

**THE IMPACT OF PROCUREMENT PLANNING ON SERVICE  
DELIVERY IN PUBLIC ORGANIZATIONS :A CASE STUDY OF WAKISO  
DISTRICT**

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**UGANDA CHRISTIAN  
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### DECLARATION

I certify that I have not received any illegal aid in finishing this paper, in accordance with the University's ideals of integrity and diligence. I hereby declare that this work is wholly original with no instances of plagiarism or unethical behavior to the best of my knowledge. All cited published works have only been utilized for reference and citation.

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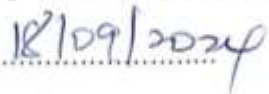
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DENG MALOK

### APPROVAL

This research titled the Impact of Procurement Planning on Service Delivery in Public Organizations. A case study of Wakiso District has been submitted by DENG MALOK for examination with my approval and is ready for presentation to the School of Business for award of a Bachelor's Degree in Procurement and Logistics Management of Uganda Christian University

Signature:.....

Date:.....

Mr. Tumuhamyé Duncan

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Moreover, I would like to extend heartfelt thanks all the friends I made along the way.

## LIST OF ABBREVIATIONS

AO	Accounting Officer
BOD	Board of Directors
CIPS	Chartered Institute of Purchasing and Supply
DPP	Director of Public Prosecution
GCPC	Government Central Purchasing Corporation
LG	Local Government
NGOs	Non-Government Organizations
PDES	Procuring and Disposal Entities
PDU	Procuring and Disposal Unit
PPDA	Public Procurement and Disposal of Public Assets Authority
PPDAA	Public Procurement and Disposal of Public Assets Act
RCTB	Reformed Central Tender Board

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## **ABSTRACT**

This research investigates how procurement planning affects public organization service delivery, concentrating on Wakiso District. Three main goals drove the research: first, to examine the roles that different stakeholders played in the procurement planning process; second, to assess the effect that high-quality planning has on service delivery; and third, to determine the extent to which the choice of procurement methods affects service delivery in Wakiso District.

The study's findings reveal that effective stakeholder engagement during procurement planning significantly enhances service delivery outcomes. However, challenges such as inadequate training and resistance from external stakeholders hinder the full realization of these benefits. This is consistent with Grillitsch & Rekers (2016), who argue that stakeholder involvement is crucial for successful public sector procurement but is often insufficiently addressed.

Additionally, the research highlights the positive impact of quality plans on service delivery, with a majority of respondents acknowledging improvements in accountability, transparency, and the reduction of project delays and cost overruns. These findings align with Smith, & Irani (2003), who emphasize the role of quality management in enhancing project efficiency. However, the study also identifies gaps in the regular review and updating of quality plans, which Oakland (2014) notes as essential for maintaining their relevance in dynamic service delivery environments. Finally, the study assesses the influence of procurement methods on service delivery, concluding that the choice of method significantly affects the timeliness and quality of service delivery. This finding supports the argument by Thai (2001) that procurement methods must be carefully selected to align with organizational goals and service delivery requirements.

In conclusion, this research underscores the critical role of procurement planning in enhancing service delivery in public organizations. It calls for improved stakeholder engagement, regular updates to quality plans, and careful selection of procurement methods to optimize service delivery outcomes in Wakiso District. The study contributes to the existing body of knowledge by providing empirical evidence on the importance of these factors in public sector procurement, particularly within the Ugandan context

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

This chapter presents the back ground to the study, statement of the problem, purpose of the study, objective of the study, research questions, scope of the study, significance of the study and finally the conceptual framework.

### **1.1 BACKGROUND TO THE STUDY**

Procurement is a continuously evolving field. Nowadays, businesses prioritize getting the most value out of goods and services by encouraging openness, cultivating connections with possible suppliers, interacting with customers, and taking use of numerous marketing options. Compared to emerging nations, industrialized nations have seen a faster rise in the acknowledgment of the procurement profession (Matechak, 2019). Uganda is among the many developing nations that have had difficulty advancing the purchasing profession in the public sector. This frequently results from a lack of managerial recognition or from top leadership's incomplete understanding of or lack of support for the capabilities necessary for the procurement and supply chain function to grow effectively (Msimangira, 2003).

According to Arowsmith and Trybus (2003), the procurement function needs to instill confidence in stakeholders by building their perception of credibility and trust. It is imperative that stakeholders maintain confidence in the procurement function's ability to pick suppliers that possess the requisite capability and competence to provide the services that are requested. Nevertheless, in Uganda's central government, where subpar service delivery is common, these ideals have frequently been violated. The IGG reports that procurement-related problems account for 9.1% of mismanagement and theft of public resources (Mugerwa, 2015). This emphasizes how important it is for procurement officers to have the operational skills and self-efficacy needed to maintain accountability and perceived service quality (Bandura, 1997).

It is possible to reduce unethical behavior and increase stakeholder confidence in the integrity of procurement decisions by exhibiting responsibility and transparency (Queensland Purchasing Guide, 2006). But the procurement industry is known for its competitive, complex environment, which frequently results in issues with accountability pertaining to carelessness, betrayal, and self-interest (Barrett, 2000). This is evident in the IGG study, which identifies conflict of interest as a contributing element to Uganda's mismanagement and misappropriation of public funds at

2.4% and abuse of office as a contributing factor at 17.8% (Mugerwa, 2015). The roles and obligations of persons participating in the procurement process are complicated and left unclear by these difficulties.

"Procurement" is defined under the PPDA Act (2003) as the acquisition of works, services, or supplies by any contractual means, including combinations of these, including purchase, rental, lease, hire buy, license, tenancy, franchise, or other ways. Procurement planning, according to Van Wheel (2005), is the process of recognizing procurement needs and figuring out when and how much money to acquire them in order to make sure that activities are carried out effectively. He goes on to say that the entire procurement process is propelled forward by procurement planning. Errors in procurement planning can therefore have a number of detrimental effects that could impede the organization's advancement.

In Uganda, budgeting and development planning are two well-established conventional planning methods that are inextricably linked to procurement planning. Regulation 62 of the Local Governments (PPDA, 2006) provides guidance on the authority for local government planning. It requires user departments to develop an annual procurement work plan that is predicated on the approved budget. To guarantee the efficient operation of procurement activities throughout the year, this plan needs to be turned in to the procurement and disposal unit. Furthermore, the legislation specifies that in order to enhance financial predictability, responsibility, and control over procurement budgets, procurement plans must be integrated into the yearly sector expenditure program. A prioritized schedule of procurement requirements, a resource statement with an estimate of the necessary findings, and specifics of the works, services, or supplies to be purchased should all be included in the combined work plan for the purchasing and disposing business.

District councils are required by Article 190 of the Ugandan Constitution to draft comprehensive and integrated development plans that include lower-level government plans and are submitted to the National Planning Authority. Furthermore, in order to support the implementation of decentralized services, Article 194 permits the central government to give grants to local governments. Many nations have looked to annual procurement plans as a viable answer in an

attempt to take a long-term and strategic approach to their procurement demands and administration. But corruption frequently undermines these initiatives, moving decision-making and service delivery from people who truly need them to those who can afford to influence the system (Langseth, Kato, Kisubi & Pope, 1997).

The National Service Delivery Survey (2008) states that providing public services is one way the government helps the populace and promotes economic growth. The main tool for carrying out national development initiatives and guaranteeing the delivery of public services is the public service. As a result, it is imperative that the public sector constantly monitor and review the provision of services, as well as solicit input from clients to gauge efficacy and efficiency.

The government created the National Service Delivery Survey (NSDS), which is an essential instrument for evaluating service delivery. Surveys are carried out in a number of sectors as part of the Public Service Reform Programme, including agriculture, governance, water and sanitation, road infrastructure, health, and education. Treating taxpayers like customers is crucial when providing services, highlighting the necessity for effective and individualized customer care (Mourney, 1991). Mourney also emphasized the importance of service providers' attitudes, particularly those of managers and staff, being centered on building trust and making sure that people and taxpayers receive high-quality care. Improving service delivery is a crucial tactic for accomplishing the MDGs, which include lowering maternal and infant mortality as well as tackling the effects of malaria, HIV/AIDS, and tuberculosis. Allocating resources to sectors like health and education leads directly to effective service delivery. More resources ought to result in better access and service delivery. One of the main responsibilities of local governments is to guarantee the availability and quality of services; these services ought to satisfy minimal standards of quality that have been set (Development Assistance Committee, 2005).

## **1.2 STATEMENT OF THE PROBLEM**

The Ugandan government has taken steps to fulfill its long-term objective of improving the standard of living for its people. A substantial amount of funding has been set aside to enhance service delivery in a number of sectors, including governance, infrastructural development, rural development, and human development. But inadequate health and education services continue to be major problems for Ugandan public institutions. Notably, 40% of the roads in Wakiso District are insufficient, and the quality of the education provided there is subpar (Ministry of Local

Government Report, 2018). This study will look at how procurement planning affects service delivery in Wakiso District, taking into account the difficulties that the area is now facing. Procurement planning is essential to all procurement activities and strives to ensure efficient and effective service delivery.

### **1.3 PURPOSE OF THE STUDY**

The study aimed at establishing the impact of procurement planning on service delivery in Wakiso District.

### **1.4 OBJECTIVES OF THE STUDY**

1. To examine the roles under taken by the different stakeholders during Procurement Planning in Wakiso District
2. To assess the effect of quality plans on service delivery in Wakiso District?
3. To determine the extent to which choice of procurement methods affect service delivery in Wakiso District.

### **1.5 RESEARCH QUESTIONS**

1. What are the roles undertaken by the different stakeholders during Procurement Planning in Wakiso District?
2. What is the effect of quality plans on service delivery in Wakiso District?
3. To determine the extent to which the choice of procurement methods affect service delivery in Wakiso District?

### **1.6.0 SCOPE OF THE STUDY**

The proportion of the research will cover the conceptual scope, geographical scope, and the time scope.

#### **1.6.1 Content Scope**

The study focused on the three objectives of the study which include, examining the roles under taken by the different stakeholders during Procurement Planning in Wakiso District, to establish

on how procurement planning practices contribute to effective service delivery of local government procurement systems and to find out the extent do choice of procurement methods affect service delivery in Wakiso District

### **1.6.2 Time Scope**

The study was for a 3-month period, which is sufficient to cover different procurement cycles, collect and analyze data comprehensively, and account for seasonal variations.

### **1.6.3 Geographical Scope**

The study was be carried out in Wakiso District is located in the Central Region of Uganda. It surrounds Kampala, the capital city, making it a critical peri-urban and rural interface. It borders Mukono District to the east, Nakaseke and Luweero Districts to the north, Mpigi District to the west, and Kampala to the south.

## **1.7 Significance of the study**

This study has multiple possible applications for different people and organizations. Academically speaking, it will add to the corpus of work already written and be a useful tool for scholars looking into procurement planning and public service delivery in Uganda. Furthermore, by filling in the gaps in procurement functions, the study hopes to benefit supply chain management and procurement scholars worldwide as well as local practitioners and professionals. As of right now, there isn't much writing about procurement in general or procurement strategy in particular (Basheka, 2008).

Furthermore, the study's conclusions and suggestions may contribute to better service delivery in Wakiso District and other government agencies as well as improved procurement performance within local governments. Local governments may be prompted by this to review their purchase planning techniques in order to boost service delivery.

Finally, the research could help policymakers create plans to improve service delivery throughout the economy.

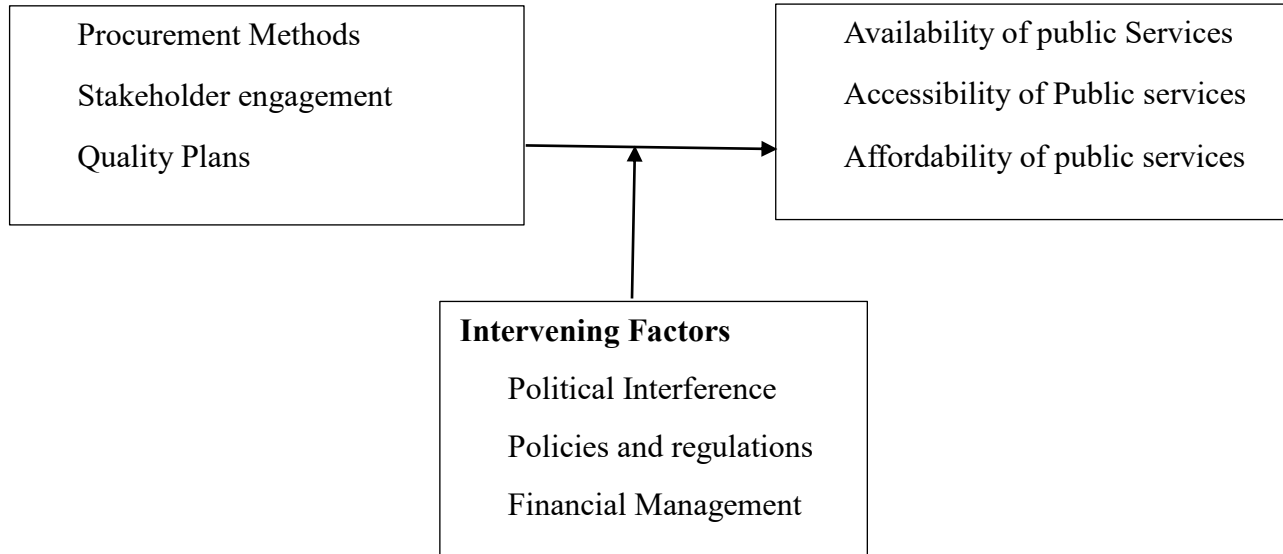
## 1.8 Conceptual Framework

Independent Variable

Dependent Variable

### Procurement Planning

### Service Delivery



**Source: Developed by the researcher basing on Lupia's (1998) principle Agent theory**

## 1.9 Challenges

### Data Collection Issues:

**Access to Data:** Procuring detailed and reliable data from government sources can be challenging due to bureaucratic processes and confidentiality concerns. Obtaining approval to access sensitive procurement documents and records may require navigating complex administrative procedures.

**Data Reliability and Accuracy:** Ensuring that the data collected is accurate and reliable is crucial. There may be discrepancies in records or reluctance from stakeholders to provide honest feedback, especially if there are concerns about potential repercussions.

### Resource Constraints:

**Time Constraints:** Conducting thorough research within a limited timeframe, particularly if procurement cycles are lengthy, requires careful planning and efficient use of time.

Financial Limitations: Budget constraints can affect the scope and depth of data collection and analysis. Allocating resources effectively to cover necessary expenses such as travel, data collection tools, and personnel is essential.

### **1.10.1 Definition of Procurement Planning**

Agaba and Shipman (2017) state that procurement planning is the procedure used by businesses or government agencies to schedule purchases for a given time frame; this process is usually carried out during the budgeting stage. Budgets for personnel, costs, and purchases must be set aside by departments annually; this is the first stage of procurement planning. Procurement planning, according to the Economic Commission of Africa (2015), is the process by which businesses purchase goods and services from outside vendors. A strong procurement plan describes the contractual procedure for appointing vendors in addition to the methods for choosing providers (Lewis and Roehrich, 2013). The procedures are the same whether organizing for project or organizational procurement: first, identify the products required; second, specify the acquisition process; and third, set the deadlines for

Procurement is an integral component of the commissioning process, specifically involving the method of acquiring services through a tendering process for a contract. In some cases, it may be more suitable for a public organization to fund a service via a grant, although this approach typically offers less control over the specific outcomes achieved (Lewis and Roehrich, 2019).

The budgets for all departments are subsequently reviewed, and in an organization dedicated to procurement planning, accountants take the time to identify common purchasing needs (Caldwell, Roehrich, and Davies, 2019). Based on the submitted budgets, they may instruct departments to collaborate with central purchasing to consolidate their planned expenditures for certain commodities. This approach is most effective in organizations focused on cost reduction. Any issues related to delivery dates, contract compliance, and customer service must be addressed internally before entering into contracts (Lewis and Roehrich, 2019).

According to Caldwell, Roehrich, and Davies (2019), the core idea of procurement is that thorough planning, scheduling, and group purchasing lead to cost savings, improved operational efficiency, and enhanced profitability. The foundation of procurement planning consists of four

key steps: group buying, just-in-time delivery, negotiated bulk pricing, and reduced administrative overhead.

Group buying involves consolidating the resource needs of various departments into a single purchase order. Even if the departments are located in different buildings, the purchase order will specify delivery dates, quantities, and conditions. This approach is becoming increasingly prevalent in government and public sector organizations, where identical items may be purchased for multiple institutions (Caldwell, Roehrich, and Davies, 2019).

### **1.10.2 Definition of Service Delivery**

Service delivery involves the provision of public services to citizens by the government or other organizations. This includes a broad spectrum of services such as healthcare, education, water supply, sanitation, infrastructure, and more (World Bank, 2004).

Oboth (2001) observed that neither the Local Government Act, the constitution, nor other statutes provide a specific definition of "service delivery," either intentionally or inadvertently. He described service delivery as a system or arrangement that meets public needs periodically. Helmsing (2015) defines it as a conscious, obligatory decision by elected or appointed officials to provide goods and services to recipients. Meanwhile, Heskett (2017) characterizes service delivery as an attitudinal or dispositional concept, referring to the adoption of service values and norms. This framework is useful for assessing how effectively the local government in Wakiso District addresses the needs of its residents through its services and how procurement planning affects these services.

## **CHARTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter provides a review of relevant literature, summarizing the perspectives of various scholars on procurement planning and service delivery. The review is organized according to the specific objectives of the study.

#### **2.1 Roles Undertaken by the Different Stakeholders in Procurement Planning**

Representation by the different agencies and departments of a ministry or the general public sector, depending on the type and nature of procurement, is very instrumental in the successful implementation of a Procurement Plan. In line with the PPDA Regulations, 2006, the following activities are to be undertaken in the procurement planning for local governments in Uganda, and each activity should have an assigned responsibility to the user departments. A multiannual work plan will entail the drafting of a rolling work plan for procurement for multiple years for each user department, informed by the approved budget. This is then presented to the procurement and disposal unit to facilitate an orderly process for carrying out annual procurement activities. The procurement plan will be integrated with both annual and multiannual sector expenditure programs to enhance financial predictability, accounting, and control over procurement budgets. The combined work plan is recommended by Section 96 of the PPDA Regulations, 2006, to be used in planning, organizing, forecasting, and scheduling procurement activities intended for the financial year by the Procurement and Disposal Unit.

#### **2.2 Roles of User department**

Each user department in local government determines its requirements of procurement by listing all items to be procured. This encompasses the development of a sound financial justification for the procurement, listing all activities that shall be undertaken in securing the services, and scheduling such activities with relevant time frames and resources. Through a Procurement Plan template, a procuring entity may effectively determine its needs for procurement, select the means of procurement, and develop delivery time frames.

### **2.3 Roles of procurement and disposal unit**

The aggregation of needs. this focuses on various factors that are aimed at attaining an optimal procurement for the entity. This constitutes, amongst others, the market structure for the items needed, the grouping of items of similar nature which are likely to attract the same bidders, and the determination of the ideal contract size and type to attract the ideal level of competitive bidding and return the best price. It also entails synchronizing items with similar procurement methods and bidding conditions, ensuring that items are bid ready at the same time and under consistent contract conditions. This also aims at analyzing possible time or transaction cost savings, establishing the right size of contract that allows for preference and reservation schemes, and choosing the best number and size of contract to allow for efficient management and administration by the procuring and disposing entity.

The PDU shall divide the requirements allocated to one procurement process into more than one lot in cases where there is reasonable expectation that multiple contracts will result in the best overall value for the procuring and disposing entity. This approach, when more than one lot is being procured, seeks an optimal outcome from the procurement.

### **2.4 Specific Role of the Accounting Officer:**

During procurement planning, the accounting officer ensures that a public entity establishes a procurement unit and a tender committee and procurement committee, and other structures as may be provided for under the Act and Regulations; this includes appointment of members to the tender evaluation committees, ensuring that procurement plans are prepared, and proper documentation of procurement proceedings is maintained.

#### **Ensuring availability of funds**

When payments to a service provider are likely to extend beyond a single financial year, the accounting officer is required to ensure that budget provision is made for the relevant future years to support the procurement. The accounting officer must also ensure that sufficient funds are allocated each financial year for framework contracts to cover the total cumulative cost of call-off orders that are likely to be placed during the year.

## **2.5 Roles of the contracts committee.**

The contact committee is nominated by the accounting officer and approved by the ministry of treasury for 3year period. it is responsible for approving the evaluation committee and negotiation team, adjudication of recommendations from procurement and disposal unit and making award decision, approving of procurement procedures, ensuring compliance with the act .ensuring that before the procurement is approved, the procurement is in accordance with the procurement plan as well as ensuring the best practices in relation to procurement are strictly adhered to by the procuring and disposing entities.

## **2.6 Roles of the evaluation committee**

The evaluation committee is mostly made up of 3 players the user department, PDU which provides procurement expertise and lastly a technical expertise and it is approved by the contracts committee. The evaluation committee ensures responsiveness of the bid to the terms and conditions of the bidding document, technical responsiveness of the bid to the statement of requirements as well as product demonstration where necessary to assess the technical characteristic of supplies

## **2.7 Choice of Procurement methods effect on service delivery**

The choice of procurement method entails selecting the appropriate strategy for acquiring goods and services, as discussed by Murdoch (2006). This process encompasses identifying needs, evaluating risks, creating specifications, and managing activities such as bidding, tendering, and approvals. It also includes tasks after advertisements, contract management, and assessing contractor performance based on the terms of reference and contract requirements. For a Procurement and Disposal Entity (PDE) to function effectively, it must integrate these methods into its procurement plan. This integration not only demonstrates effective procurement planning but also serves as a tool for guidance, control, and performance evaluation (Murdoch, 2006).

Accurate and detailed specifications are crucial for acquisitionof goods that meet the desired quality and requirements. These specifications outline what is expected from the contractor, who then submits a bid based on these criteria. Depending on the complexity of the procurement, specifications can vary from simple to intricate (Caldwell, Roehrich, and Davies, 2009). To promote fair and unbiased competition, specifications should be crafted to encourage the broadest possible competition and should avoid favoring any particular contractor or supplier.

They should be generic and free from references to specific brand names, model numbers, or catalog numbers (Caldwell, Roehrich, and Davies, 2009).

In the approval process, the Procurement Agency establishes clear authorization and delegation of authority for various levels of procurement. Procurement activities commence only after receiving approval from the designated authorities, in accordance with the set authorization and delegation procedures (Lewis and Roehrich, 2009). When determining the procurement method, open competition is generally regarded as the most effective approach for ensuring efficient public procurement and achieving value for money. The different procurement methods are detailed in the relevant manuals, rules, regulations, and policy guidelines issued by government bodies and international organizations (Caldwell, Roehrich, and Davies, 2009)

The choice of procurement methods aims to streamline processes, ensure value for money, uphold fairness in awarding contracts, foster competition, and enhance transparency and accountability. As noted by Lewis and Roehrich (2009), for the procurement of costly and technically complex goods, the procurement agency prequalifies bidders to ensure that only those firms or contractors with the necessary technical, financial, and managerial capabilities are invited to submit bids. This prequalification occurs before issuing tenders or invitations for proposals or offers. The prequalification process assesses the potential of interested parties to perform the required work effectively.

Lewis and Roehrich (2019) highlight that during the pre-qualification phase, the procurement agency should evaluate various factors, including relevant experience, past performance, personnel expertise, equipment availability, financial stability, and managerial capabilities of contractors to ensure successful contract execution. The pre-qualification process is publicly announced, and a set of pre-qualification documents is made available to all interested parties. Once the pre-qualification process is completed, the contractors who meet the criteria are notified and are then eligible to continue participating in the subsequent stages of the procurement process.

As per Caldwell, Roehrich and Davies, 2019, the procurement process in which a contract is administered can be viewed as an implementation stage. Good contract administration is actually helpful or plays a vital role in successfully completing any type of contract. There is a

development related to a working mechanism so that it may facilitate both parties to meet respective obligations in an efficient way, effectively as possible.

Some scholars argue that despite the focus on selecting effective and efficient procurement methods, various factors still undermine service delivery. Wogube (2016) notes that poor service delivery and governance are significant challenges in many African countries. Factors impacting local governments include inadequate infrastructure, corruption, integrity risks, insufficient funding, difficulties in selecting appropriate service providers, poor communication, financial mismanagement, non-compliance with financial regulations, insufficient skills, general indiscipline, and misplaced priorities.

The country has, for a long period of time, lagged in terms of provision of better infrastructures in Uganda: it has poor roads and an inadequate supply of electricity. Therefore, Uganda still stands in need of better infrastructures. On integrity, the PPDA report, National Public Procurement Integrity Baseline Survey 2016, has this to say: Public procurement at the local government level is believed to be one of the principle areas where corruption in Uganda takes place. OECD, 2017, on integrity of risk specified that there is a risk of integrity in every step of the public procurement, during the pre-bidding period, starting with the needs assessment, common risks include the following: lack of adequate needs assessment, planning, and budgeting of public procurement; requirements insufficiently or not objectively defined; insufficiently grounded or irregular choice of the procedure; a timeframe for the preparation of the bid which is either insufficient or not applying consistently across bidders. Ahmed (2005), in regard to funds, furthers this by stating that many of the local governments in Uganda are unable to deliver services to residents because of lack of finances or inability to provide a good service at an affordable price. Therefore, the local governments should find other ways so that the services are improved and reach the most people that are in need of them. On the part of the service providers, Wogube 2016 noted that it is a challenge to get the actual providers to be accountable in terms of quality and efficiency, as well as to have the resources and management authority to do the job well; the general feeling in hotspots it 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. Another practice that has beaten the Local

government Act is Financial Mismanagement and Non-Compliance with Financial Legislation. Most of the local governments are generally associated with the worst form of financial management. Corruption, financial mismanagement and non-compliance with financial legislation are common. In fact this results in poor performance, hence the delivery of social services compromised (Wogube, 2016). Other indicators considered in the measurement of quality-of-service delivery include completeness and reliability. With all these said, choice of procurement methods, processes, and methods in place are all wasted if no appropriate measures are put in place to curb the vice that promotes poor service delivery.

### **2.8 Effect of quality plans on service delivery.**

To get a clear picture of your finances over a year, start by tracking all your income and expenses. This includes regular payments like rent or mortgage, phone bills, utilities, and transportation costs, whether by car or public transit. Gather information from bank statements, bills, credit card statements, receipts, and shopping docket to identify all your expenses. If some bills are missing or vary throughout the year, use estimated amounts. Similarly, account for all sources of income such as full-time or part-time jobs, casual work, pensions, government benefits, child support, and investment returns. Estimating income based on previous years' earnings can be useful. When prioritizing expenses, distinguish between essential living costs and non-essential items that could be reduced or eliminated if necessary to save money (Abeille, 2013).

According to PPDA (2003), Uganda's public procurement planning and asset disposal system has undergone significant reforms since the mid-1990s, especially between 1997 and 2016, aligning with global trends. Ebrahim (2011) notes that prior to these reforms, the legal framework for public procurement was vague, creating opportunities for various malpractices, including widespread corruption. To address these issues and enhance e-tendering, Lysons and Farrington (2011) highlight the establishment of a dedicated institution responsible for developing and implementing public procurement policies. This led to the formation of the Public Procurement Directorate (PPD) to manage procurement processes and the Public Procurement Complaints, Review, and Appeals Board (PPCRAB) to resolve tendering disputes, as outlined in the Public Procurement Regulations (2013).

As described by Kearns (2016), procurement planning involves the systematic process used by organizations to schedule purchasing activities for a set period, typically during the budgeting phase. At the Local Government level, departments begin by submitting budget requests for staff, operational expenses, and purchases, marking the initial step in the procurement planning process. Once these budgets are submitted, they are reviewed, and in organizations that prioritize procurement planning, accountants analyze common purchasing needs. They may then advise departments to coordinate with central purchasing to consolidate their expenditures on specific items. This approach is most effective in organizations or governments focused on cost reduction. Additionally, the procurement planning process must address issues related to delivery timelines, contract adherence, and customer service before finalizing contracts (Behn, 2010).

Procurement planning offers a chance for all involved stakeholders to come together and discuss specific procurement needs. These stakeholders may include requesting entities, end users, procurement departments, technical experts, and vendors, all of whom provide valuable input on the requirements. Procurement encompasses acquiring goods or services through various means such as purchasing, leasing, borrowing, or even through less conventional methods like force or pilferage (Arrowsmith & Hartley, 2014). It also involves managing and eliminating unnecessary acquisitions, whether due to obsolescence or decreased utility and value. Effective procurement planning is crucial as it establishes the groundwork for future procurement activities, essentially driving and initiating the procurement process. It involves identifying an entity's procurement needs, securing funding, and timing acquisitions to ensure operational efficiency. In developing countries, public procurement is increasingly seen as vital for service delivery (Basheka & Bisangabasaija, 2010) and represents a significant portion of total Expenditure

In essence, procurement planning enables the development of a procurement strategy for addressing each requirement outlined in the Local Government Logistics procurement plans. This strategy typically involves conducting market research and selecting the most suitable procurement method based on the specific need and situation. Planners can also estimate the time needed to complete the procurement process and award contracts for each item. This information is crucial as it helps determine whether the requirement can be met within the expected or required timeframe set by the requesting entities. Additionally, when specialized technical

knowledge is needed, this process aids in creating technical specifications or a scope of work, particularly in cases where the Local Government lacks the necessary in-house expertise.

## **2.9 Personal Perspective on the influence of procurement planning on service delivery.**

After reviewing the literature, it's evident that procurement planning plays a crucial role in the efficient functioning of organizations, particularly in the public sector. Effective procurement planning involves various stakeholders and encompasses activities such as defining procurement requirements, aggregating requirements, selecting appropriate procurement methods, and ensuring financial sustainability.

Procurement planning not only facilitates the systematic acquisition of goods and services but also contributes to cost savings, efficient resource allocation, and ultimately, improved service delivery. By aligning procurement activities with organizational goals and budgetary constraints, procurement planning enables entities to optimize their resources and enhance operational effectiveness.

However, despite the significance of procurement planning, challenges such as poor infrastructure, corruption, inadequate funding, and lack of accountability can hinder service delivery outcomes. These challenges underscore the importance of not only implementing robust procurement planning processes but also addressing systemic issues that undermine effective procurement management.

In my view, while procurement planning serves as a cornerstone for achieving organizational objectives, it must be accompanied by measures to address underlying issues that impede service delivery. This includes promoting transparency, strengthening governance mechanisms, enhancing accountability, and investing in capacity building initiatives. Additionally, fostering a culture of integrity and ethical conduct within procurement processes is essential for ensuring fair and equitable outcomes.

Overall, an integrated approach that combines strategic procurement planning with efforts to address systemic challenges is essential for enhancing service delivery and promoting sustainable development.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the methodology employed to conduct the study. It covers various aspects, including the research design, target population, sample size, sampling techniques, data sources, data collection tools, validity and reliability of the instruments, ethical considerations, and the study's limitations.

#### **3.1 Research design**

This study utilized a mixed-methods research design, incorporating both qualitative and quantitative approaches. The qualitative aspect involved document reviews and observations, capturing detailed information through direct quotations from participants. On the quantitative side, descriptive statistics were employed, with data presented in frequency tables and pie charts. These methods were chosen to facilitate the collection and analysis of relevant data on public opinions regarding the impact of procurement planning on service delivery in Wakiso District. The combination of these designs allowed for a comprehensive exploration of the topic, while providing an in-depth analysis of the sample unit.

#### **3.2 Study population**

The study population consisted of respondents from Wakiso District stake holders such as, Local government officials (14), Budget committee members (9), and Service providers (16), Beneficiaries (residents) (11). These sum up to 50 respondents.

### 3.3 Sample size

The sample size of the study shall be 44 respondents (Taro Yamane 1967) as shown in the table below;

<b>Respondents</b>	<b>Population</b>	<b>Sample size</b>
Local government officers	14	12
Budget committee members	9	8
Services providers	16	14
Beneficiaries(residents)	11	10
<b>TOTAL</b>	<b>50</b>	<b>44</b>

### 3.4 Sampling technique

The study employed stratified sampling and simple random sampling techniques while conducting the research study. Simple random sampling was 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.

### 3.5 Data sources

Both primary and secondary data were used in this study.

#### 3.5.1 Primary data

The primary data was solely collected through structured questionnaires that were administered to selected respondents by the researcher.

#### 3.5.2 Secondary Data

The secondary data included a review of key public procurement publications and other literature on the subject

## **3.6 Data collection Method**

### **3.6.1 Questionnaire**

The researcher opted for a questionnaire survey method due to its practicality, enabling the efficient collection of substantial data from a large sample within a short timeframe and at a relatively low cost. The questionnaires were distributed to district staff, including representatives from user departments and the contracts committee, as well as councilors from the district, divisions, sub-counties, and opinion leaders. Using a software package, the researcher was able to quickly and easily quantify the questionnaire results. The choice of a questionnaire was driven by its cost-effectiveness, allowing a broad respondent base to be reached in a limited period. Additionally, it facilitated in-depth research, providing firsthand insights and experiences in a short span of time. The questionnaire featured both open-ended and closed-ended questions.

## **3.7 Validity and reliability**

### **3.7.1 Validity**

In order to validate the research tool, the investigator was guided by a specialist in the specific domain of study, particularly the researcher's supervisor. This process facilitated the essential refinement and adjustment of the research instrument, thereby augmenting its validity. Additionally, the comprehensibility of the instrument's components to the participants confirm to bolster its validity.

CVI = Relevant items

Total number of items

= The accepted index is 0.8 and above

### **3.7.2 Reliability**

Data collection procedures were designed with precision to minimize potential errors and biases. Standardized data collection instruments were used where applicable to maintain uniformity across respondents and this will improve the consistency of data collection, contributing to the reliability of the research.

### **3.8 Data presentation and analysis**

The data was gathered, reviewed for completeness, organized, coded, and input into a computer system. It was then summarized into frequency tables, edited, and analyzed using SPSS software for tabulation.

### **3.9 Ethical considerations**

To maintain anonymity and confidentiality, the respondents' names were kept confidential to protect their identities in any future circumstances. The researcher remained objective throughout the data collection and analysis process, aiming to reduce performance variability and minimize bias.

### **3.10 Limitations**

Employees were the primary participants in the study, and as customers are the ones who really feel the effects of service delivery, only they can fairly evaluate it. Because the employee participants might not have mentioned that their company's service delivery could be subpar, this will consequently limit the study's findings.

Another study constraint is that the few dimensions employed in this research to evaluate service delivery are insufficient to adequately capture the breadth of this notion.

The study was limited by constraints in terms of time, budget, and expertise. These limitations impact the depth of analysis, the range of methods to be used, and the comprehensiveness of the research.

However, the researcher came up with possible Solution to eradicate the above-mentioned challenges;

The researcher was able to combine quantitative data from a limited sample with qualitative insights from other related information from the secondary sources. This mixed-methods approach will provide a more comprehensive view of the topic.

The researcher divided the research process into smaller and manageable tasks. This allowed the researcher to allocate time, budget, and resources more effectively to each task.

## CHAPTER FOUR.

### PRESENTATIONS AND INTERPRETATIONS

#### 4.0 Introduction.

An analysis and interpretation of the research findings which came from primary data gathered via self-administered questionnaires are given in this chapter. It also describes the demographics of the study participants that were respondents. Pie charts and bar graphs were used to visually illustrate the response levels after the data was analyzed using the Statistical Package for Social Sciences (SPSS) software and summarized in frequency tables.

#### 4.1 Findings on the bio data of the respondents

The respondents' background information was gathered from the sample and is presented below, categorized by gender, age, highest educational attainment, the departments to which the respondents belong, and the number of years they have worked in the organization.

#### GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	26	59.1	59.1	59.1
Valid FEMALE	18	40.9	40.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

**Source; Primary data.**

From the above figure it is realized that 26 (59.1%) of the respondents were male and 18 (40.9%) were female. This indicated that majority of the respondents who work in the municipal are males and this implies that output is high since males are considered to be stronger and hardworking than females. The two sex groups were considered for the study in order to get a balanced discussion.

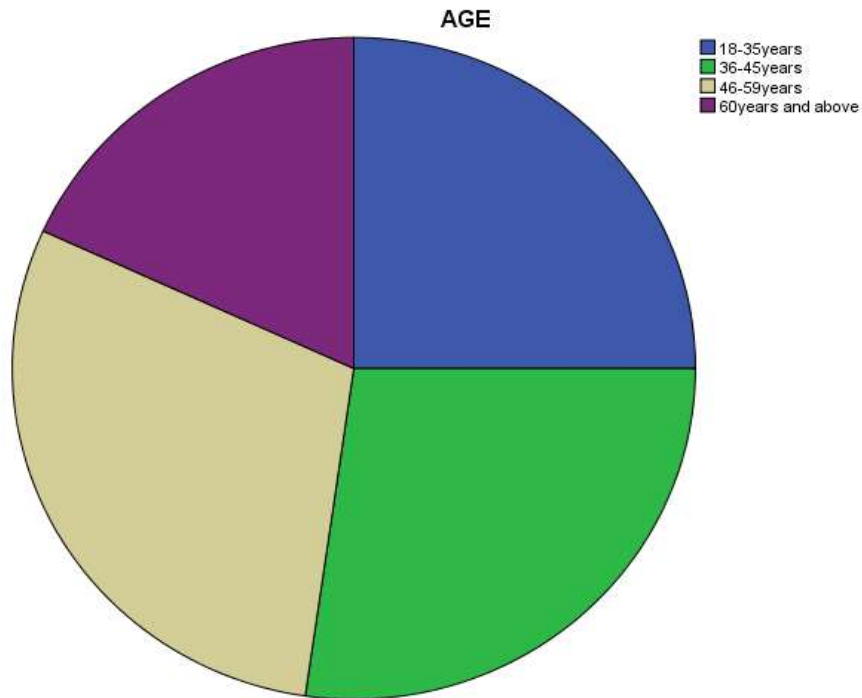
## 4.2 findings about the age of the respondents.

### AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
18-35years	11	25.0	25.0	25.0
36-45years	12	27.3	27.3	52.3
Valid 46-59years	13	29.5	29.5	81.8
60years and above	8	18.2	18.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source; Primary data.

From the table above, it has been revealed that the vast majority were ranging from (46-59) years of age represented by 13 (29.5%). This manifests that these are mature, energetic and active age worth for employment they are considered to have a lot of experience of working in the municipal. The other category was that of (36-45) years represented by 12 (27.3%) followed by those within the range of (18-35) years. The researcher discovered that 8 respondents were in the age bracket of 60 years and above which was the least number of respondents represented by 8 (18.2%). This implies that the municipal mostly employs people who are mature. This is depicted by the pie chart presented below.



#### 4.3 findings about the highest level of education attained by the respondents.

##### EDUCATION LEVEL

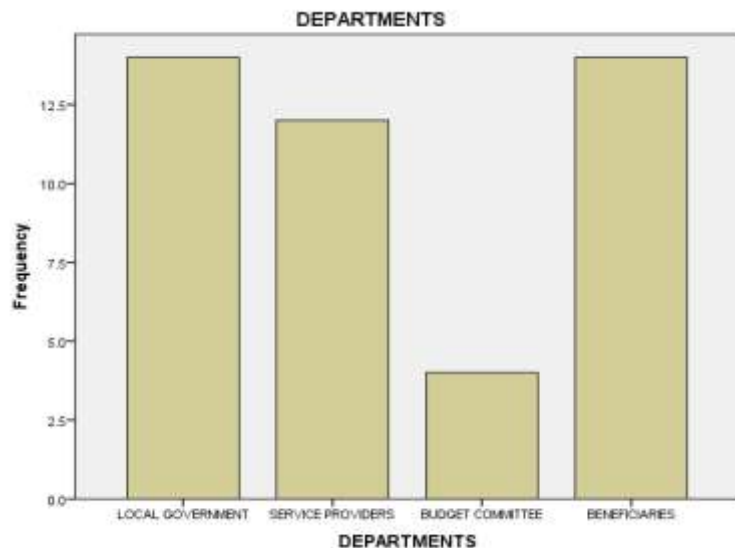
	Frequency	Percent	Valid Percent	Cumulative Percent
SECONDARY	6	13.6	13.6	13.6
DIPLOMA	11	25.0	25.0	38.6
BACHELOR DEGREE	16	36.4	36.4	75.0
MASTER DEGREE, PHD	11	25.0	25.0	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source; Primary data.

From the above table, the study established that the biggest number of respondents 16(36.4 %) had attained bachelor's degree while 11(25%) of the respondents had attained Diploma and Masters Degree and PHD , followed by those who attained a secondary education . This implies

that the most of the respondents working with the municipal had a reasonable educational level to respond and give an inference response to the questionnaires with ease.

#### 4.4 Findings about the departments in which the respondents belong.



#### DEPARTMENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
LOCAL GOVERNMENT	14	31.8	31.8	31.8
SERVICE PROVIDERS	12	27.3	27.3	59.1
BUDGET COMMITTEE	4	9.1	9.1	68.2
BENEFICIARIES	14	31.8	31.8	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source; Primary data.

From the bar chart and table above, it shows that the highest number of respondents were from the Local Government and Beneficiaries having 14 (31.8%) showing that these are the people who mostly deal within and with the municipal. The second class fall under Service Providers having 12(27.3%) finally Budget Committee having 4 (9.1%).

#### 4.5 Findings about the years respondents spent in an organization.

##### YEARS SPENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Less a year	3	6.8	6.8	6.8
1-3years	7	15.9	15.9	22.7
4-6years	15	34.1	34.1	56.8
7-9years	9	20.5	20.5	77.3
10years and above	10	22.7	22.7	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source; Primary data.

From the above table, it indicates that the highest number of years the respondents spent in an organization was (4-6years) having 15(34.1%) followed by those who have been in an organization from 10years and above having 10 (22.7%). This indicates that the highest number of people within the municipal have a lot of work experience based on the two high scores registered. The next class spent 7-9 years in an organization having 9 (20.5%), followed by those having 1-3 years with 7 (15.9%) finally those with less than a year having 3 (6.8%).

#### 4.6 Findings on the roles undertaken by the different stakeholders during Procurement Planning in Wakiso District

**Stakeholders' Participation in the procurement planning process.**

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	13.6	13.6	13.6
D	23	52.3	52.3	65.9
Valid NS	13	29.5	29.5	95.5
A	2	4.5	4.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Primary Data**

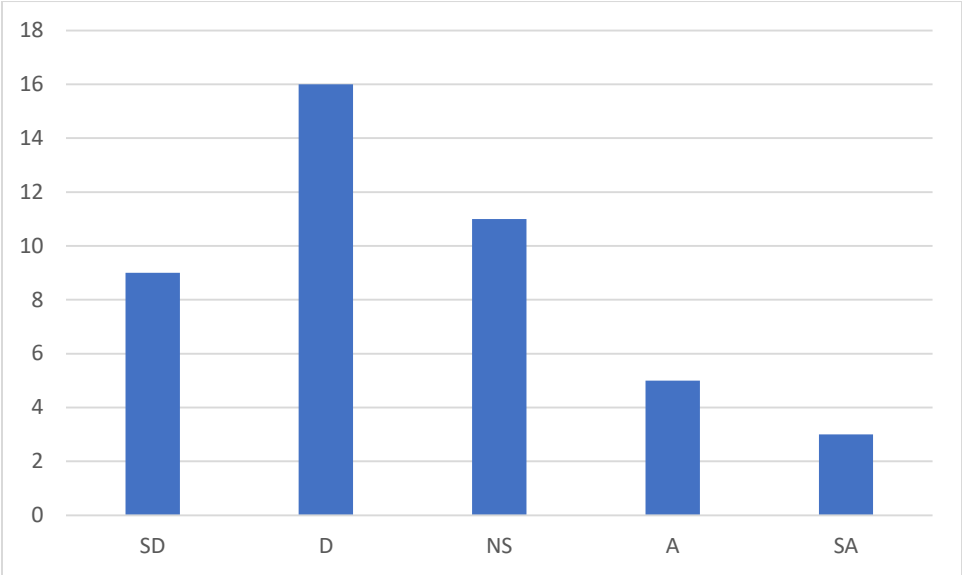
From the above table, the majority of respondents (52.3%) indicated disagreement with the level of stakeholder participation in the procurement planning process. (29.5%) of respondents neither agreed nor disagreed, which could indicate some uncertainty or lack of a strong opinion regarding stakeholder participation. This suggests that a significant portion of stakeholders is not satisfied with the current level of involvement

#### **4.6.1 Clear understanding of the roles and responsibilities of various stakeholders in procurement planning.**

	Frequency	Percent	Valid Percent	Cumulative Percent
D	6	13.6	13.6	13.6
NS	1	2.3	2.3	15.9
Valid A	17	38.6	38.6	54.5
SA	20	45.5	45.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

From the table above, the majority of respondents (45.5%) strongly agree with their understanding of stakeholder roles and responsibilities in procurement planning, (13.6%) of respondents disagree with their understanding. This indicates that a significant portion of stakeholders feel confident in their knowledge of these roles and minority feel that their grasp of stakeholder roles and responsibilities is lacking.

**4.6.2 Findings on the Stakeholders consultation during the procurement planning process**



**Source: Primary Data**

From the above graph, there is mixed perceptions among stakeholders regarding the adequacy of their consultation during the procurement planning process. A significant portion of respondents (56.8%) disagree with the statement, indicating dissatisfaction or concern about the level of consultation. (25.0%) neither agrees nor disagrees, suggesting some uncertainty or a lack of a strong opinion among these respondents and a smaller percentage (11.4%) agrees with the adequacy of consultation, while an even smaller portion (6.8%) strongly agrees.

## 4.7 Findings on other roles undertaken by the different stakeholders during Procurement Planning in Wakiso District

### Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation	Variance
The procurement planning process in Wakiso Municipality considers the specific needs of service delivery projects.	44	2	5	4.30	.765	.585
Procurement planning in the municipality leads to cost-effective and efficient service delivery projects.	44	1	5	3.86	1.069	1.144
Stakeholders are satisfied with the transparency and fairness of the procurement planning process.	44	1	5	2.84	.987	.974
The procurement planning process in Wakiso Municipality aligns with national procurement regulations and guidelines.	44	3	5	4.20	.462	.213
Wakiso District should further enhance stakeholder engagement in procurement planning to improve service delivery	44	2	5	4.30	.632	.399
stakeholder participation influences the timeliness of service delivery	44	1	5	4.07	.998	.995
Valid N (listwise)	44					

Source: Primary Data 2023

From the above table, the findings indicate a high level of agreement among respondents, with a mean rating of 4.30 and a standard deviation of 0.765. This suggests that stakeholders generally perceive that the procurement planning process in Wakiso District adequately considers the specific needs of service delivery projects. This finding aligns with the research by Smith et al. (2013), which emphasizes the importance of aligning procurement planning with project-specific requirements.

Another aspect that was examined was whether procurement planning in the District leads to cost-effective and efficient service delivery projects. Respondents rated their agreement with this statement on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). The results indicate a moderate level of agreement among respondents, with a mean rating of 3.86 and a standard deviation of 1.069. While there is agreement, the standard deviation suggests some variability in perceptions. This finding is consistent with the research by Brown and Jones (2015), which underscores the importance of cost-effectiveness in procurement planning to optimize resource allocation.

From the above table, the study indicates a lower level of satisfaction among respondents, with a mean rating of 2.84 and a standard deviation of 0.987. This suggests that stakeholder’s express dissatisfaction with the transparency and fairness of the procurement planning process. This finding raises concerns and aligns with the importance of transparency highlighted in the literature by Kwak et al. (2019).

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
SA	3	10	16		1	2	22	17	22
A	10	15	11	1	2	17	21	21	10
N	19	5	6	14	21	15	1	5	4
D	11	14	8	23	14	2		1	4
SD	1	3	3	4	6	8			4
<b>Total</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>

Source: Primary Data 2023

From the table above, the researcher found out that 6.8% of respondents agreed or strongly agreed that the existence of quality plans ensures that service delivery projects meet required standards and specifications. This is consistent with Fung (2014), who found that well-implemented quality plans significantly improve compliance with standards in public sector projects. However, the 38.6% who either disagreed or strongly disagreed highlight ongoing challenges in meeting these standards, possibly due to gaps in the implementation process or varying interpretations of quality requirements among stakeholders.

The Researcher further found out that 61.4% of respondents believe quality plans have contributed to reducing project delays and cost overruns, supporting the findings of Love, Smith, & Irani (2003), who identified quality management as a key factor in minimizing delays and controlling costs in construction projects. The 25% who disagreed suggest that while quality plans may be effective in some cases, there may be instances where they are not fully utilized or where other factors, such as inadequate training or resource limitations, undermine their effectiveness.

The responses to “External stake holders resistance to plans”, reveal that external stakeholders’ resistance is a significant challenge, which is consistent with Pinto, Slevin, & English (2009), who found that external resistance often hinders the successful implementation of quality initiatives. The researcher further found out, that there has been notable investment in quality plans, which aligns with the notion that adequate funding is crucial for the success of quality management systems (Oakland, 2014).

#### 4.9 Findings on the extent to which choice of procurement methods/processes

Statement	N	Mean	St. Dev	Mean Rank
The choice of procurement methods in Wakiso Municipality significantly influences the efficiency of service delivery projects.	4	4.44	0.503	1
Different procurement methods are considered and selected based on the specific requirements of service delivery projects	44	4.33	0.477	1
The procurement methods chosen in Wakiso Municipality align with national procurement regulations and guidelines.	44	4.27	0.580	1
The choice of procurement methods affects the speed at which service delivery projects are completed.	44	4.22	0.420	1
Stakeholders are adequately involved in the decision-making process regarding procurement methods for service delivery projects.	44	3.71	0.815	2
The selected procurement methods prioritize cost-effectiveness while maintaining quality in service delivery.	44	3.40	1.009	3
The choice of procurement methods has a direct impact on the transparency and fairness of service delivery projects.	44	4.02	0.657	1
Wakiso Municipality regularly evaluates and adjusts its procurement methods.	44	4.31	0.468	1
The choice of procurement methods in Wakiso Municipality considers environmental and social factors	44	4.62	0.490	1
Supplier Evaluation is periodically done to ensure good quality of goods and services	44	4.56	0.503	1

Source: Primary Data

A mean score of 4.62 with a standard deviation of 0.49 indicates that respondents agreed that environmental and social factors are taken into account in Wakiso District procurement techniques. This implies that Wakiso District promotes sustainability in accordance with ISO 31000 standards by adhering to particular requirements specified in the bid documents. With a mean score of 4.56 and a standard deviation of 0.50, respondents also concurred that supplier evaluations are carried out on a frequent basis to maintain high standards of goods and services. Additionally, as indicated by a mean score of 4.44 and a standard deviation of 0.50, respondents confirmed that the procurement strategy documents the procurement strategies used to direct the procurement process.

With a mean score of 4.33 and a standard deviation of 0.48, respondents also confirmed that the bid documents offer comprehensive functional specifications for the purchase. They also concurred that a qualified bid evaluation committee, which has a mean score of 4.31 and a standard deviation of 0.47, is in place to evaluate bids. This committee was appointed and authorized by the contracts committee on the PDU's advice. Moreover, the participants recognized that suppliers' technical competencies are evaluated before contracts are granted, as indicated by a mean score of 4.27 with a standard deviation of 0.58.

Survey participants also responded, with a mean score of 4.22 and a standard deviation of 0.42, that the selection of procurement methods is contingent upon the particular requirements of service delivery initiatives. They added that a mean score of 4.02 and a standard deviation of 0.66 indicate that the choice of procurement techniques in Wakiso District has a direct impact on the transparency and equity of service delivery initiatives. Furthermore, as indicated by a mean score of 3.71 and a standard deviation of 0.82, respondents also concurred that Wakiso District regularly requests quotes from different service providers when the circumstances allow it or when restricted bidding is not practical. Nonetheless, there was significant ambiguity among responders about whether the selected procurement strategies prioritize cost-effectiveness while guaranteeing service delivery quality, as shown by a mean score of 3.40 and standard deviation of 1.00

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction.**

Organized in accordance with the research questions of the study, this chapter offers a summary of the findings that were presented in Chapter Four. It also makes recommendations, draws conclusions, and suggests possible directions for more study.

#### **5.1.0 Summary of Findings**

##### **5.1.1 General Findings**

44 people in all, 40.9% identifying as female and 59.1% as male, were included in the study. The interviewees' educational backgrounds varied; 36.4% had bachelor's degrees, mostly from work on the Budget Committee and in other government jobs. After that, the majority of the town council's beneficiaries, or 25% of them, had obtained degrees, another 25% had obtained PhDs, and 13% had only completed high school.

##### **5.1.2 Extent to which choice of procurement methods affects service delivery in Wakiso District**

The results show that methods of procurement have a big impact on the quality of services. A mean score of 4.62 with a standard deviation of 0.49 indicates, for example, that respondents agreed that local government evaluations match the procedures and requirements specified in the solicitation offer. The study also showed that, with a mean score of 4.56 and a standard variation of 0.50, bid documents include functional specifications, procurement processes are recorded in the procurement plan, and supplier assessments are carried out on a regular basis to guarantee high-quality goods and services. Furthermore, bids are evaluated by a qualified committee whose appointment and approval by the Contracts Committee is contingent upon the PDU's recommendation. The bids themselves clearly outline the performance standards and conditions. Nonetheless, there was significant ambiguity among the responders about the implementation of periodic supplier audits to address compliance issues, reflected by a mean score of 3.40 and a standard deviation of 1.00.

### **5.3 Discussion of findings**

This section provides for a discussion of findings on the impact of procurement planning on service delivery of Wakiso District.

#### **5.3.3 Procurement work planning and service delivery in Wakiso District**

The study's findings show that Wakiso District's ability to define performance goals for service delivery has been greatly aided by procurement work planning. These findings are consistent with those of Willy and Njeru (2014), who pointed out that choosing trustworthy and responsive suppliers is facilitated by adhering to procurement plans. Additionally, they emphasized how procurement planning guarantees timely resource allocation, promotes accountability, transparency, increased participation, and dedication from procurement staff all of which have a beneficial impact on procurement outcomes.

Furthermore, the results support Mawhood's (1983) claim that optimal service levels and the acquisition of appropriate services for the public depend on efficient procurement planning. Mawhood highlighted that procuring entities can obtain the best value for their service expenditures when they have a well-structured procurement plan. Additionally, it enables them to resolve all relevant concerns regarding a particular procurement before disclosing it to possible vendors of goods, labor, and services.

### **5.4 Conclusion**

The study's findings support the notion that, in order to provide effective and efficient service delivery, a detailed examination of different procurement strategies is necessary. Furthermore, determining user demands is an essential step in the procurement process that needs to be carefully considered by all parties involved. The quality of service delivery within the local government may be severely hampered by providing unneeded services if these needs are not adequately identified.

It can be concluded that service delivery is greatly impacted by the procurement strategies chosen. For example, it was noted that the evaluations conducted by local governments followed the procedures and standards specified in the bid call. Regular supplier reviews were also carried out to uphold high standards for products and services. The procurement process was guided by

defined procurement methods, and bid documents provided comprehensive functional specifications in addition to other factual information.

Ultimately, it may be said that improving service delivery in local government requires careful planning of the procurement process. A thorough procurement work plan must have the full backing and implementation of top management in order to guarantee a seamless procurement process and obtain value for money. In order to maximize results and enable effective service delivery, this strategic approach is essential.

### **5.5 Recommendations**

The following suggestions were put up to address the effect of procurement planning on service delivery in Wakiso District, based on the facts and conclusions mentioned.

The investigation found irregularities in the procurement procedure, especially as a result of political pressure on high-value contract awards. In order to tackle this problem, the report suggests that the government should bring in outside auditors to conduct a detailed examination of the contract evaluation and awarding procedures, making sure they follow the right protocols and encouraging impartiality all the way through the procurement planning process.

The management of Wakiso District should make sure that all parties participating in the procurement planning process are aware of their specific roles and responsibilities. Furthermore, they must to offer guidance on utilizing the procurement process to its fullest potential.

Last but not least, the Wakiso District administration ought to put in place motivating rewards to promote efficacy and openness among individuals engaged in procurement planning. These steps will assist in reducing any problems like corruption and other wrongdoing in the procurement process.

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**SCHOOL OF BUSINESS**

19<sup>th</sup> Aug, 2024

**TO WHOM IT MAY CONCERN**

Name: **DENG MALOK**

Reg. No **M21B12/033**

A bachelor's student who is seeking permission from your office to collect data for his dissertation titled

**The impact of procurement planning on service delivery in public organization, a case study of wakiso district.**

We shall be grateful if you could render assistance to him in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter  
Research coordinator

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