KEY FACTORS INFLUENCING THE IMPLEMENTATION OF ELECTRONIC GOVERNMENT PROCUREMENT EGP IN LOCAL GOVERNMENTS IN UGANDA: A CASE OF MUKONO DISTRICT LOCAL GOVERNMENT

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Declaration

I, LILIAM JOEL EMEETAI, REG NO: J22B12/034, do hereby declare that this research report has never been published by any other person and so is purely done by myself with a close guidance of my academic supervisor.

Signed..... Date.....12/09/2024.....

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Approval

This research report has been submitted by **LILIAM JOEL EMEETAI** OF **REG NO: J22B12/034** with my approval as an academic supervisor.

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Mukisa Simon Peter

Dedication

I dedicate this research report to my family, relatives, friends and loved ones for the love, care and support they have rendered/provided to me during my academic journey and in the process of writing this research report, may all Mighty bless you all abundantly.

Acknowledgment

I could not have completed this research successfully without your help, love, and support from the team of my family members and friends exclusive. My sincere appreciation goes to the staff and management for their help and tirelessly support in line with research. I would like to thank my academic supervisor in a special way MUKISA SIMON PETER from the school of business for the time he undertook to guide me through research work and encouragement he rendered right from the beginning of this long process. I also want to acknowledge Uganda Christian University-Mukono for having research exercise as part of my academic training while undertaking my bachelor's Degree of Procurement and Logistics Management. In a special way I appreciate MR THOMAS EMEETAI for the Financial support ranging from tuition for all three semesters to upkeep money that have enabled me accomplish this level of my academic journey and in building my career successfully. Not forgetting Mr. and Mrs. Tumuhamye, Mr. Muloosi Pascal and Mr. Tusiime Nickson (Fisher), just to mention a few, lecturers at Uganda Christian university Mukono for their support spiritually, physically, emotionally and socially, I cannot thank you all enough.

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Abstract

This study examines the critical factors that affect the implementation of electronic government procurement in local governments in Uganda, using Mukono District Local Government as a case study. The influence of technological infrastructure, organizational capacity, and regulatory frameworks on the adoption and effectiveness of EGP is studied. It pointed out some of the challenges emanating from inadequate infrastructure, limited skilled personnel, and weak regulatory frameworks. Internet connectivity, IT systems, and leadership support are identified in this study as variables that could improve EGP processes. The recommendations proposed are to improve technological integration, strengthen regulatory frameworks, and improve staff training to ensure effective implementation of EGP. The issues to be investigated in this report will include how technological infrastructure-including but not limited to reliable internet and IT systems-organizational capacity, and regulatory framework, including policy guidelines and oversight mechanism-affect the adoption of EGP. The results are collated from various countries like South Africa, Nigeria, Ghana, and Kenya, all with various challenges related to poor infrastructure, lack of resources, and unwillingness for change. This review identifies lacunas in addressing some challenges that the local government is facing, and based on this study, it is suggested that future research could be on the assessment of technological readiness, organizational capacity, and regulatory frameworks regarding the effectiveness of EGP. Data collection was done through a single method; namely, quantitative. A sample of 44 employees and 10 key informants were selected through random and purposive sampling. The key informants comprised the CAO, procurement manager, and IT manager. Data collection tools comprised the questionnaires and interviews. SPSS analysis was employed in data analysis. Ethical considerations included confidentiality and informed consent. It is expected that there would be some time, financial constraints, and uncooperative respondents; solutions have sought ways to overcome each of these challenges. A total of 44 respondents, comprising employees and top management, were used to collect data through questionnaires and interviews. The response rate was 100%. Description of demographic characteristics was done for respondents, while the role of technological infrastructure, organizational capacity, and regulatory frameworks on account of EGP implementation were assessed through descriptive statistics and regression analysis. The results revealed that the technological infrastructure, organizational capacity, and the regulatory framework significantly influence the implementation of EGP, which explains 63.9% of the variance in the model. EGP effectiveness in MDLG can improve significantly by enhancing the above-mentioned aspects. Based on this research, this study has identified the most important factors for successful EGP as: technological infrastructure, organizational capacity, and the regulatory and institutional framework. Results show that continuous access to the internet, IT equipment, leadership support, training of employees, and cybersecurity controls are significant in smoothly implementing EGP systems. From this premise, the study concludes by

recommending digital infrastructure development, review of regulatory frameworks, and organizational readiness as the points that can give further impetus to the progress of EGP. Further areas of research are also suggested, such as the impact of EGP on procurement outcomes and comparative effectiveness at the local government level.

Chapter One
Introduction

1.0 Introduction

This study was on assessing the key drivers of the implementation of electronic government procurement (EGP) in local governments in Uganda: a case of Mukono District Local Government-(MDLG). This chapter presents the background, problem statement, purpose, aims, research questions, justification, significance, and the conceptual framework that guided this study.

1.1 Background of the Study

This has also been one of the essential elements in modernizing procurement through digital technologies, which enhanced efficiency, transparency, and accountability. E-government procurement, according to (Soliman & El-Barkouky, 2020). is quite instrumental in promoting better public procurement practices at local government levels. EGP was constituted by implementing procurement activities such as tendering, bidding, contract management, and processing payments through electronic platforms and systems. Therefore, EGP digitalized these processes so as to ensure ease of procedure, reduction in paperwork, reduced risk related to corruption, and promotion of the chances of fair competition among suppliers. In this regard, the adoption of the EGP is likely to transform the procurement environment in the local governments of Uganda by enhancing the ability to allocate increased resources efficiently in a bid to improve service delivery. (Bainomugisha et al. 2023).

The EGP brought about a sea change in public procurement by adopting an IT-based initiative to bring efficiency, transparency, and effectiveness into the process. EGP provided tendering, submission, and evaluation online, thus minimizing the procurement cycle and administrative burden. Of greater value than the cost savings, there were more critical impacts of EGP. EGP promoted transparency with the generation of an auditable electronic trail and thus reduced any chances of corruption. Moreover, the competition principle of EGP was comparably better positioned with access to tender information that reaches wider groups of suppliers. This encourages competition that might result in lower procurement costs and higher service delivery. This means transition from a more traditional paper-based

procurement into digital systems. The change forced the modification of organizational culture and workflow processes. Effective change management strategies were important to try and conquer resistance to the adoption of EGP; the promotion of buy-in by key stakeholders, including procurement officers, finance departments, and even external suppliers, is crucial. Furthermore, integrated EGP systems with already existing financial management systems were required to be guaranteed that all data was exchanged and that there was complete financial transparency concerned. This view has been supported by the works of (Nel & Masilela, 2020).

On the global scenario, countries have achieved different levels of simplification in their public procurement in terms of adapting EGP systems. This is the view of (Sofyani et al., 2020). In the United States, for instance, e-procurement initiatives that involve Federal Acquisition Service - FAS and the General Services Administration-GSA eBuy platform have supported electronic procurement processes at the federal level. In European countries like the United Kingdom, there existed EGP systems, such as the comprehensive Crown Commercial Service (CCS) Digital Marketplace, allowing better transparency and efficiency in government procurement. In Asia, South Korea adapted one of the advanced EGP platforms, thus enabling procurement transparency and smooth processes contributing to good governance and economic development.

EGPs systems were, however, being adopted at an increased rate across African countries, though at a varying pace from country to country. Kenya, for example, had made huge strides toward ensuring that public procurement went digital through initiatives such as IFMIS. Generally, an e-procurement system in Rwanda, referred to as ROPEP, had really seen increased transparency and efficiency. For example, in Sub-Saharan Africa, EGP solutions had been pursued by both Nigeria and Ghana as solutions to procurement ills and better governance. At the time, however, there was still a significant degree of key challenges in sub-Saharan Africa that included inadequate infrastructure and limited levels of digital literacy combined with regulatory barriers to greater EGP adoption.

The EGP systems implementation in local governments was still in their infancy, with efforts at pilot projects and capacity-building initiatives in Uganda. Oppong (2020)

Mukono District Local Government gives a case study that explores challenges and opportunities related to the implementation of EGP at the grassroots level. Various factors intervene in the potential EGP adoption in the district, including limited financial resources, inadequacy of IT infrastructure, and general attitude against the introduction of a new system. Capacity building programs and piloting of an Electronic Government Procurement-e-GP system are some of the initiatives that have been done to counteract these challenges. Lessons learned from the study of the experiences of Mukono District Local Government proved useful in scaling up the implementation of EGP across the local government of Uganda. Masiya et al, 2019

1.2 Statement of the problem

The implementation of the e-government Procurement (EGP) in local government institutions improved the procurement processes of the government. In reality, it was observed that achieving the objectives of EGP implementation was far from accomplishment. For example, PPDA 2022 revealed that the rate of adoption of the EGP system in Ugandan local governments was still low and stood at 35% for local governments. Besides, operational efficiency had declined since the procurement cycle times had increased by 20% over the last five years due to poor integration of the system and a lack of personnel trained in the operation of the system. Further, transparency and accountability were brought down by the fact that 40% of procurement processes, according to the Auditor General's report for 2022, were irregular. All these have been attributed to insufficient technological infrastructure and weak regulatory frameworks in addition to the limited organizational capacity of these local government institutions. Also, these issues, when not attended to, might contribute to further inefficiencies, increased corruption, and wastage of public resources. In this light, despite the apparent difficulties, it was clear there was a research gap in isolating those factors that determine EGP implementation in local governments in Uganda. Thus, earlier studies were either focused generally on the adoption of ICTs within the public sector or involved broader studies concerned with procurement systems without detailed context analysis of local governments. For instance, Mlinga & Lema, 2018 examined EGP impacts in Tanzania while Kiwanuka, 2019 focused on national EGP adoption in Uganda. Even so, these studies had not comprehensively addressed the special aspects that influence EGP implementation by local governments in Uganda, and Mukono in particular. This

study thus set out to bridge this gap by assessing the major factors that determine the implementation of EGP in Mukono District Local Government.

1.3 Purpose of the study

The study sought to assess the significant factors that affect the implementation of e-government procurement in local governments of Uganda, with special focus on MDLG.

1.4 Objectives of the study

The objectives of the study will be to;

i. To assess the role of technological infrastructure on the implementation of EGP in MDLG.

ii. To examine the role of organizational capacity in implementing EGP at MDLG. iii. To assess the role of the regulatory and institutional framework on the implementation of EGP at the MDLG. 1.5 Research Questions i. To what extent does technological infrastructure play a role in the implementation of EGP in MDLG? ii. To what extent does organizational capacity play a role in the implementation of EGP in MDLG?

iii. What is the role of regulatory and institutional framework on implementation of EGP in MDLG?

1.6 Scope of the study

Scope of the study was to cover three dimensions that was; content, geographical and time and these are discussed in detail below.

1.6.1 Content scope

This study was particularly focused on; establishing the influence of technological infrastructure on the implementation of EGP in MDLG, evaluated the influence of organizational capacity on the implementation of EGP in MDLG and examined the influence of regulatory and institutional framework on the implementation of EGP in MDLG.

1.6.2 Geographical scope

Geographically, the study was done in Mukono District Local Government located in Kauga, Mukono Municipality, Mukono district, Central Uganda. Mukono District Local Government was selected because of its categorization amongst the first three local government institutions that adopted usage of the recently introduced e-procurement system known as e-GP system in an attempt to boost the institution's general performance.

1.6.3 Time scope

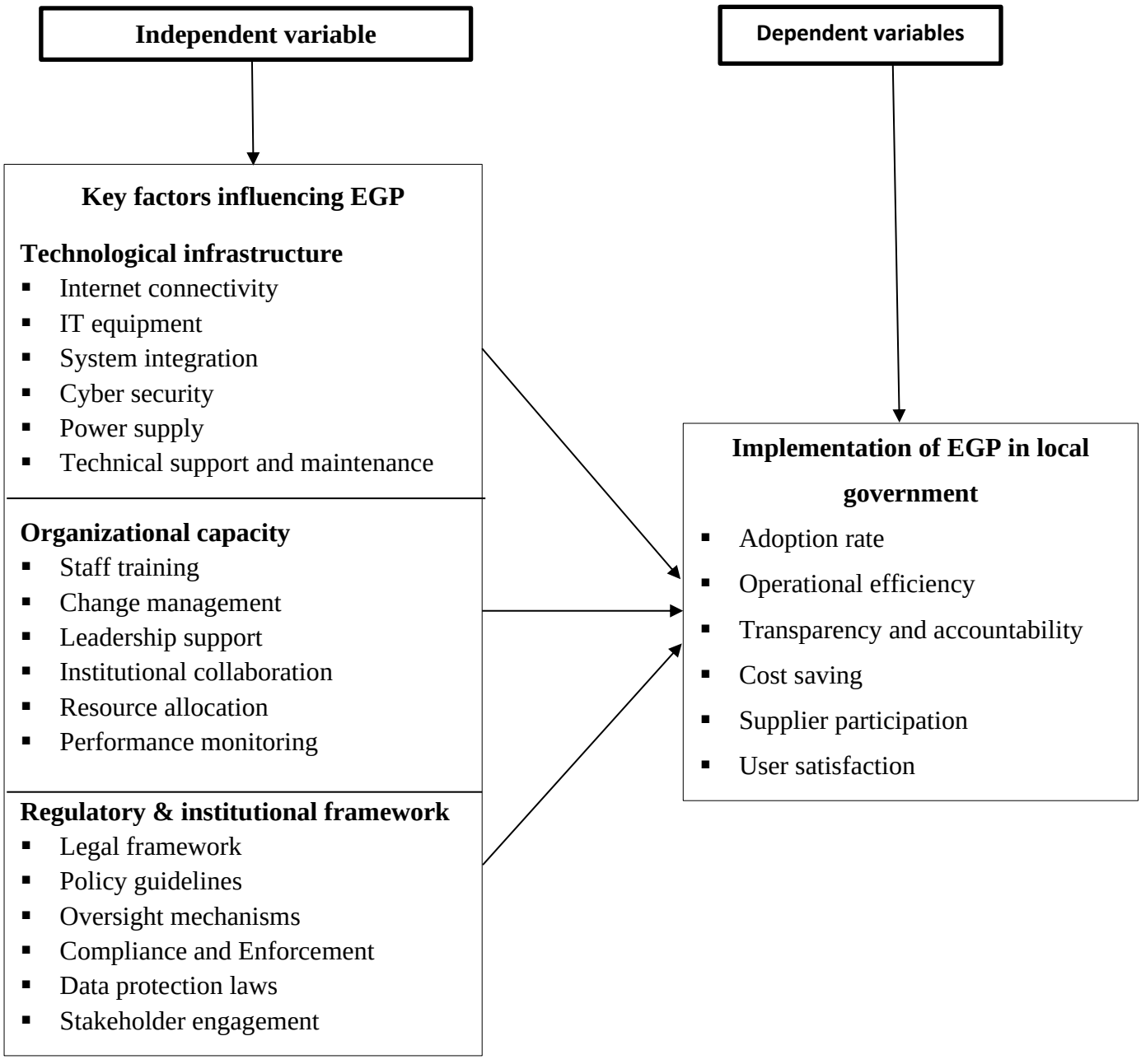
The study targeted to source scholarly material emanating from the period 2019 to 2024. It was also carried out for a period of three months from May to July, 2024.

1.7 Justification of the study

Justification of this study lied in the urgent need to conduct a study concerning the specific factors influencing implementation of E-government Procurement (EGP) in local governments in Uganda. While these had previously looked into general ICT adoption or broader procurement systems, there was a deficiency in adequately articulating the peculiar challenges faced by local governments. This study sought to provide insights and evidence-based recommendations through an analysis of key factors that influence EGP implementation in Mukono District Local Government. This was important in efforts toward good governance, anti-corruption, and improvement in public services in the country's local governments.

1.8 Conceptual framework

Figure 1: Conceptual Framework



Source: Adopted from Ali &Obaid, (2022) and modified by the researcher 2024

Conceptual framework: The model below shows the main drives influencing E-government Procurement (EGP) adoption in local governments. The independent variable had three major dimensions: Technological Infrastructure, including connectivity to the internet, IT equipment, and system integration; Organizational Capacity, including staff training, change management, and leadership support; and the Regulatory and Institutional Framework, including the legal framework, policy guidelines, and oversight mechanisms. Finally, the dependent variable, in this case Implementation of EGP in local governments, was measured based on three dimensions: adoption rate, operational efficiency, and transparency and accountability. This framework creates a systematic analysis of how these factors influenced the successful adoption and, therefore, effectiveness of EGP systems in local governance.

1.9 Significance of the study

It was envisioned that the findings of this study would be helpful to PPDA for providing evidence-based insights that will inform the development and implementation of more efficient policies and frameworks that favor the adoption of E-government Procurement in local governments.

It was also put forward with the hope that the findings of this study would be helpful to the local government officials in highlighting specific challenges and making practical recommendations to help enhance efficiency, transparency, and accountability within procurement in their jurisdictions.

It will be expected to help technology providers in identifying a set of technological requirements and gaps that exist within local government EGP systems, which can guide the development of tailored solutions to address these specific requirements.

It was also expected that the results of this study would be beneficial to future researchers and academicians, who would take this critical research gap, provide a foundational framework for further studies on EGP implementation in local governments, and contribute to the academic discourses on Public Procurement Reforms and Digital Governance.

Chapter Two
Literature Review

2.0 Introduction

This chapter attempts to review the scholarly materials put forward by several personalities on the key factors influencing the implementation of electronic government procurement (EGP) in local governments as well as critically analyzing the deviations in the explanations to find out the research gap in the study variables.

2.2 Influence of technological infrastructure on the Implementation of EGP in LG

Katuu & Van der Walt (2019) studied the role that technological infrastructure plays in the successful adoption of EGP by municipalities in South Africa. The results showed that the organization has to have reliable internet connectivity; poor connectivity was mainly disrupting procurement processes. In contrast, the study by Okunola & Rowe (2019) shows that shortage of IT equipment is among the main barriers that limit the adoption of EGP systems in many local governments of Nigeria. Such findings from the two studies emphasize the fact that EGP is chiefly backed by solid technological infrastructure; hence, serious investment in reliable internet services and modern IT equipment is needed to support the initiative of EGP.

Teke & Ankamah (2020), in their work, analyzed how system integration affected the successful implementation of EGP in Ghana. They felt the integration of the EGP systems with the prevailing financial and administrative systems was highly required for smooth operation and consistency of data. In similar lines, Mulindwa & Namuli (2020), in a study, identified that EGP implementation in Ugandan local governments had massive barriers related to the integration of the system. This would tend to suggest that the success of an EGP implementation is very much dependent upon issues of compatibility and interoperability between new EGP systems and existing infrastructure.

Nguyen & Luu (2021) studied the adoption of technological infrastructures of EGP systems by local governments in Vietnam. It showed that the impoverished IT infrastructure, with old hardware and a lack of supportive software, impeded effectiveness in the EGP system. Ali & Hadi (2021) further echoed this situation when they were studying the similar challenges faced within Iraqi local governments. In

these two studies, updated and well-maintained IT infrastructures are essential in letting the EGP system do its job.

Mwangi & Omwenga,(2021) in their study, considered the technological infrastructural aspects of the EGP system in different local governments of Kenya. They noted that local governments with better infrastructural facilities accompanied by high-speed internet and modern computing facilities were found to have higher adoption rates for EGP and ascertained operational efficiency for their work processes. For local governments with inadequate infrastructures, their system was mostly down and took a great deal of time to process anything. A Nigerian-based study by Adebayo & Oyedepo (2021) did find the above observation to be valid. They found that technological readiness is henceforth regarded as one of the major drivers of successful EGP implementations.

Singh & Sharma (2022) studied the technological issues involving the use of EGP in local governments in India. They identified some of the critical ones: Inadequate bandwidth, absence of cybersecurity measures, and insufficient technical support for smooth EGP adoption effectively. In the same view, Zhou & Cheng (2022) also found that, in Chinese local governments robust technological infrastructure with secure and high-speed access to the internet was core in implementing EGP systems successfully. These studies therefore feature comprehensive technological infrastructure as paramount in surmounting the barriers to adopting EGP.

Musau & Kamau (2022) narrow down to technological challenges facing local governments of Tanzania in implementing EGP systems. It was observed that low access to reliable internet and old technological equipment were two of the major deterrents. This was corroborated by findings from a study by Adusei & Amankwah (2022) in Ghana, which identified one of the primary inhibitors as deficiency in technological infrastructure. Both these works indicate that this facilitation of implementation of EGP is achieved by bridging these gaps in technology.

Alhassan & Mohammed (2023) researched the role of technological infrastructure on EGP systems in Ethiopian local governments. As stated by the author, modern IT infrastructures with cloud-based solutions and higher cybersecurity led to significant enhancements in the performance of EGP systems. Similarly, Mbatha & Kilonzo

(2023) in their study related to Kenyan local governments, reported that the adoption of sophisticated technological innovations along with continuous upgrading of the IT infrastructure were crucial factors in bringing an improvement in the outcomes of EGP implementations. These works pinpoint that continuous investment in technological infrastructure is quite necessary to sustain such EGP systems.

Bakibinga & Wabwire (2023) researched the influence of technological infrastructure on EGP adoption within Rwandan local governments. Indeed, the authors found access to full-time, reliable internet services along with modern information technology equipment as facilitating the successful implementation of the respective EGP systems. Such findings were supported by the study of Otieno & Njeru (2023), conducted in Uganda, wherein the authors identified technological infrastructure as one of the major determinants associated with EGP implementation. Both studies bring forth an important and rather crucial question of heavy technological investments that might be required to support the successful introduction of EGP systems into local governments.

2.3 Influence of organizational capacity on the implementation of EGP in LG

In the case of effective implementation of e-government procurement in Kenyan local governments, the role of staff training has been explored by Kimani & Mburu (2019). According to their findings, incomplete training programs influenced the effective use of EGP systems. They registered that quite often, employees of local governments did not possess the necessary skills of operation and use of the EGP platforms, which resulted in delays and errors during the operation process. On a related note, Obiri & Agyeman (2019) in Ghana discovered that continuous professional training and development was required for seamless implementation of EGP systems, which in essence suggested that well-trained staff are more bound to adopt new technological tools and processes.

The challenge of change management in Ugandan local governments is the focus of Baryamureeba & Ssentongo (2020). This has led them to discover that resistance to change by procurement officers is one of the major reasons for low adoption of the EGP system. In this regard, effective change management strategies are very necessary to ensure proper communication and involvement of all stakeholders in the transition process. A study conducted by Amuzu & Opoku (2020) in Ghana

showed that effective implementation of EGP required a holistic type of change management in order to allay the fears and concerns of employees and make the transition from manual, traditional procurement to electronic systems smooth. Mwangi & Omwenga (2021) investigated leadership influence on the implementation of EGP in local governments in Kenya. They also pointed out that strong leadership commitment was crucial in successful adoption of the EGP system, as a championing leadership in the adoption process and providing all kinds of resources and support helped smooth the implementation process. This was also echoed in a study by Adu & Asiedu (2021) in Ghana, which maintained that visionary leadership was required to provide thrust for EGP initiatives with full and sustained commitment to the new procurement processes.

Alhassan & Mohammed (2021) explored the organization culture that played a role in implementing EGP systems in local governments in Nigeria. Innovation and change-adopting culture were found to be factors contributing to successful adoption. In contrast, organizational culture characterized by rigidity and failure to adapt to new technologies posed a big challenge. Similarly, a study on adopting the EGP systems in Tanzania by Ibrahim & Hassan (2021)found that such systems would thrive when an enabling culture aimed at continuous improvement and technological uptake was cultivated.

Singh & Sharma (2022) focused on the organizational structure as the main factor in the application of EGP to local governments in India. An organizational structure that is more decentralized, with scattered decision-making powers, will facilitate easier and quicker adoption of the EGP system. Organizational structures that are centrally managed have often led to bureaucratic delays and inefficiencies. This was replicated by the Zhou & Cheng's study conducted in China, which called for flexible and adaptive organizational structures, more fit for the dynamic nature of the requirements necessitated by the implementation of EGP.

Musau & Kamau studied resource availability and its effects on the implementation of EGP in local governments in Tanzania. They concluded that sufficient financial and human resources form the critical elements in deploying and maintaining the EGP systems. Similarly, those local governments that had invested in appropriate infrastructure and human resources faced fewer problems during the

implementation of EGP. Equally, Adusei & Amankwah (2022) in Ghana indicated that resources were a major limitation to the adoption of EGP; hence, countries should create appropriate budgetary allocations for investment in human capital.

Mbatha & Kilonzo (2023) studied the effects of interdepartmental coordination on the implementation of EGP within Kenyan local governments. They established that effective coordination and communication among the various departments were key in facilitating the smooth functionality of the EGP systems. Misalignments and lack of collaboration were typically marked by duplication of efforts and inefficiencies. This was also affirmed in a study conducted in Uganda by Otieno & Njeru (2023), where the study again emphasized interdepartmental synergies as crucial toward ensuring successful EGP outcomes.

It Is evident that performance man”geme’t systems can effectively support the implementation of EGP in Rwandan local governments. Bakibinga & Wabwire (2023) illustrated that appropriate performance management frameworks ensure increased implementation success of EGP processes with tracking and assessment mechanisms. This was further supported by Alhassan & Mohammed, 2023, in the case of Ethiopia, where it was established that performance metrics and regular audits aided in recognizing the bottlenecks and areas of improvement in EGP systems that assisted in making better procurement processes that were effective and transparent.

2.4 Influence of regulatory and institutional framework on implementation of EGP in LG

For instance, Oketch & Kinyua (2019) investigate how a legal framework was influencing the adoption of Kenyan local government e-government procurement. They report that unclear or outdated laws and regulations for procurement are hugely hindering the adoption of EGP. In contrast, inclusive legal frameworks are one of the contributors to the implementation of EGP in Nigeria as reported by Umar & Aliyu (2019). They pointed out that good legal provisions served to give clarity and provided direction to local governments with the operational integration of EGP systems within existing procurement processes.

Mukasa & Mutamba (2020) studied the guide of policy guidelines in shaping the implementation of EGP in Ugandan local governments. They indicated that the

absence of electronic procurement policies manifested an inability to effectively adopt electronic procurement systems. By contrast, Yawson & Owusu (2020), working in Ghana, concentrated their efforts on the clarity of policy direction as acting to multiply or hinder EGP initiatives. They indicated that well-thought-out policies advanced a set of roadmaps for local governments to ensure uniformity with national goals in implementing EGP systems.

In turn, Tran & Nguyen (2021) directed their attention to an investigation of oversight mechanisms concerning EGP implementation in local governments in Vietnam. Strong oversight frameworks, often typified by regular audits and monitoring mechanisms, they found, were very much an integral part of ensuring that EGP processes embraced elements of transparency and accountability. In contrast, weak oversight mechanisms provide loopholes through which irregularities and corruption could mar EGP practices, as evinced from a study by Kim & Park,(2021) in South Korea. These studies boldly bring into focus the critical influence of effective oversight mechanisms in shaping the success of EGP initiatives.

Ali & Ibrahim (2021) studied how the congruence of regulative compliance affects the adoption of EGP in Iraqi local governments. They noted that compliance with the multi-dimensional regulative requirements about international standards and procurement guidelines have continued to be challenging for local governments. Similarly, studies by Mungai & Ndirangu (2021) in Kenya also reported that concerns about regulatory issues, particularly those to do with data privacy and security, have been among the key challenges hindering the adoption of EGP. These findings highlight the need for more straightforward, uncluttered regulatory frameworks that would make the adoption of EGP less complicated.

Liu & Li (2022) discussed the role of policy consistency in implementing EGP in Chinese local governments. They observed that inconsistency between national and local policies resulted in ambiguities leading to ineffective implementations of the EGP system. On the other hand, Rizkalla & Elbahnasawy (2022) emphasized the motivating role of aligned policy in Egyptian governments toward EGP. According to their arguments, consistent policy frameworks helped to provide clear and constructive guidance to local governments with regard to successful implementations of EGP systems.

Kamau & Mwangi (2022) discuss how capacity-building programs support the development of a better regulatory compliance situation in the Kenyan local governments. According to their study, training and awareness programs allow the heading procurement officers to understand and follow the set regulations, which is conducive to the smooth implementation of EGP. Similarly, a study conducted by Kiptoo & Bett, 2022, in Uganda showed that the capacity-building programs are really effective in increasing regulatory compliance and further enhancing the performance of the EGP. These studies stress the importance of investing in capacity-building efforts to achieve compliance with regulatory functions in EGP implementations.

Mustafa & Al-Bahadly (2023) investigated the impact of corruption control mechanisms on the implementation of EGP in Iraqi local governments. They identified that good control mechanisms for corruption should be in place to ensure that EGP processes are intact and that transparency initiatives are implemented, with whistleblower protection. On the contrary, a study conducted in Kenya by Kilonzo & Mutisya, 2023 tried to reveal how corruption hindered EGP initiatives. They said corruption .

Shattered trust in EGP systems and triggered inefficiency in their effectiveness that called for strict anti-corruption policies.

Bakibinga & Wabwire, 2023 looked at the effect of institutional support on EGP implementation in Rwandan local governments. They identified that strong institutional support, comprising an EGP unit and a well-articulated mandate, was able to ensure adaptability and operability of the EGP systems. Along those lines, Alhassan & Mohammed (2023) also focused on institutional leadership driving EGP initiatives within the context of Ethiopia. They argued that dedicated institutional support would serve to break through resistance to change and ensure long-term sustainability of the EGP implementations.

2.5 Literature summary

The literature review provides a deep overview of the basic influential factors on the implementation of electronic government procurement with the local governments. These are definitions of EGP and of local government, technological

infrastructure, organizational capacity, and regulatory frameworks. However, there seems to be a lacuna in the literature on the specifics of the challenges and strategies that face any integration of EGP systems with the operations of local government in diverse socio-economic contexts. For example, it is not emphasized that because of personal gains amongst the persons in the different departments, the unjust procurement process is used in getting quality, viable internet service providers; by so doing, incompetent and unreliable providers are attained and this culminates in poor internet within the Local Government. It is not stipulated where the rate at which the local government is underfinanced in terms of budget allocation; therefore, an organization such as a local government can't operate fully in terms of operational capacity, hence focusing on the most cores and leaving out some sectors of the organization lagging and faulty. Other studies may further explore how varying levels of technological readiness, organizational capacity, and regulatory frameworks influence the effective integration of EGP within diverse local government contexts and yield pragmatic lessons for both policymakers and practitioners.

Chapter Three
Methodology

3.0 Introduction

This chapter presented the methodology of the research. It covered the research design, area of study, sources of information, population and sampling techniques, measurement levels, procedure of data collection, data collection instruments, data processing and analysis, the ethical considerations, and methodological constraints.

3.1 Research Design

According to Robson, (2012), research design is defined as planning the strategy of conducting research. This study was a cross-sectional research design where data from respondents was collected at a single point in time without repetition from the representative population. The design was chosen because of being economical to conduct in terms of time (Barley, 2017). It was also used because it helped the researcher to capture information based on data gathered for a specific point in time. The data gathered was from a pool of participants with varied characteristics and demographics known as variables. More so, through the use of the cross-sectional research design, the research findings helped in removing assumptions and replace them with actual data on the specific variables studied during the time period accounted for (Patrik & Ugo, 2019).

The mixed-method research combining quantitative and qualitative research approaches was also used during the study. The quantitative study was conducted using questionnaires with the selected employees working in the different departments in Mukono District Local Government. Qualitative study was conducted using interviews with the CAO, the procurement manager, the IT manager and other heads of departments in Mukono District Local Government (MDLG) who participated in the study as key informants in order to get an in-depth analysis about the topic and these were considered as key informants since they had the relevant knowledge about the topic understudy. The quantitative approach was used with the aim of examining the key factors influencing the implementation of electronic government procurement (EGP) in local governments in Uganda.

3.2 Area of study

The study was conducted in Mukono District Local Government located in Kauga, Mukono Municipality, Mukono district, Central Uganda. Mukono District Local Government was chosen because it was one of the first three local government institutions that adopted the use of the recently introduced e-procurement system known as e-GP system to try and improve on the institution's overall performance.

3.3 Study population

The population of the study included employees working in the different departments in Mukono District Local Government since these were user departments that do requisitions using e-procurement and these include; Management & Support, Finance, Education, Health, Natural Resources, Community Based, Works & Technical plus Production & Marketing which were considered and used in order to obtain reliable and valid information and this enabled the researcher to get the necessary data for the study that gave the researcher the best key findings. According to MDLG Human Resource Office Records (2024), there was a total of 50 employees in the local government working under the above departments and these were included in the study as the target population. However, the study also included the heads of departments who participated in the study as the key informants totaling to 10 key informants.

3.4 Sample Size Determination

The sample size was determined by the sample calculation formula by Yamane, (1970) as follows;

$$n = \frac{N}{1 + NI^2}$$

"n" is sample size, "N" is population, "e" is error (0.05) or level of confidence 95%

"N" (population) = 50 staff of Mukono District Local Government

$$n = \frac{50}{1 + 50(0.05)^2}$$

$$n = \frac{50}{1 + 50(0.0025)}$$

$$n = \frac{50}{1 + (0.125)}$$

$$n = \frac{50}{1.125}$$

n = 44

Therefore, the sample size comprised of 44 respondents obtained from the 50 population size of employees working in the different departments in Mukono District Local Government. Furthermore, the top management; CAO, the procurement manager, the IT manager and other heads of departments in MDLG totaling to 10 was involved in the study as key informants as these were selected purposively. These are further distributed in the table below;

Table 1: Target Population, Size and Selection

Category of Respondents	**Population Size**	**Sample size**	**Sampling Techniques**
Employees of MDLG in departments	50	44	Simple random sampling
Chief Administrative Officer (CAO)	1	1	Purposive sampling
Procurement Manager	1	1	Purposive sampling
IT Manager	1	1	
Heads of Departments (HODs)	7	7	Purposive sampling
Total	**60**	**54**	

Source: *Mukono District Local Government (2024)*

3.5 Sampling Methods

Purposive sampling was used to select the CAO, the procurement manager, the IT manager and other heads of departments in MDLG totaling to 10 key informants. These officials were interviewed from their place of work, and they were selected and used in order to obtain reliable and valid information. Purposive sampling was a non-probability sample that was selected based on characteristics of a population

and the objective of the study (Mubaazi, 2008). These sampling techniques were used because they were quick and would help the researcher to collect first-hand information.

On the other hand, the researcher employed a two-staged sampling method to select the employees from different departments in Mukono District Local Government. First, simple random sampling was used, where the names of all employees in the organization were placed in a basket and drawn using the lottery method to ensure every employee had an equal chance of selection. This process guaranteed a representative sample of the entire workforce. Next, stratified sampling was applied, dividing employees into distinct strata based on their departments. Within each department, a random sample was drawn to ensure that different departmental perspectives were adequately represented. This combined approach ensured both overall representativeness and departmental diversity, enhancing the robustness and reliability of the study findings.

3.6 Data collection methods and instruments

The study was guided by the following research instruments:-

3.6.1 Questionnaire

A questionnaire was given to respondents freely to give information in details, due to the open-ended nature of some of the items it consisted (Creswell, 2014). The researcher used questionnaires because the population was semi-illiterate and large. The researcher developed closed and open ended questions (likert scale formant) because they were easy to fill, save time and keep the respondents more focused on the subject. The questionnaire was divided into sections outlining personal information, questions about the independent variable and the dependent variable. Questionnaires were used because they were the main method of data collection, and this was advantageous because the researcher took a short time to cover large a population. The questionnaires was used because they permitted anonymity implying that the results were more honest and they were the best instruments for quantitative research. The instructions were clearly indicated to guide the respondents on how to approach and answer the questions. The questionnaire was therefore used to collect data from the selected employees working in the different departments in Mukono District Local Government

3.7 Procedure for data collection

Prior approval for this study, the researcher first got an introductory letter from the School of Business of Uganda Christian University to conduct research. Such a letter of permission was obtained in order for the researcher to carry out the study. Using that letter, the researcher got consent from Mukono District Local Government management to carry out research. Participants were be adequately informed about the procedures of the data collection and the survey remained anonymous (no provision for identifying the participant on the survey questionnaire to exist).

3.8 Sources of data

Information sources refered to the existing recognized literature whether published or unpublished as long as it had been accepted by the academia or any organization of good reputation (Mubaazi, 2008). The researcher used both primary and secondary information sources. Primary data sources were collected fresh and for the first time thus happened to be original in character, and original and were collected from the selected employees, heads of departments in Mukono District Local Government, the CAO and the Procurement Manager through interviews and questionnaires. On the other hand, secondary data was the data which had been collected and analyzed by someone else. It included textbooks, journals, magazines, research reports; newspapers and internet sources which the researcher had best use (Kothari, 2013).

3.9 Quality/error control

The study was guided by the validity and reliability of instruments:-

3.9.1 Validity of research instruments

According to Sekaran (2003), validity was how the instrument gave the correct answer. It was the degree of unity between the explanations of the phenomena and the realities of the world. The validity of the questionnaires was determined by pre-testing the instruments. Pretesting was done once by administering to respondents within the study population but outside the sample. Questionnaires were also scrutinized question by question, and those deemed irrelevant were be dropped in the real data collection tool. Results from the researcher's field and opinion helped to identify gaps and make modifications to the instruments. To ensure the validity of the mentioned instrument, the researcher ensured that questions or items in it conform to the study's objectives. Pre-testing helped to estimate the time it would

take to fill the questionnaires, the relevancy of the questions, and the accuracy of the questions in measuring the subject under study.

$$CVI = \frac{\text{No. Item}}{\text{Total No. Item}}$$

Whereby; CVI= Content Validity Index

The researcher was to first enumerate the number of relevant items for the study and divided them by the number of items in the instruments.

3.9.2 Reliability of research instruments

According to Park (2008), reliability was defined as the extent to which results are consistent over time, and an accurate representation of the total population under study was referred to as reliability, and the results of a study were reproduced under a similar methodology, then the research instrument was considered reliable. To test the reliability of the instruments, the researcher used the alternate-form reliability test by administering two similar instruments. The test was carried out on three key players from each category of respondents who were not part of the sample population, to change the questions as per the comments. Before real data collection, the instruments were tested on two respondents from at least each category of respondents to determine their reliability, and these respondents were not among the interviewers. After pilot testing the instrument, reliability of the instrument, on multi-item variables were tested using the Cronbach's Alpha Method to provide by Statistical Package for the Social Scientists.

3.10 Data analysis

The research design data was collected, processed, analyzed quantitatively which included editing, coding, and tabulation of data to ensure clear and easy presentation of research findings.

3.10.1 Quantitative data analysis

Quantitative data was obtained from the heads of department, women probation officers, Community development officers, and other women from Non-government organizations and women in organizations who answered the questionnaires. Under this technique, data was analyzed using statistical computer packages like SPSS

version 20 and MS-excel to generate frequencies and then the rate percentages were calculated using the same package. The mean and standard deviation was used and helped to interpret the analyzed data. This was useful and helpful in generating tables for easy presentation and interpretation of the study findings.

3.11 Ethical Consideration

Ethical clearance was sought from School of Business, Uganda Christian University to conduct research. Using that letter, the researcher got consent from Mukono District to carry out research. The researcher took the initiative to explain to the respondents the objectives of the study, introduced himself, explained why the particular respondents were chosen, the benefits, discomforts and harms of the study, and requested to also ask questions in relation to the study. The researcher designed the questions in such a manner that never violate the rights of informants and also avoided asking sensitive questions such as the respondent's names.

In terms of informed consent, informed consent form elaborating the purpose of the study was filled by all this study participants. Participants were given written consent before participating; thus, confidentiality and anonymity was emphasized at every stage. The participants were also informed that participation in this study was voluntary (no any form of incentive given to them) and they had a right to accept or decline to participate or withdraw from the study anytime.

In terms of participants' confidentiality, each participant's record was given a unique ID number for confidentiality purposes. Data identifying individual subjects was restricted to those involved in the study. Participants were adequately informed about the procedures of the data collection and the survey remained anonymous where there was no provision for identifying the participant on the survey questionnaire that existed. Confidentiality was also maintained by ensuring that the reader of the report was not be able to identify a particular respondent. Codes such as respondent 1, 2, and 3 were used to refer to defilement acts observe in the community and alphabetical letters A, B, C, D & E was used to refer to area. Therefore, participants' names and other identifying information from subjects were obtained for quality assurances purposes only and no individual was identified by any study report.

3.12 Study methodological constraints

The questionnaire guide was constrained by unanswered questions and this limited response. The interview guide was constrained by limited response. The interview guide was limited because they required enough time to be answered.

Availability of research material: The research material available to the researcher was insufficient, thereby limiting the study. But this was solved by the researcher through visiting internet to get more literature information concerning the study.

The researcher met un-co-operative respondents who were unwilling to give information. This was solved by the researcher through showing and giving them a copy of an introductory letter and promising them that the information to be given was confidential.

Time: The time frame allocated to the study did not enhance wider coverage as the researcher was to combine other academic activities, part-time work schedule and examinations. This was solved by the researcher through giving more time to the research and trying to balance all the work as per planned work schedule.

Finance: The finance available for the research work did not allow for wider coverage as resources were very limited as the researcher had other academic bills to cover. This was solved through getting soft loans from friends and relatives.

Chapter Four

Presentation and Interpretation of Findings

4.0 Introduction

This chapter sets to outline and analyze the findings of the research by the use of SPSS software for analyzing quantitative data. Data was collected from employees working in the different departments in Mukono District Local Government using questionnaires and interviews with the top management of MDLG who are the CAO, the procurement manager, the IT manager and other heads of departments in MDLG their responses are presented and interpreted as follows;

4.1 Response rate

A total of 44 questionnaires were distributed and all of them were fully filled and returned. The response rate for the questionnaires was therefore 100% as shown in the table 1 below;

Table 1: Response rate

Response Rate	Sample Size	
	Frequency	Percentage (%)
Response	44	100.0%
Non Response	00	0.0%
Expected Response	44	100.0%

Source: *Primary data*

According to table 1 above a total of 44 (100%) respondents who are; employees working in the different departments in Mukono District Local Government that were selected gave their response giving a response rate of 100%. The reason for the high response rate was due to the fact that the researcher had enough time to collect the data himself and given that the number of respondents required was relatively small. According to Ahuja (2009), a response rate of 70% is excellent, 60% is good and 50% is adequate for analysis. Thus the response rate of 100% was considered reliable and appropriate for the study.

4.2 Findings on demographic characteristics of respondents

This section presents the general background information about the respondents in relation to their gender, age, highest level of education, department and period spent working with Mukono District Local Government as shown in the table below;

Table 2: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	25	56.8
	Female	19	43.2
	Total	**44**	**100.0**
Age bracket	21-30 years	13	29.5
	31-40 years	16	36.4
	41-50 years	11	25.0
	Above 50 years	4	9.1
	Total	**44**	**100.0**
Level of education	Diploma	9	20.5
	Bachelor's degree	16	36.4
	Master's degree	12	27.3
	Others	7	15.9
	Total	**44**	**100.0**
Department	Management & support department	11	25.0
	Finance department	6	13.6
	Production & marketing department	10	22.7
	Community based department	8	18.2
	Works and technical department	9	20.5
	Total	**44**	**100.0**
Period spent working	1-5 years	12	27.3
	6-10 years	21	47.7
	Above 10 years	11	25.0
	Total	**44**	**100.0**

Source: *Primary data*

According to table 2 above, the gender distribution of the respondents shows that the majority are male, comprising 56.8% of the total respondents. Females account for 43.2%. This indicates a relatively balanced gender distribution, though there is a slight male predominance among the respondents.

The largest age group among the respondents is those aged 31-40 years, representing 36.4% of the total. This is followed by respondents aged 21-30 years at 29.5%. Those

in the age bracket of 41-50 years constitute 25.0%, and the smallest group is those above 50 years, making up 9.1%. This distribution indicates that the workforce is predominantly middle-aged, with a significant portion in their early career stages.

Regarding educational qualifications, the highest percentage of respondents hold a Bachelor's degree, accounting for 36.4%. This is followed by respondents with a Master's degree at 27.3%, indicating a well-educated workforce. Those with a Diploma make up 20.5%, and the remaining 15.9% hold other qualifications like CIPS, ACCA and CPA, which could include various other qualifications. This distribution highlights a highly educated group of employees, with a strong representation of advanced degrees.

The respondents are distributed across various departments, with the highest percentage 25.0% working in the Management & Support department. The Production & Marketing department has 22.7% of the respondents, while the Works and Technical department accounts for 20.5%. The Community Based department has 18.2%, and the Finance department has the smallest representation at 13.6%. This spread shows a diverse workforce spread across key functional areas within the local government.

Finally, when considering the period spent working with Mukono District Local Government, the largest group of respondents has worked for 6-10 years, comprising 47.7%. Those with 1-5 years of service make up 27.3%, while 25.0% have been with the local government for over 10 years. This distribution suggests that a significant portion of the workforce has substantial experience, with a notable percentage having long-term employment.

4.3 The role of technological infrastructure on the implementation of EGP in MDLG

Table 3 summarizes respondents' responses on the role of technological infrastructure on the implementation of EGP in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 3: Role of technological infrastructure on the implementation of EGP in MDLG

Statements	Agree F (%)		Disagree F (%)			
	SA	A	DA	SDA	Mean	SDV
The quality of internet connectivity significantly impacts the effectiveness of EGP implementation.	19 (43.2)	13 (29.5)	2 (4.5)	2 (4.5)	4.69	0.640
The availability and functionality of IT equipment are crucial for the successful implementation of EGP.	10 (22.7)	20 (45.5)	4 (9.1)	3 (6.8)	4.67	1.010
System integration with existing organizational systems is essential for effective EGP implementation.	10 (22.7)	24 (54.5)	2 (4.5)	00	3.99	0.871
Robust cyber security measures are vital to ensure the safe implementation of EGP.	13 (29.5)	23 (52.3)	5 (11.4)	00	4.81	1.192
Reliable power supply is critical for maintaining the continuity of EGP processes.	15 (34.1)	12 (27.3)	1 (2.3)	3 (6.8)	4.00	0.747
Adequate technical support and maintenance services are necessary for the smooth operation of EGP.	18 (40.9)	23 (52.3)	00	00	3.97	1.259

Source: *Primary data*

The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning the role of technological infrastructure on the implementation of EGP in MDLG.

The table Illustrates respondents' views on the role of technological Infrastructure In the implementation of EGP in Mukono District Local Government (MDLG). The data indicates strong agreement that robust cyber security measures are crucial for the successful implementation of EGP, with (Mean = 4.81; Std. Dev. = 1.192) suggesting

that this factor is considered highly significant with notable variation in responses. Additionally, the quality of internet connectivity (Mean = 4.69; Std. Dev. = 0.640) and the availability and functionality of IT equipment (Mean = 4.67; Std. Dev. = 1.010) are also seen as vital, with respondents generally agreeing on their substantial impact on EGP effectiveness.

On the other hand, while system integration (Mean = 3.99; Std. Dev. = 0.871) and reliable power supply (Mean = 4.00; Std. Dev. = 0.747) are acknowledged as important, there is a moderate level of agreement. Technical support and maintenance services, with (Mean = 3.97; Std. Dev. = 1.259) also highlight an agreement on their necessity for smooth EGP operation. The standard deviations across these factors vary, with cyber security showing the highest variation, indicating diverse opinions on its impact. Overall, technological infrastructure is deemed crucial for EGP implementation, with particular emphasis on cyber security, internet connectivity, and IT equipment.

4.4 The role of organizational capacity on the implementation of EGP in MDLG

Table 4 summarizes respondents' responses on the role of organizational capacity on the implementation of EGP in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 4: Role of organizational capacity on the implementation of EGP in MDLG

Statements	Agree F (%)		Disagree F (%)		Mean	SDV
	SA	A	DA	SDA		
Comprehensive employee training programs enhance the effective implementation of EGP.	15 (34.1)	25 (56.8)	3 (6.8)	00	4.11	0.996
Effective change management practices are crucial for overcoming resistance to EGP implementation.	19 (43.2)	14 (31.8)	1 (2.3)	00	3.99	1.085
Strong leadership support is critical to the successful implementation of EGP.	18 (40.9)	21 (47.7)	3 (6.8)	00	4.24	0.589
Institutional collaboration improves the implementation of EGP.	21 (47.7)	18 (40.9)	2 (4.5)	00	4.37	0.510
Adequate resource allocation is necessary for the successful execution of EGP initiatives.	13 (29.5)	16 (36.4)	3 (6.8)	2 (4.5)	3.79	1.033
Regular performance monitoring helps in assessing the effectiveness of EGP implementation.	14 (31.8)	22 (50.0)	6 (13.6)	00	4.05	0.933

Source: *Primary data*

The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning the role of organizational capacity on the implementation of EGP in MDLG.

The table presents respondents' perceptions of the role of organizational capacity on the implementation of EGP in Mukono District Local Government (MDLG). The mean scores and standard deviations for each statement provide a clear understanding of their views. Respondents strongly agree that institutional

collaboration significantly improves EGP implementation, with (Mean = 4.37; Std. Dev. = 0.510) indicating a strong consensus. Similarly, strong leadership support is considered critical, with (Mean = 4.24; Std. Dev. = 0.489) reflecting a uniform belief in its importance. Comprehensive employee training programs (Mean = 4.11; Std. Dev. = 0.996) and effective change management practices (Mean = 3.99; Std. Dev. = 1.085) are also viewed as important, though with slightly higher variability in opinions.

On the other hand, adequate resource allocation (Mean = 3.79; Std. Dev. = 1.033) is seen as necessary but with somewhat less emphasis compared to leadership and collaboration. Regular performance monitoring, with (Mean = 4.05; Std. Dev. = 0.933) is acknowledged as beneficial for assessing EGP effectiveness. The relatively high standard deviations across most statements suggest some variation in respondent opinions, particularly regarding training and change management practices. Overall, the findings highlight that while organizational capacity factors like leadership support and institutional collaboration are crucial, there is moderate agreement on other aspects such as resource allocation and performance monitoring.

4.5 The role of regulatory and institutional framework on the implementation of EGP in MDLG

Table 5 summarizes respondents' responses on the role of regulatory and institutional framework on the implementation of EGP in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 5: Role of regulatory and institutional framework on the implementation of EGP in MDLG

Statements	Agree F (%)		Disagree F (%)		Mean	SDV
	SA	A	DA	SDA		
The quality of internet connectivity significantly impacts the effectiveness of EGP implementation.	19 (43.2)	13 (29.5)	2 (4.5)	2 (4.5)	4.54	0.352
The availability and functionality of IT equipment are crucial for the successful implementation of EGP.	10 (22.7)	20 (45.5)	4 (9.1)	3 (6.8)	4.33	0.525
System integration with existing organizational systems is essential for effective EGP implementation.	10 (22.7)	24 (54.5)	2 (4.5)	00	4.25	0.601
Robust cyber security measures are vital to ensure the safe implementation of EGP.	13 (29.5)	23 (52.3)	5 (11.4)	00	4.46	0.475
Reliable power supply is critical for maintaining the continuity of EGP processes.	15 (34.1)	12 (27.3)	1 (2.3)	3 (6.8)	4.38	0.496
Adequate technical support and maintenance services are necessary for the smooth operation of EGP.	18 (40.9)	23 (52.3)	00	00	4.22	0.607

Source: *Primary data*

The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning the role of regulatory and institutional framework on the implementation of EGP in MDLG.

The table presents respondents' perceptions of the role of the regulatory and institutional framework on the implementation of EGP in MDLG. Respondents

strongly agree that robust cybersecurity measures are crucial for the safe implementation of EGP, as indicated by (Mean = 4.46; Std. Dev. = 0.475). Similarly, reliable power supply is considered essential for maintaining EGP processes, with (Mean = 4.38; Std. Dev. = 0.496) reflecting a strong consensus. The availability and functionality of IT equipment (Mean = 4.33; Std. Dev. = 0.525) and system integration with existing organizational systems (Mean = 4.25; Std. Dev. = 0.601) are also viewed as significant factors, though with slightly greater variability in responses.

Additionally, technical support and maintenance services are deemed necessary for smooth EGP operations (Mean = 4.22; Std. Dev. = 0.607). The quality of internet connectivity, while also rated highly (Mean = 4.54; Std. Dev. = 0.352), reflects a strong agreement but with the least variability among respondents. The findings suggest that while cybersecurity and power supply are seen as critically important, there is also a notable recognition of the need for robust IT infrastructure and support services. Overall, these responses highlight a consensus on the essential role of the regulatory and institutional framework in the successful implementation of EGP, with relatively low variability in opinions.

4.6 Regression analysis on the key factors influencing the implementation of electronic government procurement (EGP) in MDLG

The overall model made a significant contribution, accounting for 93.7% of the variability in operational performance (Total ΔR^2 = .937, p = .000). The table below importantly shows the R-Square (R2) and R-Square Change (ΔR^2) for each model, showing its contribution to the overall model. These values are interpreted alongside the ANOVA table providing the F values for each model together with the levels of significance.

Table 6: Linear Regression Analysis Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669[a]	.639	.637	.325

ANOVA[a]					
Model	Sum of squares	df	Mean Square	F	Sig.
Regression	72.053	3	24.019	39.742	0.000[b]
Residual	2.764	40	0.060		
Total	74.820	43			

Coefficients[a]					
Model	Un standardized Coefficien		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.448	.256		1.749	.042
Technological infrastructure	.332	.056	.308	4.686	.000
Organizational capacity	.350	.182	.323	5.003	.000
Regulatory & institutional framework	.213	.291	.257	3.076	.000

a. Dependent Variable: EGP in Mukono District Local Government (MDLG)
b. Predictors: (constant), Technological infrastructure, Organizational capacity, Regulatory and institutional framework

$P \leq 0.05$

Source: *Primary data*

Table 9 shows a coefficient of determination (R-square) of 0.639 at a significance level of 0.000 suggesting that factors influencing implementation of EGP in local governments was 63.9% at a standardized error of estimate of 0.325. The correlation

coefficient (R= 0.669 or 67%) indicated the strength of the association between technological infrastructure, organizational capacity, regulatory and institutional framework and implementation of EGP in MDLG taking into considerations all interactions among the study variables. The adjusted R^2 of 0.637 or 64% was the variance in the level of technological infrastructure, organizational capacity, regulatory and institutional framework putting into consideration all the variables and the sample size of the study. The remaining variance of 36% is explained by other factors other than technological infrastructure, organizational capacity, regulatory and institutional framework.

The standardized coefficient statistics revealed that, organizational capacity (ß = 0.323, t = 5.003, p = 0.000), technological infrastructure (ß = 0.308, t = 4.686, p = 0.000), and regulatory and institutional framework (ß = 0.257, t = 3.076, p = 0.003), are all significant in determining implementation of EGP in MDLG.

Table 6 also presents the analysis of variance (ANOVA). The findings reveal that on average, the mean score on the factor influencing implementation of EGP in MDLG tended to differ significantly. With the computed F-statistic (F=39.742) large enough as its accompanying P-value = 0.000 < 0.05. Thus, since the significance or p-value, 0.000 is less than α = 0.05, then at 5% level of significance, it is deduced that the computed or observed F is large enough to infer that the responses differed significantly. This implies that improvement in technological infrastructure, organizational capacity, regulatory and institutional framework can substantially enhance the effective implementation of EGP in MDLG.

Chapter Five

Discussion, Conclusion and Recommendations

5.0 Introduction

This chapter summarizes all findings reported in chapter four according to questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

5.1 Discussion of findings

5.1.1 The role of technological infrastructure on the implementation of EGP in MDLG

The study findings revealed that technological infrastructure, specifically internet connectivity, IT equipment, and system integration, plays a crucial role in the successful implementation of EGP in MDLG. These findings align with the literature, such as that by Ali & Obaid (2022), who demonstrated that e-procurement systems' efficiency in the UAE is directly impacted by the availability of reliable IT infrastructure and system integration. Similarly, Muriuki et al. (2019) found that in the energy sector in Kenya, technical support and access to IT equipment significantly improved procurement processes. The consistency between these findings underscores the universal need for robust technological infrastructure to enhance the effectiveness of EGP systems.

Moreover, the study highlights the importance of internet connectivity in maintaining the continuity of EGP processes. This finding resonates with the work of Faccia & Petratos (2021), who argued that seamless internet access is crucial for integrating e-procurement with enterprise resource planning (ERP) systems, ensuring real-time data processing. Hallikas et al. (2021) also found that digitalizing procurement through improved internet connectivity boosts supply chain performance by enabling faster and more accurate data exchange. These studies confirm the role of reliable internet connectivity as a key enabler of EGP effectiveness, supporting the present study's results.

The study further revealed that system integration is essential for the successful implementation of EGP, which is echoed by recent literature. Althabatah et al.

(2023) emphasized that integrating Industry 4.0 technologies in procurement can significantly enhance the efficiency of EGP processes. Similarly, Albinkhalil & Razzaque (2021) pointed out that the integration of data analytics and e-procurement systems improves overall supply chain performance, a critical factor in public procurement systems. This alignment suggests that system integration is universally recognized as a critical element in optimizing the functionality of EGP platforms.

Finally, the regression analysis confirms that technological infrastructure is a significant determinant of EGP success, with a strong standardized coefficient (β = 0.308, t = 4.686, p = 0.000). This finding is in line with research by Jules (2022), who found that technological factors significantly predict the successful adoption of e-procurement in Rwanda's public sector. Additionally, Funuguru (2023) found similar results in Tanzania, where the availability of modern technological infrastructure was directly related to increased participation in EGP by bidders. This further strengthens the argument that technological infrastructure is a critical component of EGP systems, supported by both empirical evidence and literature.

5.1.2 The role of organizational capacity on the implementation of EGP in MDLG

The study findings revealed that organizational capacity, specifically leadership support and institutional collaboration, plays a pivotal role in the implementation of electronic government procurement (EGP) in Mukono District Local Government (MDLG). This aligns with the work of Agba et al. (2024), who emphasized that effective leadership within local government is a key determinant of successful public service delivery. Similarly, Ali and Obaid (2022) highlight that robust leadership and collaboration between government entities significantly improve the adoption of e-government systems, as seen in their study on the Emarati Electronic Government Procurement Platform. In MDLG, leadership provided the direction and necessary coordination, allowing for smoother EGP implementation, a finding that underscores the critical role of leadership in overcoming institutional barriers.

The findings revealed that employee training programs and change management practices are essential for EGP implementation, although they exhibited slightly more variability in responses compared to leadership support. This is consistent with

Albinkhalil and Razzaque (2021), who found that employee preparedness and continuous training are integral to the success of digital procurement processes. Jules (2022) also supports this by noting that a well-structured training program can improve employee adaptability and system use in public institutions. In MDLG, while employees recognized the importance of training, the variation in responses suggests that not all staff may have received equal opportunities for capacity building, highlighting a gap in the uniformity of training implementation.

Additionally, the study findings highlighted the necessity of adequate resource allocation and performance monitoring in the success of EGP, though these factors received slightly lower emphasis compared to leadership and training. This aligns with the findings of Chan and Owusu (2022), who argue that resource constraints often hinder the full potential of e-procurement systems in local government settings. Similarly, Funuguru (2023) noted that consistent performance monitoring ensures that e-procurement systems are aligned with strategic goals. In MDLG, the relatively lower emphasis on these factors suggests that while they are acknowledged as important, they may not have received the necessary attention or investment during the early stages of EGP implementation.

Finally, the regression analysis confirmed the significant role of organizational capacity in EGP success, aligning with the literature on the importance of institutional readiness. Faccia and Petratos (2021) emphasize that without a well-structured organizational framework, even the best e-procurement tools may fail. Furthermore, Bainomugisha et al. (2023) highlight the importance of performance assessment mechanisms to ensure that local governments meet their service delivery obligations. The strong statistical evidence from the study underscores the need for a holistic approach that integrates leadership, training, resources, and monitoring to sustain the benefits of EGP in MDLG.

5.1.3 The role of regulatory and institutional framework on the implementation of EGP in MDLG

The study findings revealed that the regulatory and institutional framework plays a crucial role in the successful implementation of electronic government procurement (EGP) in MDLG. This aligns with the literature by Nanono (2022), who emphasized that robust governance structures are essential in facilitating the adoption of e-

procurement, as they provide the necessary guidelines and policies that govern the process. Similarly, Owere (2021) argues that without a supportive regulatory framework, local governments face difficulties in adopting and integrating e-procurement systems. The regression analysis further reinforces this by showing that the regulatory framework has a statistically significant influence on EGP implementation, confirming the relevance of strong institutional backing in ensuring the smooth functioning of e-procurement platforms.

The study also highlighted the importance of cybersecurity measures and reliable power supply in enhancing the effectiveness of EGP. This finding is supported by Jules (2022), who points out that secure online platform are crucial in maintaining trust in e-procurement systems, while stable power supplies ensure continuous system operation. Ali and Obaid (2022) also noted that technical infrastructure, including reliable power and security protocols, directly impacts the efficiency of e-procurement platforms. These findings suggest that for EGP systems to function effectively, investments in both cybersecurity and infrastructure are paramount, further supporting the literature that identifies these as critical factors in digital procurement.

Furthermore, the availability of IT equipment, system integration, and technical support were found to be vital for the smooth operation of EGP in MDLG. These findings resonate with the work of Althabatah et al. (2023), who stressed that integrating Industry 4.0 technologies in procurement systems requires substantial IT support and infrastructure to enhance operational efficiency. Albinkhalil and Razzaque (2021) also identified technical support as a key factor influencing the performance of e-procurement systems, as it helps address any system-related challenges that might arise during procurement processes. This demonstrates the importance of having not only advanced IT systems but also technical personnel who can ensure the continued functionality of the EGP platforms.

Lastly, the study emphasized the significance of internet connectivity in maintaining EGP functionality. This finding is consistent with the observations of Funuguru (2023), who reported that the speed and reliability of internet services are directly linked to the effectiveness of e-procurement systems. In the same vein, Matano et al. (2020) found that weak internet connectivity often hampers the procurement

process by causing delays and inefficiencies. The consistency of these findings with recent literature underscores the necessity of high-quality internet infrastructure for the optimal performance of EGP systems, thereby supporting the wider body of knowledge that advocates for improved digital infrastructure in public procurement.

5.2 Conclusion

In conclusion, the findings highlighted the critical role of technological infrastructure in the successful implementation of EGP in MDLG, with particular emphasis on factors such as internet connectivity, IT equipment, and system integration. These elements are seen as essential for improving the effectiveness and continuity of EGP processes. Overall, technological infrastructure is a key determinant in EGP success, as confirmed by the regression analysis, which shows a significant standardized coefficient ($\beta = 0.308$, $t = 4.686$, $p = 0.000$).

Furthermore, the findings emphasized the importance of organizational capacity in the implementation of EGP in MDLG, with strong leadership support and institutional collaboration being the most significant factors, as indicated by the high mean scores and low variability. Employee training programs and change management practices are also considered essential, though with slightly more variation in responses. Adequate resource allocation and performance monitoring, while acknowledged as necessary, receive slightly lower emphasis. Overall, organizational capacity plays a crucial role in the success of EGP, as confirmed by the regression analysis, which shows a significant standardized coefficient ($\beta = 0.323$, $t = 5.003$, $p = 0.000$).

Finally, the findings highlighted the essential role of the regulatory and institutional framework in the successful implementation of EGP in MDLG. Respondents consistently agree that cybersecurity measures and reliable power supply are critical for ensuring EGP effectiveness. In addition, the availability of IT equipment, system integration, and technical support are viewed as vital to the smooth operation of EGP. The quality of internet connectivity also plays a significant role in maintaining EGP functionality. Overall, there is strong consensus on the importance of these factors in enhancing EGP processes. The regression analysis further confirms that the regulatory and institutional framework significantly influences the implementation of EGP in MDLG ($\beta = 0.257$, $t = 3.076$, $p = 0.003$).

5.3 Recommendations

Based on the results of the study, the following recommendations are provided towards examining the key factors influencing the implementation of electronic government procurement (EGP) in local governments in Uganda: a case of Mukono District Local Government (MDLG).

The study recommends the need for strengthening the regulatory and institutional framework governing EGP in Mukono District Local Government. A robust regulatory environment is essential to guide and enforce EGP processes, ensuring compliance, transparency, and efficiency. This can be achieved through the continuous review and adaptation of existing policies to address emerging challenges and technological advancements in procurement practices.

Furthermore, the study recommends the need for Mukono District Local Government to prioritize the implementation of strong cybersecurity measures and ensure a reliable power supply. Given that cybersecurity threats and power disruptions can undermine the effectiveness of EGP, investments should be made in securing digital systems and providing backup power solutions. This will protect sensitive data and ensure the uninterrupted functioning of procurement platforms.

In addition, the study recommends the need to enhance the availability and maintenance of IT equipment, system integration, and technical support for EGP in Mukono District Local Government. By providing adequate IT infrastructure and skilled personnel, the government can ensure that the EGP system operates smoothly and that any technical issues are swiftly addressed, minimizing delays and inefficiencies in the procurement process.

Lastly, the study recommends the need to improve the quality and reliability of internet connectivity within Mukono District Local Government. Fast and stable internet is crucial for the continuous operation of EGP systems, enabling real-time transactions and reducing system downtimes. Investments in better internet infrastructure will enhance the overall efficiency of the EGP process and reduce the risks of procurement delays caused by poor connectivity.

5.4 Areas for further research

This study aimed at examining the key factors influencing the implementation of electronic government procurement (EGP) in local governments in Uganda: a case of Mukono District Local Government (MDLG). Therefore, the study recommends the following areas of further research;

- Further research should explore the impact of EGP implementation on procurement outcomes and service delivery efficiency in local governments, with a specific focus on Mukono District Local Government.
- Additionally, further research should focus on examining the role of user training and engagement in the successful adoption of EGP systems could provide insights into overcoming resistance and improving system utilization.
- Finally, further studies should also focus on investigating the comparative effectiveness of different EGP systems across various local governments in Uganda to identify best practices and areas for improvement.

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Appendices

Appendix 1: Questionnaire
For staff of Mukono district local government

Introduction

Dear Respondent,

I am Liliam Joel Emeetai a bachelor's student of Procurement and Logistics Management from Uganda Christian University-Mukono conducting a research on "the key factors influencing the implementation of electronic government procurement (EGP) in local governments in Uganda: a case of Mukono District Local Government (MDLG)". You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Please kindly spare some few minutes to respond to the following questions.

SECTION A: BACKGROUND DATA

Please TICK the numbers representing the most appropriate responses for you in respect of the following items:

1. What is your age?

a) 21-30 years ☐ b) 31 -40 yea☐

c) 41-50 years ☐ d) Above 50 ☐

2. What is your gender?

a) Male ☐ b) Female ☐

3. What is your education level?

a) Certificate ☐ b) Diploma ☐

c) Degree ☐ d) Masters ☐

e) Others specify:……..

4. Which department do you work with in Mukono District Local Government?

……

5. How long have you been working in Mukono District Local Government?

a) Less than 1 year ☐ b) 1-5 years ☐

c) 6-10 years ☐ d) Above 10 ☐

Guide for Completing the Questionnaire:

Please answer questions by making a tick (√) and explain where necessary.

Section B: The role of technological infrastructure on the implementation of EGP in MDLG

Rate your degree of agreement on the role of technological infrastructure on the implementation of EGP in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	The quality of internet connectivity significantly impacts the effectiveness of EGP implementation.					
2	The availability and functionality of IT equipment are crucial for the successful implementation of EGP.					
3	System integration with existing organizational systems is essential for effective EGP implementation.					
4	Robust cyber security measures are vital to ensure the safe implementation of EGP.					
5	Reliable power supply is critical for maintaining the continuity of EGP processes.					
6	Adequate technical support and maintenance services are necessary for the smooth operation of EGP.					

Suggest any other roles of technological infrastructure on the implementation of EGP in MDLG other than the ones mentioned above?

……

……

Section C: The role of organizational capacity on the implementation of EGP in MDLG

Rate your degree of agreement on the role of organizational capacity on the implementation of EGP in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	Comprehensive employee training programs enhance the effective implementation of EGP.					
2	Effective change management practices are crucial for overcoming resistance to EGP implementation.					
3	Strong leadership support is critical to the successful implementation of EGP.					
4	Institutional collaboration improves the implementation of EGP.					
5	Adequate resource allocation is necessary for the successful execution of EGP initiatives.					
6	Regular performance monitoring helps in assessing the effectiveness of EGP implementation.					

Suggest any other roles of organizational capacity on the implementation of EGP in MDLG other than the ones mentioned above?

……

……

Section D: The role of regulatory and institutional framework on the implementation of EGP in MDLG

Rate your degree of agreement on the role of regulatory and institutional framework on the implementation of EGP in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	A clear legal framework is essential for guiding EGP implementation.					
2	Detailed policy guidelines support the effective execution of EGP.					
3	Effective oversight mechanisms are crucial for ensuring compliance with EGP regulations.					
4	Strict enforcement of compliance regulations is necessary for successful EGP implementation.					
5	Adherence to data protection laws maintains the integrity of EGP processes.					
6	Engaging stakeholders enhances the effectiveness of EGP implementation.					

Suggest any other roles of regulatory and institutional framework on the implementation of EGP in MDLG other than the ones mentioned above?

……

……

Section E: Implementation of EGP in MDLG (Dependent variable)

Rate your degree of agreement on the the implementation of EGP in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	The adoption rate of EGP systems reflects the effectiveness of the implementation process.					
2	EGP implementation has significantly improved operational efficiency.					
3	EGP implementation has enhanced transparency and accountability in procurement.					
4	The implementation of EGP has led to noticeable cost savings in procurement activities.					
5	Increased supplier participation has been achieved through EGP implementation.					
6	User satisfaction with EGP systems indicates the success of the implementation process.					

Thank you very much for your cooperation

Appendix 2:Data Collection Letter

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

11th Sep, 2024

TO WHOM IT MAY CONCERN

Name: **LILIAM JOEL EMEETAI** Reg. **J22B12/034**
a bachelor's student who is seeking permission from your office to collect data for his dissertation titled

Key Factors Influencing the Implementation of Electronic Government Procurement (EGP) in Local Government in Uganda. A case of Mukono District Local Government

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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11 SEP 2024
FACULTY OF
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