
**THE ROLE OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LOCAL
GOVERNMENT. A CASE STUDY GULU CITY COUNCIL, GULU CITY**

1 Lawino Winnifred Kevin, 2 Dr Arinaitwe Julius, 3 Dr Ariyo Gracious Kazaara

1, 2, 3 Metropolitan International University

ABSTRACT

The research was conducted with the purpose of evaluating the role of procurement planning on service delivery. The role distinction of both the independent and dependent variable were discussed. The study objectives were to investigate the different forms of the role of the procurement planning in Gulu city council in Gulu city, to examine the relationship between the procurement planning and service delivery. Both qualitative and quantitative research approaches were adopted. The study population was 30 and a sample size of 30 individuals was selected through simple random sampling technique. Data was presented on tables and analyzed using frequency and percentage and interpreted using the results obtained. The relationship between the role of procurement planning and service delivery as represented by $r=0.95$ indicates a strong significant relationship between procurement planning and service delivery. The effect of the procurement planning on service delivery is strong therefore it is necessary for organization to use the procurement planning to reduce on their workload and concentrate on their activities of the organization in order to meet their customer satisfaction and have a competitive advantage in the market. The study findings reveal that, there is positively strong and significantly relationship between procurement planning and service delivery. Procurement planning process represented by r . value of 947, procurement planning process at r . value of 989 and finally value of procurement planning at r . 971 all at 0.000 level of significance. It can also be concluded that of the three constructs under procurement planning process, practices and values. The one that has more impact on improvement of service delivery is procurement value and will lead to improvement in service delivery by 30.9 Percent, followed by

procurement planning process 20.9 percent and finally / lastly, the procurement planning practice by 17 percent. Finally, a number of recommendations were suggested such as the need to do market capabilities [market survey], effectively design a comprehensive procurement plan and create awareness to all staff of Gulu city council on the need to prepare procurement plans.

Key words: *procurement planning and service delivery*

Background to the Study

According to the World Bank, many African institutions have policies and procurement procedures but do not adhere to them, resulting in low levels of resource use and lack of service (Christopher, Komunda et al., 2022). The poor performance of some of these organizations is due to a lack of transparency in procurement, characterized by poor service and fund management (Kabaj, 2013). Kabaj (2013) states that effective purchasing planning is an important factor in organizational development and it is clear that many organizations attach sufficient importance to the management of organizational resources (Basheka, 2014). In the acquisition plan in Uganda, ensure that the organization receives good content for at least the remainder of the current fiscal period and the upcoming fiscal period (Christopher, Moses et al., 2016).

, 2022). Long-term planning also helps demonstrate that the organization is effectively managing its money and getting the best results from the organization. Purchasing staff, who are not always as communicative as possible, meet annually to develop a budget plan for the budget period, including the purchasing plan (Arrowsmith, 2013). Up to three or other consultants in the Sales Office did not provide updates on how many of these plans could be completed during the current purchasing planning period. Such schemes are unlikely to provide economies of scale and other benefits to the organization (Rosener, 2014).

Whether you're starting a project or planning a purchase, the steps are the same. First, define what you need to buy. Next, describe the process of obtaining these products (Musaibah et al., 2023). Finally, schedule the delivery.

Operational Planning (that will change) is measured by Financial Planning, Strategic Planning and Strategic Planning. On the other hand, delivery is measured in terms of service quality, customer loyalty, customer feedback and customer experience (Nelson, Christopher, Teddy et al., 2022). In

Gulu City Local Government, it was found that the public's confidence in its performance to provide services in the public interest was weak (Greene, 2013). This is because politicians and bureaucrats are often more concerned with raising money than providing services that the public needs.

The data revolution has allowed citizens to access, communicate and exchange information in ways that local governments are powerless to protect, and in the process undermines control management (Barrett, 2013). Inadequate service delivery is still a major problem for local government in Gulu City, and in recent years local government policy has focused on achieving development goals and monitoring of poor service has increased.

Problem Statement

In particular, inadequate education and health services are a widespread problem in Ugandan public institutions, which are characterized by poor infrastructure such as roads, and education services are poor in 40% of Gulu city. Corruption and poor planning by Gulu Provincial Administration leaders (Ministry of Local Government Report, 2016). Both community and local monitoring agencies found that public service delivery would be low and public participation would be low due to inadequate service delivery (Christopher, Muhindo et al., 2022).

Direct or indirect funding from the government is usually fixed by annual appropriations from budget planning (Akankwasa et al., 2022). This has caused health and education problems in the lives of people in Gulu City (National Service

Delivery Report, 2013). However, as stated in the Annual Financial Report, school and hospital construction, ambulance etc. As some projects that have not yet been completed, such as health and education services, have not met the expectations of the public. (2012/2013), Gu Lucheng District). Health care and education of local government, especially in Gulu City, is still very worrying (Gulu County Public Service Report, 2015).

Based on this, researchers want to understand the benefits of planning to purchase goods and services in Gulu City.

Research Objectives

- To establish the effect of budget plans on service delivery in Gulu City, Uganda.*
- To determine the Role of procurement methods on service delivery in Gulu City*
- To assess the effect of quality procurement plans on service delivery in Gulu City*

Research questions

- What are the effects of budget plans on service delivery in Gulu City?*
- What are the roles of procurement on service delivery in Gulu City?*
- What is the effect of quality procurement plans on service delivery in Gulu City?*

Methodology

Research design

This study followed a descriptive survey design specifically the descriptive correlation strategies. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It determined the effect between variables and the relationship between variables. Testing of hypothesis and development generalization and use of theories that have universal validity, it also involves events that have already taken place and may be related to

present conditions (Kothari, 2014). Further, descriptive surveys were used to discover causal relationships (descriptive correlational). Therefore, the descriptive correlation design enabled the researcher to determine the relationship between procurement planning and service delivery and also researcher used prospective design because the researcher looked for present facts.

Research population

The target population for this study included 135 staffs from health and education departments, plus all procurement officers, whereby 23 from health department, 13 budgeting committee members, 12 from education department, 5 procurement officers, 82 beneficiaries or residents (Human resource department of local government, 2017).

Sample Size

From a population of 135 respondents, the researcher used only 101 respondents. These consisted of 17 officials from the health department, 10 officials from the budgeting committee, and 9 officials from education department, 4 officials from procurement department, and 61 beneficiaries.

Table 1: Target population and sample size

Departments	Population	Sample size
<i>Health department</i>	23	17
<i>Budgeting committee members</i>	13	10
<i>Education department</i>	12	9
<i>Procurement department</i>	5	4
<i>Beneficiaries</i>	82	61
Total	135	101

Sampling Procedure

The research employed the stratified sampling and simple random sampling techniques when carrying out the research study. With reference to Amin (2005) stratified sampling technique is a technique that identifies sub groups in the

population and their proposition and select from each group to form a sample using either simple random sampling and stratified sampling. Simple random sampling was also used to select the respondents from different departments. From which all staffs from the required departments were represented in the study and had a chance to be selected to participate in this study as respondents.

Research Instrument

The research tools used in this research study included the following;

Questionnaire

This was employed to collect data from the respondents who would especially not feel free to have interviews with the researcher. Questionnaires were directed towards those respondents who are comfortable with writing. The questionnaire was to save time and this enabled respondents to easily fill out the questionnaires and keep them on the subject and being relatively objective.

Data Analysis

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents. The means were applied for the levels of procurement planning and service delivery of Local Government in Gulu City. An item analysis was used to illustrate the strengths and weaknesses of the respondents based on procurement planning and service delivery of Local Government in Gulu City in terms of mean and rank and coded using SPSS (Nelson, Christopher, & Milton, 2022). From these strengths and weaknesses, the recommendations will derive.

RESULTS

Procurement planning

The independent variable in this study (procurement planning) was broken into three constructs and these were; budget plans (measured with five questions or items), procurement methods (measured with four items) and quality plans (with four questions or items). All these questions were based on a four-point Likert scale, in which respondents were required to rate the extent to which they agree or disagree

with each question or item. The SPSS software was used to analyse their responses using means and ranks as indicated in table 2.

Table 2: Procurement planning

Items on procurement planning	Mean	Interpretation	Rank
Budget plans			
All internal auditors are trained in the conduct of a procurement audit and risk analysis	3.32	Very satisfactory	1
All specifications of goods, works and services to be purchased are always well founded and based on market research	3.15	Satisfactory	2
All stakeholders' procurement roles in your institution are clearly demarcated	2.90	Satisfactory	3
The procurement plan is prepared and advertised at the beginning of each fiscal year	2.88	Satisfactory	4
Procurement units always have an ICT data base on all suppliers' records	2.37	Unsatisfactory	5
Average mean	2.93	Satisfactory	
Procurement methods			
Invitation to bid and the request for quotations are all practices in Gulu City	3.33	Very satisfactory	1
The local government allows open tendering to those interested	3.12	Satisfactory	2
Restricted tendering is always practiced in favour of firms of individuals invited by the procurement entity	2.51	Satisfactory	3
The procurement entity always requests for reports before open tendering to the interested firms	2.25	Unsatisfactory	4

<i>Average mean</i>	2.80	Satisfactory	
<i>Quality plans</i>			
<i>Procurement officers always attend the on-going workshops</i>	3.26	Very satisfactory	1
<i>Procurement officer's ought to have certified professional training</i>	3.08	Satisfactory	2
<i>The internal tender committee members are all trained on procurement procedures</i>	2.98	Satisfactory	3
<i>There is always mandatory induction training on procurement for all public officers prior to joining the institution</i>	2.73	Satisfactory	4
<i>Average mean</i>	3.01	Satisfactory	
<i>Overall mean</i>	2.92	Satisfactory	

Source: Primary data, 2017

Key to interpretation of means

<i>Mean range</i>	<i>Response range</i>	<i>Interpretation</i>
3.26 -4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Unsatisfactory
1.00-1.75	Strongly disagree	Very Unsatisfactory

Results in table 2 indicated that the extent of procurement planning is generally satisfactory and this was indicated by the overall mean of 2.92, implying that Gulu City highly practices procurement planning in all activities. Results further indicated that the extent of procurement planning differs on different items and in different perspectives; for example, regarding budget plans, the workers rated themselves generally satisfactory (average mean=2.93), implying that the procurement plan is prepared and advertised at the beginning of each fiscal year. All

internal auditors are trained in the conduct of a procurement audit and risk analysis (mean=3.32), all specifications of goods, works and services to be purchased are always well founded and based on market research (mean=3.15), all stakeholders' procurement roles in your institution are clearly demarcated (mean=2.90), the procurement plan is prepared and advertised at the beginning of each fiscal year (mean=2.88). However, budget plans were rated unsatisfactory on one item and this was on the fact that procurement units always don't have an ICT data base on all suppliers' records.

With respect to procurement methods, results in Table 4.2 indicated that of the four items used to measure the procurement methods; only one item was rated very satisfactory (mean=3.33), two were rated satisfactory (mean=3.12 & mean=2.51), while one item was rated unsatisfactory (mean=2.25). However, the average mean of 2.80, falls under high on the interpretation scale, implying that the invitation to submit offers is always sent only to firms of individuals invited by the procurement entity.

Concerning quality plans; on average this construct was rated satisfactory and this was indicated by the average mean of 3.01, one item was rated as very satisfactory;

Table 3: Items on service delivery

Items on service delivery	Mean	Interpretation	Rank
Availability of public services			
Ensuring availability and access to health service is one of the main functions of your administration	3.72	Very high	1
Increasing inputs lead to improved service delivery and enhanced access to services	2.79	High	2
Service delivering is an immediate output of the inputs in the health system	2.56	High	3

<i>The physical access and reach ability of services have met a minimum standard</i>	2.31	Low	4
Average mean	2.85	High	
Accessibility of public services			
<i>Local community require satisfaction in terms of the elements of service delivery such as basic equipment, drugs and commodities, health, housing and infrastructure, sewages and clear water</i>	3.47	Very high	1
<i>Local governance gives access to the citizens free education</i>	3.29	Very high	2
<i>Public service projects frequently encounter implementation problems in Gulu City</i>	2.62	High	3
<i>The extent to which the service is accessible depends on the client's ability.</i>	2.59	High	4
Average mean	2.99	High	
Affordability of public services			
<i>The extent to which the public services are affordable in your areas always depend on your ability to pay for them</i>	2.98	High	1
<i>Your Local government rely on central government and donor agencies for resources.</i>	2.74	High	2
<i>Services predominantly have a socio-psychological dimension which can be measured.</i>	2.60	High	3+
<i>Re-examination of the local government</i>		Low	4

<i>always become the first step toward establishing productive partnership during provision of services</i>	2.15		
Average mean	2.62	High	
Overall mean	2.82	High	

procurement officers always attend the on-going workshops (mean=3.26) and the last three items were rated satisfactory; Procurement officers ought to have certified professional training (mean=3.08), the internal tender committee members are all trained on procurement procedures (mean=2.98), there is always mandatory induction training on procurement for all public officers prior to joining the institution (mean=2.73), hence implying that the internal tender committee members are all trained on procurement procedures and guidelines.

Service delivery

Service delivery is the dependent variable in this study and was broken into three constructs and these are; availability of services (with four questions), accessibility of services (with four items) and affordability of services (with four questions). Each of these questions was based on a four-point Likert scale and respondents indicated the extent to which they agree or disagree with each question, their responses were analyzed using SPSS and summarized using means as indicated in tables 4;

Table 4: Service delivery

Mean range	Response range	Interpretation
3.26 - 4.00	<i>strongly agree</i>	<i>Very high</i>
2.51 - 3.25	<i>agree</i>	<i>High</i>
1.76 - 2.50	<i>disagree</i>	<i>Low</i>
1.00 - 1.75	<i>strongly disagree</i>	<i>Very low</i>

Source: Primary Data, 2017

Results in table 4 indicated that the level of service delivery is generally high and this was indicated by the overall mean of 2.82, which implies that some services are relatively provided in Gulu City.

Availability of services was the first construct on the dependent variable and was measured using four items/questions and it was rated high on average (mean=2.85), implying that the ensuring availability and access to health service is one of the main functions of the administration of Gulu City. Increasing inputs lead to improved service delivery and enhanced access to services (mean=2.79), service delivering is an immediate output of the inputs in the health system (mean=2.56), but however physical services such as roads are available in your area (mean=2.31).

Concerning accessibility of services, results in table 4.3 indicated that this construct was rated high on average and this was indicated by the average mean of 2.99. the local community require satisfaction in terms of the elements of service delivery such as basic equipment, drugs and commodities, health, housing and infrastructure, sewages and clear water (mean=3.47), the local governance gives access to the citizens free education (mean=3.29), the public service projects frequently encounter implementation problems in Gulu City (mean=2.62), the extent to which the service is accessible depends on the client's ability (mean=2.59).

Affordability of services; this variable was measured using four questions and it was rated high on average (mean=2.62), hence implying that the extent to which public services are affordable in your areas always depend on your ability to pay for them (mean 2.98) in Gulu City. The Local government rely on central government and donor agencies for resources (mean=2.74), the services predominantly have a socio-psychological dimension which can be measured (mean=2.60), however re-examination of the local government always has not become the first step toward establishing productive partnership during provision of services in Gulu City (mean=2.15).

Table 5: Effect of budget plans on service delivery in Gulu City

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	.274	.272	.41854
a. Predictors: (Constant), Budget plans				

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.992	1	23.992	136.963	.000 ^a
	Residual	63.413	362	.175		
	Total	87.405	363			
a. Predictors: (Constant), Budget plans						
b. Dependent Variable: service delivery						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.815	.075		24.228	.000
	Budget plans	.329	.028	.524	11.703	.000
a. Dependent Variable: service delivery						

Regression analysis results in the Model Summary table revealed that budget plans accounted for 27.4% on service delivery in Gulu City and this was indicated by r-

squared of 0.274 implying that to small extent budget plans contribute to the service delivery in Gulu City.

The ANOVA table indicated that budget plans significantly affect the service delivery and this was indicated by the F -value=136.963 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that budget plans highly contribute to the service delivery in Gulu City.

The coefficients table indicated that considering the standard error, budget plans significantly influence the service delivery in Gulu City ($B=0.329$, Sig=0. 000).

Table 6: The effect of procurement methods on service delivery in Gulu City

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193 ^a	.372	.350	.47942

a. Predictors: (Constant), procurement methods

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.207	1	3.207	13.955	.000 ^a
	Residual	82.514	359	.230		
	Total	85.722	360			
a. Predictors: (Constant), procurement methods						
b. Dependent Variable: service delivery						

Coefficients

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.239	.113		19.761	.000
	procurement methods	.164	.044	.193	3.736	.000
a. Dependent Variable: service delivery						

Regression analysis results in the Model Summary table indicated that the procurement methods accounted for 37.2% on service delivery in Gulu City and this was indicated by r-squared of 0.037 implying that procurement methods significantly contribute 3.7% on the service delivery in Gulu City.

The ANOVA table indicated that procurement methods significantly affect the service delivery and this was indicated by the F-value=13.955 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that procurement methods highly affect the service delivery in Gulu City.

The coefficients table indicated that considering the standard error, procurement methods significantly affect the service delivery of Gulu City ($B=0.164$, $Sig=0.000$).

Table 7: Effect of quality plans on service delivery in Gulu City

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 ^a	.230	.228	.43141

a. Predictors: (Constant), quality plans

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.151	1	20.151	108.275	.000
	Residual	67.558	363	.186		
	Total	87.709	364			

a. Predictors: (Constant), quality plans

b. Dependent Variable: service delivery

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.687	.096		17.652	.000
	quality plans	.362	.035	.479	10.406	.000

a. Dependent Variable: service delivery

Regression analysis results in the model Summary table indicated that the quality plans significantly affect service delivery in Gulu City at a rate of 23% and this was indicated by r-squared of 0.230, hence implying that quality plans significantly influence the service delivery in Gulu City.

The ANOVA table indicated a positive significant effect of quality plans has on service delivery and this was indicated by the positive F-value=108.275 and Sig- value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that quality plans highly affect the service delivery in Gulu City. Still, this implied that high levels of quality plans improve the level of service delivery and poor-quality plans measures reduce it.

The coefficients table indicated that considering the standard error, quality plans significantly affect the service delivery of Gulu City ($\beta=0.362$, $\text{Sig}=0.000$).

Relationship between procurement planning and service delivery in Gulu City

Table 8: Significant relationship between Procurement planning and service delivery in Gulu City

Variables correlated	r-value	Sig	Interpretation	Decision on H_0
Procurement planning Vs Service delivery	.495	.000	Significant correlation	Rejected

Source: Primary Data, 2017

Table 8 revealed a positive significant correlation between the extent of Procurement planning and service delivery in Gulu City ($r=.495$; $\text{Sig}=0.000$). The null hypothesis was rejected meaning that the extent of Procurement planning and service delivery are significantly related, this also leads to a conclusion that better procurement planning increases the extent of service delivery in Gulu City.

Multiple Regression

Table 9: Multiple Linear Regression Analysis between the Dependent (service delivery) and Independent sub-constructs on procurement methods

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	.274	.272	.41854
a. Predictors: (Constant), procurement methods				

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.992	1	23.992	136.963	.000 ^a
	Residual	63.413	362	.175		
	Total	87.405	363			
a. Predictors: (Constant), procurement methods						
b. Dependent Variable: service delivery						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.815	.075		24.228	.000
	Open tendering	.436	.113	.524	11.703	.000
	Request for reports	.382	.044	.479	1.314	.000
	Restricted tendering	.317	.028	.293	.561	.002
a. Dependent Variable: service delivery						

Regression analysis results in the model Summary table indicated that procurement methods significantly affect service delivery at a rate of 42.4% and this was indicated by r-squared of 0.424, hence implying that procurement methods significantly influence service delivery.

The ANOVA table indicated a positive significant effect of procurement methods have on service delivery and this was indicated by the positive F-value=136.963 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum

level of significance required to declare a significant effect. This implies that restricted procurement methods highly affect service delivery.

The coefficients table indicated that of all the aspects of procurement methods, open tendering accounted for the biggest influence on service delivery ($\beta=0.436$, $\text{Sig}=0.000$).

Conclusions

According to the findings budget plans have a positive significant effect on service delivery in Gulu City. Hence concluding that setting of appropriate budget plans during procurement planning can lead to the improvement in the service delivery since it increases on the quality and efficiency during service delivery. According to the findings procurement methods have a significant effect on service delivery in Gulu City, hence concluding that service delivery can be improved once procurement methods such as open tendering is effectively applied.

Recommendation

Gulu City should develop good budget plans, and this will help to cater for issues surrounding delivery dates, contract compliance, and customer service issues can be resolved internally before going out to contract. Gulu City should address the use of appropriate procurement method by primarily basing on the stipulations of the procurement legal framework, this will help to explain the rationale for the inclusion of key components in the solicitation document, elaborating on how these components work together to make the process effective within Gulu City.

REFERENCES

Akankwasa, A., Akakikunda, T., Ntirandekura, M., Murezi, C. M., & Christopher, F. (2022). Effect of Capital Budgeting on Development of Organizations Empirical Studies of Kashinge Child Development Centre Kisoro District. 6(9), 5-10.

Christopher, F., Komunda, T. R., & Milton, N. (2022). The Impact of Supervision on the Quality-Of-Service Delivery at Kirima Community Secondary School in Kanungu District, South Western Uganda. 6(5), 157-162.

Christopher, F., Moses, N., Muhindo, M. E., & Komunda, T. R. (2022). Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda. International Journal of Academic Pedagogical Research, 6(5), 1-7.

Christopher, F., Muhindo, M. E., & Nakalema, F. (2022). Decentralization and Social Service Delivery in Uganda: Acritical Analysis of the Decentralization and Social Service Delivery in Uganda: Acritical Analysis of the literature review. November.

Musaibah, N., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). The Organizational Factors Affecting Employee Performance in Non-Governmental Organizations in Uganda. A Case Study of the Uganda Women Parliamentary Association. 7(3), 221-231.

Nelson, K., Christopher, F., & Milton, N. (2022). Teach Yourself Spss and Stata. 6(7), 84-122.

Nelson, K., Christopher, F., Teddy, A., & Alex, A. (2022). Customer Care and Sales Volume of Miami Hotel in Kabale District, South Western Uganda. 6(6), 26-33.