnaire.

Thank you.

SECTION A: INTRODUCTION QUESTIONS

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

BIO-DATA.

1. Name (optional) .....

2. What is your gender?

   Male ☐

   Female ☐

3. In what age bracket do you fall?

   25-30 ☐

   31-35 ☐

36-40 ☐

Above 40 ☐

4. What position are you holding at URSB?

Registrar General ☐

Head of Directorate/Unit ☐

Mid-level manager ☐

Procurement & Disposal Unit staff ☐

Senior Member of URSB ☐

5. What is your current department at URSB?

Finance and Administration

Internal Audit ☐

Procurement & Disposal Unit ☐

Information Technology ☐

Business Registration ☐

Civil Registration ☐

Intellectual Property ☐

6. What qualification have you attained so far?

Diploma ☐

Degree/Bachelors ☐

Master's degree ☐

Others

If others, please specify

---

6. How long have you worked in the organization so far?

1-3 years ☐

4-6 years ☐

Above 6 years ☐

PROCUREMENT INITIATION

Kindly use the following scoring system to answer the following questions listed below:

Strongly disagree = 1; disagree = 2; neither agree nor disagree = 3; agree = 4; strongly agree = 5

State whether the preparation of procurement plans influenced on the following:

	1	2	3	4	5
User departments conduct market surveys to get realistic costs of their procurements					
User department prepare detailed ToR, SoW or statement of requirements					
User departments conduct needs assessment and priories their procurement needs					
The PDU conducts regular sensitization/ awareness workshops of the procurement planning process.					
Departmental procurement plans are prepared, submitted to PDU for consolidation.					
The Entity is guided by allocated budget for all procurement activities to be made.					
Procurement plans are being prepared in a manner that is participatory and meeting the organizational goals set.					
The Accounting Officer (Registrar General)ensures availability of sufficient funds to run the plans and that it is budgeted for.					
Procurement and Disposal Unit bring about integration of the diverse decision and activities during procurement planning					
At initiation stage all stakeholders take part in the planning of procurement					

PROCUREMENT PLAN IMPLEMENTATION

Kindly use the following scoring system to answer the following questions listed below:

Strongly disagree = 1; disagree = 2; neither agree nor disagree = 3; agree = 4; strongly agree = 5

State whether the preparation of procurement plans influenced on the following:

	1	2	3	4	5
Procurement and Disposal Unit procures goods, works and services according to the specifications prepared by the user department.					
Procurement and Disposal Unit procures goods, services and works using the planned procurement method.					
Updating of procurement plan by URSB is carried out regularly					
All key stakeholders are involved in the process of updating the procurement plan.					
Procurement and Disposal Unit observes mandatory time lines set by PPDA during the procurement process to ensure timely deliveries.					
All procurements carried out by the Procurement and Disposal Unit conforms to specifications prepared by the User department.					
User department and internal audit department representatives' MUST inspect goods delivered to URSB before they are accepted to ensure quality.					
Staff competencies affect procurement plan implementation and service delivery					
During the implementation of the procurement plan, departmental/ Unit heads are involved and consulted					
Procurement and Disposal Unit communicate and explain to user departments their roles and responsibilities in implementing procurement plan					
Final payments to the service providers are effected within the					

stipulated time to ensure that the whole procurement process is completed.					
Competition is used in the process of acquiring goods and services to ensure value for money.					
Any other (please specify					

PROCUREMENT PLAN EVALUATION

The Procurement and Disposal Unit monitors the actual completion dates for procurement activities against the original planned completion dates					
The data obtained is used to identify area of improvement					
The Procurement and Disposal Unit ensures that there is proper management of records for easy monitoring and evaluation of performance.					
The Entity (URSB) conducts monthly inspection of activities being undertaken by service providers.					
In evaluation of procurement plan, the PDU always makes risk assessment to mitigate uncertainties.					
The procurement committee ensures that there is effective accountability of resources to ensure successful contract management					
Evaluation measures are adopted in the procurement process to ensure that targets are achieved.					

SERVICE DELIVERY

1. Procurement Planning Facilitates Efficient and Effective Service 2. Delivery					
3. Procurement Planning achieves Maximum Value for Expenditures on Services.					
4. Good planning encourages quality in production and service					

delivery					
5. Goods and Services in URSB are always provided on time as expected.					
6. Procurement plans made by the PDU results into efficient service delivery					
7. The planning arrangement for service delivery continue to be satisfactory in URSB.					
8. Responsiveness in service delivery is attained when the expected benefits and value for money are being achieved					
9. User departments are aware of the services expected from the PDU					