
**PROCUREMENT PLANNING AND SERVICE DELIVERY IN LOCAL GOVERNMENT
CASE STUDY OF ADJUMANI DISTRICT LOCAL GOVERNMENT**

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ABSTRACT

This research studied the effect of procurement planning on service delivery in Local government, a case study of Adjumani district local government. The findings of the study revealed that there is a strong positive relationship between procurement planning and service delivery. Most of the respondents strongly agreed with it. It explored to find out how proper need assessment contributes to service delivery, to determine the effect of risk management in procurement planning on service delivery and to evaluate how procurement cost estimation contributes to service delivery. From the findings, the R square (R^2) measured the correlation between procurement planning practices and service delivery. The regression model was computed at 95% confidence level. The regression analysis shown that the slope of the curve or coefficient of determination (R square) was equal to 0.633. P-Value = $0.000 < 0.05$ meant that the model was significant at the 5-percentage significance level. The study also recommended the following; Corruption should be reduced by enforcing of strict rules and giving penalties, training the recruited workers, the procurement team should carryout research so as to find out a reliable service.

Key words: procurement planning and service delivery

Background of the study

Historically, management and presentation was first initiated by consultants in the early 1980s (La Londe, 1998) and later in government departments, and in recent years it has attracted attention in many national and local companies, and it seems that a few years into the future means even more (Boston Consulting). Group, 2003). Purchasing management seems less accepted in past delivery (Christopher, Muhindo et al, 2022).

In Africa, over the past few years, many countries have recognized the importance of managing public procurement processes at the central and local level and its subsequent support for better delivery (Pdu et al., 2023).

Buy; Business and work efficiency, which was traditionally seen as work, has now become one of the main functions of the organization, which has become important for the good functioning of all organizations. In Ghana, the country is said to save more than \$4 billion annually in procurement costs due to the improvement and implementation of its procurement processes as well as its procurement management product (Paul et al., 2023).

Procurement planning in Uganda is an important part of traditional planning that local governments are already familiar with: - especially construction planning and budgeting. Authorization for local government planning is given in Chapter 62 of the Local Government Act (PPDA, 2006): The utility prepares the annual procurement plan based on the approved budget and is sent to the site of purchase and disposal for ease of implementation. Annual recruitment (Annet et al., 2017)

ibid, 2023). It also states that purchasing plans should be included in the annual budget to improve the financial forecasting, accounting and management of purchasing resources (Moses et al., 2023). In the city of Adjumani, since the beginning of July 17, 1997, many decentralized organizations have been provided. service to the population. These services under the Local Government Act 1997 include primary education, health services and water services. However, many studies have shown that the planning of purchasing goods and services in the provision of these services is insufficient (Christopher, Komunda et al., 2015). , 2022). According to the Ministry of Health (MoH 2005), the Adjumani area has only 62% of community cleaning services. This may mean that people do not receive adequate health care, leading to the death of the mother (Jac and Kazaara, 2023). However, this study is only valid for health services. A 2006 study by the Adjumani Local Government Area [ADLG] revealed that the area has limited activity in the supply of goods and services; lack of risk management; and lack of needs assessment and cost estimation.

Problem Statement

With globalization and the important role of business management, purchasing planning has become an important business support to facilitate delivery (Pdu et al., 2023). The Ugandan Government has policies in place to ensure the long-term goal of improving the quality of life of its citizens. Significant resources are devoted to improving service in areas such as infrastructure and maintenance, rural development, human resource development and governance. What is particularly important is that families need not only income, but also schools, sanitation, clean water, roads, energy, security, public order, etc. Just as they need adequate social infrastructure.

(Oromo et al., 2023). Implementation of these interventions will fail without proper procurement planning. The failure of the Adjumani District Government to adequately provide these services to the public may be due to a lack of proper procurement planning.

Research Objectives

- 1. To find out how proper need assessment contributes to service delivery*
- 2. To determine the effect of risk management in procurement planning on service delivery.*
- 3. To evaluate how procurement cost estimation contributes to service delivery.*

Research Question

- 1. Determine how proper need assessment contributes to service delivery*
- 2. Determine the effect of risk management in procurement planning on service delivery*
- 3. Determine how procurement cost estimation contributes to service delivery*

Methodology

Research Design

Both case cross section study and description designs employed to collect primary and secondary data. Data collected using focus group discussion and observation whereas descriptive was used to collect primary data using interviews and questionnaires. These designs enabled the researcher to describe the topic as well as giving the description of a unit sample in depth. Therefore, qualitative description of procurement planning and services delivery was ensured.

It combined both qualitative and quantitative approaches. Qualitative approaches included use of interviews, documentary review and observations. Quantitative approaches involved use of descriptive statistics generated with frequency tables and pie charts. These approaches were adopted to enable the researcher collect and

analyze relevant information concerning peoples' opinions about the impact of public procurement planning toward service delivery in Adjumani district local government.

Study Population

Mugenda (2003) defines population as an entire group of individuals, events, objects having a common observable characteristic. A target population is defined as that which the researcher wanted to generalize the results of the study. Brinker (2006) says that, a target population is a large population from whom the sample population were selected from. The population studied included the staff from Adjumani district local government and residents of Adjumani district who were the beneficiaries of the services provided. A sample of 50 respondents out of the total of 100 of the study population were selected and approached by the use of simple random sampling method and interviewed at different levels.

Sample size

The study adopted stratified sampling technique since there are different sections (categories). However, convenient sampling was used to pick or select respondents from each section (category)

Table 1 Sample size Determination

Section	Sample size	Target
Local government officials	2	2
Budget committee members	40	11
Service providers	13	4
Beneficiaries	17	5
Total	72	22

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Data Collection Instruments

The researcher used two methods of data collection to achieve the objectives of the study as described below.

Questionnaire

Closed ended questionnaires were administered by the researcher and two research assistants to respondents: procurement officers, budget committee members and technical officers to collect primary data on the risk management, proper needs assessments on service delivery and how government policies/regulations influenced it. The researcher used this method because the respondents know how to read and write. In addition, a no bias nature from the researcher were avoided and finally it covered a wide area of the sample selected (Sekaran, 2003).

Data Analysis

Data were analyzed both quantitatively and qualitatively.

Quantitative data analysis

Quantitative data analysis involved the use of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS) (Nelson et al., 2022). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions. A correlation coefficient was computed because the study entailed determining correlations or describing the association between two variables using E-views (Nelson et al., 2023). At bivariate level, procurement planning as an independent variable was correlated with service delivery as the dependent variable using Pearson 's Correlation Coefficient.

Qualitative data analysis

Qualitative data analysis involves both thematic and content analysis, and, was based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes were identified (Sekaran, 2003). After data collection, information of same category was assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data is interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

RESULTS

Need Assessment on Institution's Service Delivery

The study findings reveal that respondents agreed that needs assessment affects service delivery in Adjumani district local government. The means and standard deviations of each element are tabulated in Table 2.

Table 2: Proper Need Assessment on Institution's Service Delivery

Statements	N	Mean	SD
<i>Managers conduct needs assessment before procurement</i>	94	4	1.074
<i>Managers conduct market analysis before procurement</i>	94	4	1.067
<i>Organization's business need is clearly defined</i>	94	5	1.161

Procurement Cost Estimation on local government Service Delivery

The study established that cost estimation in procurement greatly affects service delivery in

Adjumani district local government. Respondents indicated that if costs are not properly estimate, departments in state corporations may either be under financed or over financed. When departments are not sufficiently financed, they may not be

able to offer the necessary services to the public. The scores for means and standard deviations of each of the elements are shown in Table 3.

Table 3: Procurement Cost Estimation on local government Service Delivery

Statements concerning cost estimation	N	Mean	SD
Market survey undertaken to ensure cost accuracy	94	4	0.863
Discrepancy identified are corrected in these processes	94	4	0.794
Procurement cycle is examined to prevent fraud	94	5	1.096
Suppliers are periodically evaluated on quality	94	3	1.344
Timely mitigation of procurement obstacles done	94	4	0.784
Purchases are closely supervised to control costs	94	5	1.097

Risk Management of Goods on local government Service Delivery

Study findings reveal that risk management greatly affects service delivery at local government. Respondents indicated that if risks are not foreseen and mitigated, government agency risk losing a lot of money. This money, they argued can be used to offer other services to the public. Risk management helps these corporations avoid court cases, delayed supply of goods and services just but to mention a few. The mean score and standard deviations of the elements under risk management are shown in Table 4.

Table 4: Risk Management of Goods on local government's Service Delivery

Statements concerning Risk management	N	Mean	SD
Compliance to procurement act achieved	94	4	0.863
Periodic reviews of transparency and accountability	94	4	0.794
Supplier technical abilities are evaluated	94	4	1.081
Goods and services are checked against the LPOs	94	5	0.072
Suppliers audited to correct compliance errors	94	4	0.891

Procurement Planning and Institution's Service Delivery

Respondents indicated that procurement planning affects service delivery in adjumani district local government. They noted that proper planning before procuring goods and services ensures that local government get the best goods and services at competitive rates. They argued that organizations risk losing money whenever goods and services are procuring haphazardly. They argued that it is only through proper planning that organizations are able to draft clear terms of reference for procurement as well as statements of work for service delivery. The mean scores and standard deviations for element under procurement planning are indicated in Table 5.

No table of figures entries found.

Statement	N	Mean	SD
Prior budget approval obtained	94	4	1.096
Managers draw delivery schedules	94	4	1.344
Planning leads to efficient and effective in-service delivery	94	4	0.784
Key service stakeholders are consulted	94	4	0.794
Sources of funding are identified through planning	94	4	1.344
Terms Of Reference (TOR) are drawn	94	4	0.784
Statement of Work (SOW) are drawn	94	4	1.097
Procurement planning improves service delivery	94	4	0.863
Planning controls wasteful spending	94	2	1.096

Procurement Planning Practices and Service Delivery

The regression model applied the multiple linear regression equation: $Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \varepsilon$ where Y = Service Delivery; X_1 = Needs Assessment; X_2 = Cost Estimation; X_3 = Risk Management; B_1, B_2, B_3 = Coefficients of determinations (R^2);

B_0 = Constant, and; a = Error term. The R square (R^2) measured the correlation between procurement planning practices and service delivery. The regression model was computed at 95% confidence level. The regression analysis shows that the slope of the curve or coefficient of determination (R square) is equal to 0.633. P-Value = $0.000 < 0.05$ means that the model is significant at the 5-percentage significance level.

Model	R	R^2	Adjusted R^2	S.E
Dimension0 1	.796 ^a	0.633	0.594	0.30202
a. Predictors: Needs Assessment; Cost Estimation; Risk Management				

a. Predictors: (Constant)

Conclusion

Adjumani district local government need to put in place rigorous measures to ensure that procurement is based on carefully crafted plans that take into consideration the regulations of the procurement and disposal Act. Procurement should be a process for ensuring that citizens access the best services and not a conduit for stealing from the local government.

Recommendations

The Government should remove the bottlenecks in procurement to ensure that procurement becomes less cumbersome.

The Government should ensure that all public servants in procurement departments have the necessary professional and academic qualifications to understand the procurement process.

The Government should establish in house legal assistance for all public entities involved in procurement.

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