

IMPACT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN PUBLIC ORGANIZATIONS: A CASE STUDY OF MUKONO MUNICIPALITY

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DECLARATION

According to the values of Uganda Christian University, integrity and diligence, I hereby state that I have not had any help that is not authorized in this Research.

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This Research is mine alone , and I have not copied any information in my paper without citations . It is not plagiarized or contains any unethical activities .

APPROVAL

This is to confirm that Utuwa Betty Onesmus carried out this research and its ready for submission for the award of A Bachelor of Procurement and Logistics Management at Uganda Christian University.

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Date

.....1st/5/2026.....



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ABSTRACT

The presented research examines the effect of procurement planning on service delivery within public organizations, including an examination on of the relationship between needs assessment and service delivery, an assessment of the relationship between budget integration and service delivery , and an exploration of the relationship between risk identification and service delivery in the case of Mukono Municipality. The research was driven by three main objectives, which include, examination of the relationship between needs assessment and service delivery, assessment of the relationship between budget integration and service delivery, and the exploration of the relationship between risk identification and service delivery in Mukono Municipality.

A cross-sectional case study design was used , involving a sample of 45, the population comprised stakeholders which included , the Town Clerk, Municipal Procurement Officer, Chief Finance Officer, departmental heads, staff of the Procurement and Disposal Unit (PDU), registered suppliers, and community representatives. This population sample size was reduced to 40 respondents, through the use of stratified and purposive sampling methods. Methods used of data gathering were questionnaires, key informant interview, and document review . Questionnaire consisted of 29 questions using a five _ point Likert scale, which include demographic characteristics of respondent, needs assessment (6 questions), budget integration (6 questions) risk identification(6questions), and service delivery (6 question).

Results from the correlation analysis show that all the components of procurement planning had positive correlations with service delivery as follows : needs assessment ($r = 0.412$, $p = 0.019$) ; budget integration ; the components accounted for 38.9% of the total variance of service delivery ($r = 0.537$, $p = 0.002$) ; and risk identification ($r = 0.446$, $p = 0.011$). Findings from multiple regression analysis show that ($R^2 = 0.389$, $F = 6.083$, $P = 0.003$) budget integration as the only unique predictor($B = 0.458$, $p = 0.007$) .

The study shows that there is a significant positive correlation between procurement planning and training of the service staff and proper use of the risk register . Additional recommendations target the public delivery in Mukono Municipality , and budget integration emerges as the most important aspect of the improvement here . The PPDA, Ministry of finance, and office expenditure management and

contingency planning . The study recommends strengthening budget integration and developing a need assessment through the introduction of medium- term justification and reducing political interference by using the office of the Auditor General .

TABLE OF CONTENTS

APPROVAL	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.1.2 Theoretical Background.....	3
Systems Theory	4
1.1.3 Conceptual Background.....	5
1.1.4 Contextual Background	6
1.2 Problem Statement	6
1.3 Purpose of the Study.....	7
1.4 Specific Objectives	7
1.5 Research Questions.....	8
1.6 Scope of the Study.....	8
1.6.1 Content scope:	8
1.6.2 Geographical scope:.....	8
1.6.3 Time scope:.....	8
1.7 Significance of the Study	9
1.8 Conceptual Framework.....	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Introduction.....	10
2.1 Conceptual Review	10

Service Delivery	11
2.2 Theoretical Review	11
2.3 Empirical Studies	12
2.3.1 Procurement planning and service delivery	12
2.3.2 Needs Assessment and Service Delivery	14
2.3.3 Budget Integration and Service Delivery	15
2.3.4 Risk Identification and Service Delivery	16
CHAPTER THREE	18
RESEARCH METHODOLOGY	18
3.0 Introduction	18
3.1 Research Design	18
3.2 Study Area	18
3.3 Study Population	18
3.4 Sample Size Determination	19
3.5 Sampling Techniques	19
3.6 Data Collection Methods	20
3.6.1 Questionnaires:	20
3.6.2 Key Informant Interviews	20
3.6.3 Document Review:	20
3.7 Data Collection Instruments	20
3.7.1 Structured Questionnaire:	20
3.7.2 Semi-Structured Interview Guide;	21
3.7.3 Document Review Checklist	21
3.8 Validity and Reliability	21
3.9 Data Collection Procedure	22
3.10 Data Analysis	22

3.11 Ethical Considerations	22
3.12 Limitations of the Methodology	23
CHAPTER FOUR	24
PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS	24
4.0 Introduction.....	24
4.1 Response Rate	24
4.2 Demographic Characteristics of Respondents	25
4.2.1 Category of Respondent.....	26
4.2.2 Gender of Respondents	26
4.2.3 Age Bracket of Respondents.....	26
4.2.4 Highest Level of Education	27
4.2.5 Years Involved with Mukono Municipality	27
4.3 Descriptive Statistics for Study Variables	27
4.3.1 Procurement planning and Service Delivery in Mukono Municipality.....	28
4.3.2 Needs Assessment in Mukono Municipality.....	30
4.3.3 Budget Integration in Mukono Municipality.....	32
4.3.4 Risk Identification in Mukono Municipality.....	34
4.4 Inferential Statistics.....	36
4.4.1 Connection Between Needs Assessment and Service Delivery	36
4.4.2 Correlation between Budget Integration and Service Delivery.....	37
4.4.3 Relationship between Risk Identification and Service Delivery.....	38
4.4.4 Multiple Regression Analysis.....	39
CHAPTER FIVE	43
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	43
5.0 Introduction.....	43
5.1 Summary of the Study.....	43

5.1.1 Procurement planning and service Provision 43

5.2 Discussion of Findings 44

5.2.1 Findings on Procurement Planning and Service Delivery..... 44

5.2.2 Needs Assessment and Service Delivery 45

5.2.3 Budget Integration and Service Delivery 45

5.2.4 Risk Identification and Service Delivery 46

5.3 Conclusions..... 46

5.4 Recommendations..... 47

5.5 Limitations..... 47

5.7 Areas for Further Research..... 47

 Studies that examine ways to enhance budget integration. 47

REFERENCES 48

DATA COLLECTION INSTRUMENT..... 55

QUESTIONNAIRE 55

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter below shows the study of the impact of procurement planning on service delivery in public organizations, using Mukono Municipality as a case study. It indicates the background, the purpose, specific objectives, and research questions, scope and conceptual framework.

1.1 Background of the Study

Service delivery is mainly concerned with the procedures , systems , and approaches by which public organizations deliver goods and services to the citizens efficiently and effectively (World Bank ,2018) Musoke et al . (2025), the concept of service delivery involves much more than the mere provision of services ; it includes such factors as quality, access, affordability , timeliness , and citizen satisfaction . service delivery , according to Basheka and Tumwebaze (2022), depends upon sufficient finance , skilled personnel , sound governance systems , available infrastructure , and good accountability systems.

Otutu et al. (2023) hold that service delivery is a fundamental factor that determines organizational success, citizen well-being-, and sustainable national development, an opinion seconded by Muhwezi et al (2020).

It is important to comprehend the factors affecting service delivery because poor delivery hinders development (World Bank , 2017) . While much literature has studied problems facing the delivery of services , much more needs to be done to investigate how certain management processes like procurement planning affect delivery in urban municipalities (Namuggala and Nimmerichter , 2023 ; Otutu et el , 2023) . Service delivery problems in Uganda such as lack of adequate funding , corruption , and low accountability deepen inequality , break the social contract between the citizens and government , and hinder development.

Historical Background

The trajectory of public service delivery reflects broader changes in the state organization, shaped by hierarchy, specialization, and rule based impersonality as governance ideologies and administrative capacity evolved across different historical periods . This development laid the foundation for the systematic provision of services such as education , health , policing , and infrastructure in the World.

In pre-modern societies, service provision was largely organized through patrimonial and feudal arrangements , where rulers or local lords offered protection , justice , and basic infrastructure in return for tribute and labor (Weber, 1947; Finer , 1997). With the emergence of rational-legal authority in late eighteenth – and nineteenth -century Europe , systems began to shift toward merit -based civil service structures and standardized administrative procedures (Silberman , 1993). This transition contributed to the rise of the modern bureaucratic state , characterized by formal rules , professional administration , and consistent service delivery frameworks , as captured in Weber ‘s (1922) idea -type bureaucracy.

In colonial Uganda (1894–1962), this bureaucratic model was applied selectively and hierarchical manner(Mamdani, 1996; Reid , 2017). Service provision was radically stratified: Europeans and Asians had access to higher- quality facilities, while, African populations were largely served through Indirect and Native Authorities. These included limited education , health units, rural water supply , and feeder roads , all managed within a highly centralized administrative system (Jorgensen, 1981; Sathyamurthy , 1986)

In the post – independence period (1962-1971), Uganda governments rapidly expanded free primary education , health services , rural water supply , and feeder road infrastructure . However, the post – World War 2 rise of welfare – state and developmental – state models in Europe and newly independent countries (Beveridge, 1942; Esping -Andersen, 1990) contrasted sharply with Uganda ‘s later trajectory. Between 1971 and 1986, political instability and economic collapse led to the near total breakdown of public services , characterized by absenteeism , drug shortages , and deteriorating infrastructure (Brett, 1994; Mutibwa ,1992).

From 1987 onward , structural adjustments programs introduced fiscal discipline , user fees , and public sector retrenchment , thereby narrowing the scope of the state -provided services such as primary healthcare, feeder roads , water supply , and agricultural extension , which were increasingly shifted

to districts and municipalities (World Bank , 1989 ; Harvey , 1996). At the same time, market-oriented mechanisms were gaining global influence and were also adopted in Uganda (Hood, 1991; Pollitt & Bouckaert, 2011). The 1995 Constitution and the Local Government Act of 1997 further advanced decentralization by developing responsibilities for primary education , primary healthcare , feeder roads , water services , and agricultural extension to local governments (GOU, 1995 ;1997; Francis & James , 2003) . These reforms were aligned with New Public Management principles , emphasizing results -based management principles , emphasizing results – based

The period after 2000 was dominated by the Millennium Development Goals, Sustainable Development Goals, sector -wide approaches , and results -based financing (UN, 2015; Cassels , 1997). Uganda recorded substantial gains : primary enrolment rose from 2.9 million in 1997 to 8.7 million in 2023 , immunization coverage exceeded 90%, and access to improved water sources increased from 42% in 1990 to 71% in 2023 (UBOS, 2024; MoH , 2023).

However , there are still numerous hurdles to overcome , such as teacher absenteeism , drug shortages , inadequate maintenance of infrastructure , and uneven distribution across regions (World Bank , 2019; MoFPED, 2022). The recent period (2015 to date) has focused on digital governance and citizen - oriented mechanisms through innovations like the Integrated Financial Management System (IFMS), Programme Budgeting System (PBS) , and performance contracts for accounting officers (GoU, 2018; OPM, 2020).

1.1.2 Theoretical Background

The study is grounded on Resource Dependence Theory (RDT) and Systems Theory, which offer complementary perspective for examining the relationship between an organization's strategic planning and its operational environment (Davis & DeWitt, 2021).

Resource Dependence Theory (RDT)

It was first suggested by Pfeffer and Salancik (1978), Resource Dependence Theory (RDT) states that organizations do not have all the resources internally and must rely on their environment for acquiring the necessary resources, which creates uncertainty and creates an imbalance of power (Drees & Heugens , 2013). In order to deal with these dependencies, organizations engage in strategic practices

including planning , forming alliances , and negotiating to minimize uncertainty in the environment (Hillman , Withers, & Collins , 2009) . The biggest advantage of resource dependence theory is its explanatory potential concerning organizational power relations and strategic actions in unpredictable environments(Casciaro & Piskorski, 2021)

In the present case , RDT can be used to analyze the way that effective procurement planning , based on through needs assessment, effective budget integration, and proactive risk identification can help Mukono Municipality reduce the impact of uncertain supplier relations , irregularities in government payments , and complicated procedures . In this situation , effective management of these external dependencies is vital for increasing the efficiency and speed of service delivery that may be overestimated by RDT since it might underestimate the importance of internal competencies , managerial actions , and organizational learning as important factors in coping with limited resources(Basheka &Byarugaba , 2021; Wanyama & Oluka , 2022). Nevertheless , modern scholars suggest the following (Nienhuser, 2008 ; Ulrich & Barney, 2020).

Systems Theory

Systems Theory, proposed by Ludwig von Bertalanffy (1968), views organizations as open systems that emphasize interconnectedness ,synergy , and feedback loops as integral aspects that help in comprehending the impact of various factors on the operation of the system in relation to project delays, medical stockouts , and infrastructure deficiencies among others . The greatest strength of the theory is the ability to highlight the dynamics between various organizational subsystems for the purpose of stability (Jackson , 2019). Application of the theory to this study highlights procurement planning as an important control subsystem within the municipal administrative system . Proper implementation of all the components of the process ensures proper flow of resources (inputs) to service delivery subsystems , on the other hand , any problem within the procurement planning process results in the propagation of inefficiencies across the many subsystems that depend on each other . This is the dysfunction of many other subsystems , leading to various service delivery disruptions including project delays , medical stockouts . Systems theory emphasizes that organizations are dynamic and always engage in interactions with their environments to ensure transformation from inputs to outputs within the municipal administrative system . Proper implementation of the

components of procurement planning helps in improving the outcomes of service delivery in Mukono Municipality (Midgley , 2021; Obwona & Ssewanyana ,2023).

1.1.3 Conceptual Background

Procurement planning is the process involves the systematic identification of necessary goods, works, and services; budgets (PPDA, 2003; World Bank, 2021). The major aspects involved in procurement planning include the needs assessment, budget ,quantities, time frames ,source of acquisition and costs. Extensive literature establishes that effective procurement planning improves efficiency, reduces costs. Additionally, there is alignment between the requirements and the organizational objectives , integration of the elements, and identification of possible risks (Ntayi et al ; 2020) .Numerous studies confirm that proper procurement planning increases efficiency , saves money , guarantees timely availability of resources , and prevents delays and stock outs (Basheka &Mubala,2020 ; World Bank , 2021) . Despite this , research questions persist concerning how this components interact and how they influence citizen welfare and institutional legitimacy . It is necessary to know information since the procurement process determines the effectiveness of the service provided .Literature shows that high-quality service delivery creates positive outcomes for citizens in terms of higher satisfaction levels and quality perceptions (Agaba &Shipman , 2018) . Moreover, there is lack of knowledge concerning the operation of procurement processes in the rapidly growing cities , where success relies on sufficient resources , appropriate governance , and citizen participation . procurement planning accounts for significant spending in the public sectors and determines the quality of services provided but encounters numerous barriers such as inefficient funds, corruption ,and poor management (Eyaa & Oluka , 2019).

In the opinion of Eyaa and Oluka (2019) , effective service delivery is the timely and impartial provision of public services , and internal procedures , including procurement , determine whether people will receive their services quickly or with enhanced quality , which contributes to the creation of public trust and the support of development . However , informal factors , including political manipulation and insufficient capacity ,may negatively impact the implementation process (Eyaa & Oluka,2019).However , knowledge deficiencies exist in several fields. There is limited empirical evidence on how internal planning translates into the service delivery process, especially in urban municipalities and how the procurement planning process impacts service delivery , Efficient service

delivery increases public trust , eliminates social inequalities , and promotes economic growth (Andrews et al, 2017). The dimensions of efficient service delivery include timeliness, quality, and cost effectiveness .

1.1.4 Contextual Background

Mukono Municipality is located in the Centra part of Uganda provides a typical example of how urban local government perform . Nevertheless , poor performance persists since only 58% of the planned projects have been accomplished in the financial year 2023/2024. Despite the urbanization process and its closeness to Kampala, the municipality faces increased demands for public services . The procurement processes play a vital role in this contex (Mukono Municipal Council, 2024).though annual procurement planning is an obligation , it has continued experiencing implementation problems , with the population of 162796(UBOS, 2014), which is expected to increase beyond 200,000 in 2024 as a result of urbanization , the municipality finds itself under pressure to provide its residents with services . More than 65% of the 28 billion allocated annually in the municipality budget is implemented through procurement processes , including critical sectors like health , education , road construction ,and garbage disposal services . The municipality operates 13 health centers , 58 government - supported schools , 180 kilometers of roads , and daily garbage collection services . Despite this, there are still poor performance .for instance , road maintenance has been 42%, while drug shortages average 38%.

Procurement difficulties contribute to additional problems in service delivery (Annual Report of Mukono Municipal Council Annual Report, 2023/2024 ; office of the Auditor General , 2023) . Service delivery was given a score of 42 out of 100 by the community score cards while procurement difficulties were cited as the main cause of complaint (community Score Card of Mukono Municipality ,2022). The above issues alongside rapid urbanization and decentralization of duties make Mukono Municipality a good study area for the procurement -service delivery link.

1.2 Problem Statement

Ineffective service delivery as a consequence of ineffective procurement planning is a problem all around the World , In the United Kingdom , there have been significant delays in medical equipment at the National Health Services , causing surgery postponement and financial losses (National Audit

Office ,2022). Poor procurement is the cause of inefficiencies in Africa. According to the African Development Bank , about 30-40 % of infrastructural projects are delayed while stocks of important drugs become deficient due to ineffective procurement planning (African Development Bank , 2023).

In East Africa , research in Kenya and Tanzania indicates that late and ineffective procurement planning makes access to medicine less than 60% and leads to less than 50% completion rate of infrastructures(Obanda ,2019 ; Mdemu , 2013). Similar cases are are encountered in Uganda , the report by the Public Procurement and Disposal of Public Assets Authority and the Auditor General repeatedly shows that over 60% of local governments make their procurement plans after the statutory deadline , which means an increase in expensive emergency purchases (PPDA,2022; Auditor General , 2023).while the connections between procurement and service delivery is discussed widely , there is still on empirical study on the effects of needs assessment , budgeting and risks evaluation on service delivery in Mukono Municipality .

This problem emphasizes the relevance of the current study , according to the PPDA Act of 2003,the submission of the procurement plan must be made in June . however , Mukono Municipality delivered its procurement plan in October in FY2023/2024, such tardiness led to a mere 58% project implementation , drug stock outs on average reaching 38% , and citizens ‘ satisfaction of 42 out of 100(Mukono Municipal Council , 2024; Mukono community scorecard 2022).

1.3 Purpose of the Study

The purpose of the study is to examine the relationship between procurement planning and service delivery in Mukono Municipality.

1.4 Specific Objectives

- i) To examine the relationship between procurement planning and service delivery in Mukono Municipality.
- ii) To examine the relationship between needs assessment and service delivery in Mukono Municipality.

iii) To examine the relationship between budget integration and service delivery in Mukono Municipality.

iv) To examine the relationship between risk identification and service delivery in Mukono Municipality.

1.5 Research Questions

I. What is the relationship between procurement planning and service delivery in Mukono Municipality?

I. What is the relationship between needs assessment and service delivery in Mukono Municipality?

II. What is the relationship between budget integration and service delivery in Mukono Municipality?

III. What is the relationship between risk identification and service delivery in Mukono Municipality?

1.6 Scope of the Study

1.6.1 Content scope:

The study focuses on procurement planning processes which shall be limited to needs assessment, budgeting, and risk management and service delivery measured through indicators timeliness, quality, cost-effectiveness, in health, education, and works departments.

1.6.2 Geographical scope:

The research shall be confined to Mukono Municipality headquarters.

1.6.3 Time scope:

The study shall cover data for the period 2021- 2024 to capture post-COVID recovery trends. The duration of the study will allow the team to take note of the ongoing situation in the procurement system, the changes, and problems that are being faced as well as their impact on the quality and efficiency of local delivery service.

1.7 Significance of the Study

To policy makers; the Findings will provide evidence to strengthen procurement guidelines and support reforms for urban municipalities.

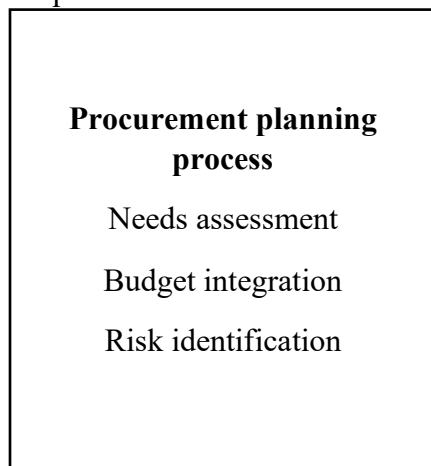
To managers: This research provides valuable information that can be used to minimize delays and improve the performance of services.

For other scholars : It adds to the existing body of literature about the procurement in urban decentralized Sub-Saharan African .

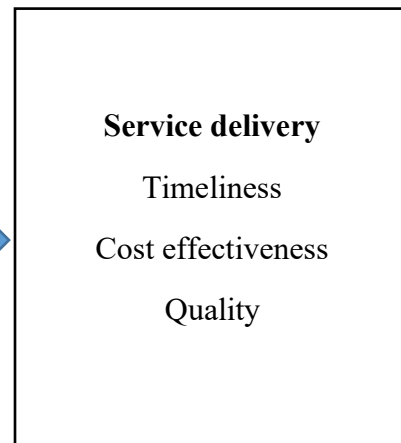
1.8 Conceptual Framework

The research will explore the link between procurement planning and service delivery in Mukono Municipality.

Independent variable



Dependent variable



Source; Adapted from World Bank (2013) and Basheka (2009) and further modified by the researcher on the service delivery (dependent variable) in Mukono Municipality.

The conceptual framework represents how the independent variable of procurement planning directly affects the dependent variable of service delivery . Procurement planning involves four main areas which include : needs assessment, budget integration, and risk identification.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a literature review of the influence of procurement planning on service delivery. The literature review includes concept review, theory review and empirical studies

The literature review highlights existing scholarship regarding the link between procurement and systems theory, serving as a complementary theory, and constitutes an empirical literature review based on the context of the study, which parallels that of Uganda's local authorities. The chapter is divided into four sub-chapters, namely; conceptual review of the key variables, a theoretical review based on Resource Dependence Theory, as the core theory, planning and delivery of services in public planning and delivery of services in public organizations, and gaps in existing literature.

2.1 Conceptual Review

Procurement planning forms an important strategic component within the public sector management. As per Academic descriptions, it refers to the process of defining the need for purchases in terms of volume, quality, scheduling, source, and cost with a view to bring consistent with organizational objectives and financial resources, as articulated in regulatory instruments like the PPDA Act of 2023 in Uganda, it encompasses identifying possible threats from internal and external sources, such as the instability of suppliers or changes in the market. (Oluka, 2019). On the other hand, budgeting entails coordinating the schedules for procurement activities with budgets to avoid any inadequacies in funding (Mukono, 2019), alongside measures for managing emergencies, containing costs, and improving the speed of resource acquisition (Ntayi et al, 2021). Research shows that poor procurement planning contributes significantly to efficiency, optimal value of money, and service continuity. Risk identification aims at identifying any likely interruptions to facilitate effective procurement of resources (PPDA Act, 2003, World Bank, 2021).

Several elements make up the concept, needs **assessment** includes stakeholder engagement, inventory examination, and demand forecasting to prioritize essential needs (Eyaa et al, 2020; Basheka & Mubala, 2020), which is particularly crucial in African cities due to the fast-changing demographics and infrastructure requirements, thus complicating service delivery. It includes identifying

organizational requirements , matching them with available financial resources , and incorporating mitigation techniques (Ambe & Badenhorsts- Weiss , 2021) .

There are certain gaps in some contexts , especially in urbanizing regions , and implementation remains challenging due to informal factors and resource limitations (World Bank , 2021) . Consequently , procurement planning interacts with governance arrangements and external dependencies , leading to downstream impacts , such as service delivery . In practice , procurement planning is gauged using indicators like forecast accuracy , timely submission of plans , and completeness of the risk register.

Service Delivery

Public organizations 'service delivery involves efficient and effective provision of services in accordance with the citizens' expectations that lead to societal benefits (Andrews et al , 2017). , it is an effort aimed at building public trust , reducing disparities and inequality in society and improving citizens' level of satisfaction (Agaba & Shipman , 2018; Ntayi et al , 2020) it acts as a key driver in human capacity development and is critical in realizing larger development goals . its components include efficiency . effectiveness , value , access and citizen satisfaction .

Literature shows that efficient service delivery contributes to economic productivity, while any inefficiency in institutions especially procurement planning , may affect these results negatively .it impacts legitimacy (World Bank, 2017).However , in decentralized systems like that in Uganda , procedural factors at the upper level , which are affected by procurement planning , become important concerning the allocation of resources . Efficient procurement procedures reveal new connections in the urban setting , whereby the efficiency of service delivery acts as the dependent variable impacting performance factors like stock -outs.

2.2 Theoretical Review

Resource Dependence Theory (RDT), developed by Pfeffer and Salancik (1978), argues that organizations face vulnerability due to their reliance on external resources . To manage this, they engage in planning negotiations , and alliance -building with external actors in order to secure essential inputs . these interactions both create uncertainty and shape eefforts to increase autonomy and reduce dependence. The theory emphasizes that external dependence and power imbalances are central

conditions under which organizations operate , because the function in environments marked by resource scarcity , organizations are pushed to adopt strategic actions that minimize uncertainty and strengthen control over critical resources . overtime , dependence leads organizations to develop proactive management strategies , with these dynamics reinforcing one another (Hillman et al ., 2009)

The RDT framework can be used to explain how procurement planning by local government in relation to public procurement serves as an essential tool for managing dependency on faulty projections and promotes diversification of procurement sources (Basheka & Byarugaba , 2021). The practical uses of RDT in budget integration guard against inconsistent financial payments , and risk identification is crucial since , in Uganda , governments are dependent on suppliers for material resources and the central government for funding in delivering services . Procurement planning becomes a vital administrative tool in doing so , several studies on local governments in Uganda show that effective procurement planning results in significantly better delivery of services , which is consistent with the findings of a meta- analysis indicating that proactive actions positively influence organizational effectiveness when there is a presence of dependence (Drees & Heugens , 2013)

2.3 Empirical Studies

2.3.1 Procurement planning and service delivery

Procurement planning in both private and public is widely regarded as a key factor in improving organizational performance . Many scholars argue that when procurement is properly planned , organizations are better able to control costs , make more informed purchasing decisions , and improve the quality of services delivered to stakeholders .

Similarly , Kenneth Lysons and Brain Farrington emphasizes that procurement planning helps ensure that the right purchasing decisions are made regarding goods and services . In the same thought , Arjan Van Weele , explains that procurement planning involves determining what goods and services are required , when they are needed ,and the most appropriate methods for acquiring them ,(Van Weele , 2018).

According to Khi V. Thai , procurement planning assists organizations in anticipating their needs and scheduling activities in order to prevent disruptions in service delivery. Thai (2009) also notes that effective procurement activities help ensure the procurement cycle is completed on time , thereby

improving service delivery , while poor purchasing practices can increase costs and lead to inefficiencies . Christopher McCrudden suggests that procurement planning provides a methodical way to manage procurement activities and ensures that the procurement cycle is finished on time, improving service delivery outcomes (McCrudden, 2007).

Other scholars emphasize that procurement planning increases transparency and accountability in service delivery, Sue Arrowsmith explains that procurement planning leads to transparent processes by clearly outlining requirements, budgets, and procedures before starting procurement activities. According to Arrowsmith (2010), transparency in procurement planning decreases, corruption and mismanagement of public resources, leading efficient service delivery in public institutions.

Similarly, Martin Trybus argues that procurement planning assists in accountability by requiring organizations to document activities and justify decisions, making it easier to monitor and evaluate procurement performance, it also helps organizations avoid unnecessary expenditure and ensures they obtain value for money , procurement planning supports effective resource management by ensuring that procurement activities are aligned with overall procurement performance (Trybus) .According to Baily et el . (2015) , effective procurement planning ultimately improves the quality of services delivered in the public . Thai Kerchief also notes that procurement planning closely linked to broader organizational planning and financial management (Kerkhoff, 2017).

In addition , some scholars have pointed out that procurement planning plays an important role in helping organizations choose suppliers and manage contracts , which are vital elements in the service delivery process , for example , Richard Lamming (1993) observes that proper management of suppliers leads to better reliability and quality of products and services, thus increasing organizational performance by building long-term supplier relationships , according to Nigel Slack , procurement planning helps organizations identify competent suppliers and delivery services efficiently (Slack et el ., 2010). Other scholars have identified challenges associated with procurement planning , which may affect service delivery . for instance, Raymond J Struyk (2012) explains that effective procurement planning systems in many developing nations stem from insufficient institutional capacity , inadequate technical expertise, and poor interdepartmental collaboration within governments .

2.3.2 Needs Assessment and Service Delivery

Needs assessment is the fundamental component of procurement processes , It has been demonstrated empirically time and again to be significantly influential in improving the service delivery outcomes by ensuring accuracy , relevance and, most importantly , when needs assessments involve identification , prioritization , and quantifications , the timely allocation of resources in public organizations (Eyaa & Oluka, 2019; Ahimbisibwe et al., 2021) ,Local governments in Uganda have been found to have a positive relationship between needs assessment practices and service delivery performance in the sense that those who used structured and quantitative need assessment tools such as consultations and projections were more successful in completing their projects than others . Eyaa and Oluka's (2019) survey among 42 respondents revealed that the comprehensiveness of needs assessment accounts for 31% of variation in the timelines of service delivery .

As found in district case studies carried out by Basheka and Byarugaba (2021), prioritized needs often seen in official plans are not based on evidence but rather have political undertones , especially during electoral cycles . This leads to emergence of a paradox , whereby there is participation without any compliance in decision -making processes , The effect gets weaker with higher degree of urbanization , as the correlation coefficients fall from 0.45 to 0.28 between predominantly rural to highly urbanized countries respectively .

According to studies carried out in Kenyan cities and countries (Obanda , 2019) , the strength of the correlation coefficients reducing from 0.45 in countries characterized by predominately rural land use to 0.28 in urbanized countries .

In the study conducted by Ho et al.'s (2018), which applied the Nominal Group Technique in East African settings , it has been shown that although participatory approaches may help identify needs equitably , their effectiveness hinges on whether the institution is ready to take action based prioritizes identified.

This study explores not only the occurrence of needs assessment in Mukono Municipality, but also the role that assessment methods, politics and influences, and capacity implementation play in influencing its effectiveness .

2.3.3 Budget Integration and Service Delivery

The linkage between procurement planning and budgeting is considered to be one of the major relationships that have been supported by the World Bank (2021) , in its assertion that there is a high level of correlation between such a relationship and service delivery ; however , the process and conditions under which this relationship operates in Uganda are quite complex .

The Ugandan local government studies , that there is a continuous discrepancy between formal integration , which may be technically consistent with approved budgets , and the realities of implementation , According to the Auditor General’s 2023 findings , 87% Of municipal authorities prepare procurement plans that rely on uncertain conditional grants and overly optimistic revenue projections. In addition, the PPDA Act 2022 report shows that only 34% of these integrated plans are fully implementable , largely due to timing mismatches, and other operational constraints .

A distinctive feature of Ugandan municipal finance largely unaddressed in international procurement tracking of municipal expenditures, is 68-72% of development budgets derive from conditional grants Municipalities documented how this mismatch leads to sequential implementation failures , associated with funding flows and categorical restrictions . Their process tracing of infrastructure projects in four municipalities shows that the cascade effect is particularly severe in urban municipalities with higher wage bill and more complex projects . Ahimbisibwe (2023) terms this phantom integration ; plans aligned with budget ceilings but misaligned grants with rigid expenditure categories and release schedules . This creates what Natabo and Mukoko (2019) identify in the literature as the conditional grants from central government .

The comparative analysis conducted by Rotich et al.'s (2022), in regard Kenyan counties highlights the issue of worsening quality of integration in regard to coordination , categorization and flexibility aspects , considering how they function .

The present research aims to cover this gap by focusing on budget integration in Mukono Municipality. The case is associated with the difficulties that exist for Ugandan Municipalities in relation to matching the multiyear procurement plans with annual budgeting processes because there are no medium-term expenditure frameworks on the Municipal level. The uncertainty of the

intergovernmental transfers leads to problems in regard to temporal coordination and becomes particularly relevant , during elections as the decisions become more political .

2.3.4 Risk Identification and Service Delivery

In addition to requiring risk registers, the PPDA Act (2003) offers very little guidance , resulting in risk registers being compiled without any specific actions to mitigate the risks identified ,Auditor General Reports (2020- 2023) found that risk registers are hardly ever used as a tool for risk identification when implementing procurement processes . This results in a situation referred to by Ambe and Badenhorst – Weiss (2021) as checklist risks management “, which focuses on little other than compilation without much attention paid to analysis or mitigation efforts .

Mdemu's (2013) comparative analysis of Tanzanian municipalities showed that organizations with specific procurement units and risk management training had a risk mitigation efficiency that was 2.3 times higher than those using general administrative personnel.

In the Ugandan context, capacity issues becomes even more critical because , according to the 2022 Local Government Capacity Assessment Report indicated that only 18% of towns have staff with training in risk assessment techniques. The issue of capacity create a threshold effect such that , beyond certain capacity levels, the process of risk identification does not provide any benefits to service delivery.

According to Rotich et al., (2022) the "community-based risk verification processes in Kenyan counties was one that allowed for the involvement of community in risk identification and tracking for project risks .

In South Africa, Ambe and Badenhorst-Weiss (2021) surveyed 42 municipalities and found that early risk identification and mitigation planning greatly enhance the timelines and efficiency of outcomes .They noted that systematic risk identification resulted in less cost overrun and shorter average procurement time .The further observed that the existence of formal risk register , an indicator of systematic risk identification correlated positively with good performance .In Zimbabwe, Chikozho et al . (2022) used regression analysis on data obtained from 22 Eastern districts and found that systematic risk identification significantly influenced service delivery . likewise, in Uganda, Tumwebaze and

Ntayi (2023) conducted multiple regression analysis and found out that proactive risk identification shortened the procurement cycle by 67 days ,which quickened service delivery.

However , the lack of risk identification has found to adversely affect service delivery . According to. Agaba and Shipman (2018) , non -identification of risks from suppliers and market was responsible for 45% of emergency procurements situations in Ugandan local governments .

Ugandan municipal cases clearly demonstrate the adverse effects of inadequate risk identification. The Office of the Auditor General (OAG, 2023) reported that Jinja Municipality incurred losses exceeding UGX 1.2 billion between 2020 and 2023 as result of unidentified political and community risks which ultimately led to project cancellations and disruptions service delivery.

Overall, these studies consistently indicate that robust risk identification practices are associated with positive outcomes , whereas weak or absent risk identification is negatively linked to financial losses, project failures , Effective risk identification is associated with reduced delays , lower costs , fewer disruptions , and higher service quality , while inadequate risk identification results in diminished public service outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The methodological chapter provides an overview of the approach used in investigating the linkage between procurement planning and service provision in Mukono Municipality . The chapter takes into consideration the practicality of research within the context of a master’s level research and scientific validity , reliability , ethics , and potential limitations .The methodology chapter includes research design , research location , target population , sample size ,sampling technique , data collection tools and techniques employed to examine the relationship between procurement planning and service delivery in Mukono Municipality. It covers the research design, study area, population, sample size and sampling techniques, data collection tools and data analysis among others .

3.1 Research Design

The proposed research methodology will be based on a cross-sectional case study design (Creswell & Plano Clark, 2018; Yin, 2018).Mukono Municipality can be classified as an example of a fast- growing local government , the choice of the cross- sectional design enables researchers to achieve the necessary depth of investigation while taking into consideration certain constraints characteristic of the graduate level research, including quantitative measurement of relationships alongside qualitative factors.

3.2 Study Area

The study will be conducted within the head offices of Mukono Municipality and specifically within its crucial service departments which include , Health, Education, and Works/Engineering. This small-scale study area will be sufficient in accessing the information necessary from both document sources and respondent groups .

3.3 Study Population

The target population consists 45 key individuals who will be directly responsible for procurement activities in the municipal, This includes:

Town Clerk (1)

Municipal Procurement Officer (1)

Chief Finance Officer (1)

Departmental heads (4)

Procurement and Disposal Unit (PDU) staff (8)

Registered suppliers engaged with the municipality (6)

23 Community/users (for example, health units, committee members, school management committee chairs, and selected citizens)

This relatively small size population is due to the fact reflects that procurement decisions are made by a relatively small number of people.

3.4 Sample Size Determination

The sample size will be determined using Yamane's (1967) formula for finite populations at a 95% confidence level and 5% margin of error:

$$n = \frac{N}{1 + N(e)^2}$$

Where n represents = sample size, N =is the population size (45), and e = 0.05. This calculation produces an approximate sample size of 40. No adjustment for non-response is necessary due to the small, accessible population and planned in-person follow-ups.

3.5 Sampling Techniques

Respondent Category	Population	Sample Size	Sampling Technique
Town Clerk	1	1	Purposive
Municipal Procurement Officer	1	1	Purposive
Chief Finance Officer	1	1	Purposive

Departmental Heads (Health, Education, Works)	4	4	Purposive
Procurement and Disposal Unit (PDU) Staff	8	6	Simple Random
Registered Suppliers	6	6	Simple Random
Community/User Representatives	23	20	Simple Random
Total	45	40	

Source: primary data 2025

3.6 Data Collection Methods

To strengthen the credibility of findings , through triangulation, the study will employ three complementary data collection methods:

3.6.1 Questionnaires:

The main research technique will be employed to collect quantitative information from 34 respondents. Questionnaires make it possible to quantify people’s perceptions in a fairly large sample size of the small population under study .

3.6.2 Key Informant Interviews

Six selected officials will be interviewed using semi- structured methods in order to gain qualitative insights regarding procurement issues and decision -making dynamics that might otherwise escape questionnaire – based data collection.

3.6.3 Document Review:

The secondary data collection method will make use of information already available in official municipal records to provide objective evidence and support the primary data. This approach is cost-effective and makes use of existing documentation without placing additional burden on respondents.

3.7 Data Collection Instruments

Three devices will be employed :

3.7.1 Structured Questionnaire:

The survey will consist of four parts demographic information about respondents ;questions on needs assessment; questions on budget integration; questions on risk identification; and questions on

measuring service delivery. The instrument will be adapted from validated tools used in previous Ugandan studies (Basheka & Mubala, 2020) . Items will be rated using a 5- point Likert scale (1=strongly Disagree to 5= strongly Agree),and the tool be pre-tested to ensure clarity .

3.7.2 Semi-Structured Interview Guide;

These will include open-ended questions aligned with the research objectives, along with probing questions to explore emerging issues. The guide provides flexibility while still keeping the discussion focused.

3. 7.3 Document Review Checklist

A structured framework will help systematically extract information from documents such as annual procurement plans (2021–2024), municipal performance reports, Auditor General Reports, contracts committee minutes, and community scorecards.

3.8 Validity and Reliability

For the purpose of ensuring the quality and trustworthiness of the data collection instruments, rigorous measures will be undertaken to establish both validity and reliability. These steps are essential in quantitative and mixed-methods research as they help minimize measurement errors and enhance the credibility of findings (Saunders et al., 2019; Creswell & Poth, 2018).

Validity refers to the degree to which the instruments accurately measure the intended constructs—needs assessment, budget integration, risk identification, and service delivery—without being influenced by extraneous variables.

Reliability refers to the consistency and stability of the measurement instruments. Internal correlations below (<0.30) will be considered for removal in order to improve overall scale reliability . item retention will be guided by corrected item-total correlations , provided that item-total relationships are examined for possible improvement .items showing weak item-total correlations , along with alpha -if-deleted statistics , will inform the final refinement of the instrument without contaminating the main study population .

The pilot sample will proportionally reflect the respondent categories of the main study ,

Cronbach's alpha will be used to assess internal consistency. With minimum acceptable value of ≥ 0.70 indicating adequate reliability (Nunnally, 1978; Hair et al., 2019). Scales with alpha values between 0.60 and 0.70 may still be retained with caution if their theoretical importance justifies inclusion, internal consistency reliability for the questionnaire scales will be assessed through a pilot test involving 30 respondents drawn from comparable urban municipality (for example Municipality) to avoid instrument bias .

3.9 Data Collection Procedure

Collection of data will begin once the introductory letter is received from both the university and the official at the municipal offices. Follow-up interviews will be arranged at the most convenient time for the interviewees , done through face-to-face interaction, and recorded audio recordings of the interviews will only be possible after receiving permission from Mukono Municipal Council . Questionnaires will be given out when visiting and making calls to interviewees in case of non-response .

3.10 Data Analysis

Quantitative data will be analyzed using SPSS version 25. Descriptive statistics (frequencies, percentages, means, and standard deviations) will be used to summarize respondent characteristics and variable levels . Inferential analysis will involve Pearson correlation coefficients to assess relationships between variables and multiple linear regression to examine predictive effects. Qualitative data will be analyzed thematically through manually transcription, coding, theme identification, due to resource constraints, the quantitative findings will then be integrated narratively with the quantitative results .

3.11 Ethical Considerations

Ethical approval will be sought from the university's Research Ethics Committee. confidentiality and anonymity will be strictly observed: participate names will not be recorded , right to withdraw. Data will be securely stored, and findings shared with the municipality for potential permission will be obtained from Mukono Municipal council . participants will provide informed written consent , be assured of voluntary participation ,anonymity, and confidentiality , and retain the data will be corded , audio recordings transcribed anonymously , stored on password -protected psychological or social risks are anticipated beyond minor inconvenience ; however , sensitive topics respect for persons will be upheld through the principle of informed consent. All participants with practical benefits , receive

detailed information about the study's purpose, procedures, potential risks, voluntary nature, and right to withdraw at any stage without repercussions (Creswell & Poth, 2018).

Beneficence will be ensured by maximizing potential benefits while minimizing harms. No physical, psychological, or social risks are anticipated beyond minor inconvenience; however, sensitive topics related to procurement challenges will be handled delicately to avoid discomfort. Debriefing will be offered post-interview if needed, devices accessible only to the researcher and supervisor (American Psychological Association, 2017).

3.12 Limitations of the Methodology

This cross-sectional study design only allows for correlation. The small sample size and use of self-reporting could result in bias but can be addressed through data triangulation and confidentiality. The results are generalizable only to other urban municipalities. These will be addressed in the final paper.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings from the study on the impact of procurement planning on service delivery in Mukono Municipality. It provides descriptive statistics for each variable, along with inferential statistics that illustrate the relationships between needs assessment, budget integration, risk identification, and service delivery. The data was collected using structured questionnaires administered to respondents from different stakeholder groups. The presentation is organized according to the study objectives and research questions, beginning with the response rate, followed by the background characteristics of respondents, and then an analysis of the study variables.

4.1 Response Rate

The research focuses on 40 respondents from different categories within Mukono Municipality as outlined in Chapter Three. Table 4.1 presents the response rate achieved.

Table 4.1: Response Rate of Respondents

Category	Frequency	Percentage
Questionnaires Distributed	40	100%
Questionnaires Returned	34	85%
Valid and Usable Questionnaires	32	80%
Non-response	8	20%

Source: Field Data, 2025

As shown by Table 4.1, forty questionnaires forms were distributed, and thirty-four were returned, resulting in a response rate of 85%. return rate. After checking through all returned questionnaires, 32 were fully and correctly completed and used for analysis, representing an 80% valid response rate. According to Mugenda and Mugenda (2012), a response rate of 50% is acceptable for analysis, 60% is good, and 70% and above is excellent. The 80% response rate, the results can be analyzed and

conclusions can be drawn ,The reason why there was such an excellent response is that the questionnaires were physically delivered to respondents who were visited afterwards .

4.2 Demographic Characteristics of Respondents

The data concerning the background details of the respondents was gathered to determine their stability in providing responses relating to the subject matter of procurement planning and services.

Table 4.2 shows these data .

Table 4.2: Demographic Characteristics of Respondents (n=32)

Variable	Category	Frequency	Percentage
Category of Respondent	PDU Staff	5	15.6%
	Registered Suppliers	5	15.6%
	Community/User Representatives	16	50.0%
	Departmental Heads/Senior Officials	6	18.8%
Gender	Male	19	59.4%
	Female	13	40.6%
Age Bracket	18-30 years	7	21.9%
	31-40 years	12	37.5%
	41-50 years	8	25.0%
	Above 50 years	5	15.6%
Highest Level of Education	Certificate	4	12.5%
	Diploma	9	28.1%
	Bachelor's Degree	13	40.6%
	Postgraduate Degree	6	18.8%
	Other	0	0.0%
Years Involved with Mukono Municipality	Less than 2 years	5	15.6%
	2-5 years	11	34.4%

	6-10 years	9	28.1%
	More than 10 years	7	21.9%

Source: Field Data, 2025

4.2.1 Category of Respondent

Table 4.2 indicates that (50.0%) of the participants were made up of Community/User Representatives. These consisted of persons who are involved in the procurement process, the suppliers of goods , persons implementing the services , and the users themselves , thus assisting in determining service quality. Departmental Heads and Senior Officials made up 18.8%,of the total population , while the PDU personnel constituted 15.6%, as did the Registered Suppliers. The inclusion of various individuals in the survey helped to ensure that there would be different perspectives in the findings obtained .This was essential because they were planning people , and more so because they are directly involved in service provision .

4.2.2 Gender of Respondents

Male participates were 59.4%, while the females participates were 40.6%.While there was a slightly high number of men than women in the study sample , the latter group still made up a sizable portion of the study sample .the above gender structure is typical of those often seen in public bodies , especially in technical sectors like procurement and works , which tend to have more male representation .

4.2.3 Age Bracket of Respondents

The largest proportion of the subjects is (37.5%) was within the age bracket between 31–40 years, followed by (25.0%,who belonged to the age group 41-50. Aged groups18–30 and above 50 had percentages of 21.9%, and 15.6%, respectively , it is apparent from the majority of the subjects were mature enough to understand the process of governance at the municipal level.

4.2.4 Highest Level of Education

The highest percentage of respondents was those who had a Bachelor's degrees (40.6%), followed by those who had a Diploma (28.1%). The percentage of Postgraduate degree respondents was 18.8%, while that Certificate respondents was 12.5%. In total , 59.4% of respondents had attained higher learning qualifications , these statistics show that the respondents were well- prepared to answer the survey questions.

4.2.5 Years Involved with Mukono Municipality

Overall, 84.4% of respondents had more than two years of experience with the municipality. While 15.6% had less than two years . Most respondents (34.4%) had been involved with the municipality for 2-5 years , those with 6-10 years experience accounted for 28.1%, while 21.9% had more than 10 years . The level of engagement suggests that the majority of respondents were sufficiently familiar with procurement and service delivery processes, thereby enhancing the reliability of the information provided.

4.3 Descriptive Statistics for Study Variables

This section presents means and standard deviations for procurement planning and service delivery including ,needs assessment, budget integration, risk identification, the mean scores are interpreted using a 5-point Likert scale where 1=Strongly Disagree and 5=Strongly Agree:

Mean	Interpretation
1.00 – 1.80:	Very Low (Strongly Disagree)
1.81-2.60	Low (Disagree)
2.61- 3.40	Moderate (Neutral)

3.41- 4.20	High (agree)
4,21- 5.00	Very high (strongly disagree)

4.3.1 Procurement planning and Service Delivery in Mukono Municipality

The dependent variable in this study was service delivery. Respondents evaluated six statements covering timeliness, quality, cost-effectiveness, accessibility, improvement over time, and overall satisfaction. Table 4.6 presents the results.

Table 4.6: Mean Scores for Service Delivery (n=32)

Code	Statement	Mean	Std. Dev.	Interpretation
SD1	The goods, works, and services procured by the municipality are delivered to users within the planned timelines.	2.44	1.105	Low
SD2	The quality of public services (e.g., in health facilities, schools, roads, and waste management) consistently meets community expectations.	2.53	1.016	Low
SD3	The municipality provides services in a cost-effective manner, ensuring good value for the money spent.	2.66	0.971	Moderate
SD4	Essential services like healthcare and education are accessible to the majority of citizens in Mukono Municipality.	3.09	0.928	Moderate
SD5	There has been a noticeable improvement in service delivery over the past three years (2021-2024).	2.88	1.040	Moderate
SD6	Overall, I am satisfied with the services currently delivered by Mukono Municipality.	2.56	1.076	Low

Average Mean		2.69		Moderate
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Source: Field Data, 2025

Based on the results presented in Table 4.6, the mean value of service delivery is 2.69, This implies that the delivery of services in Mukono Municipality is not meeting the expected standards and is generally disappointing to various stakeholders .

The lowest scores were obtained for **SD1 (Mean = 2.44)** for timeliness, **SD2 (Mean = 2.53)** for quality completed , and **SD6 (Mean = 2.56)** for overall satisfaction, SD(Mean =2.66) concerning cost - effectiveness also had moderate scores but on the lower end of the scale . SD1, SD2, and SD6 all scored low on the scale , indicating that the community strongly disagreed with service delivery and being satisfied with overall service delivery . The results correlate with those presented in the annual report by Mukono Municipal Council (2023/2024) where only 58%of the planned projects were completed and the community scorecard (2022) where the service delivery was scored 42/100.

SD4 (Mean = 3.09), on accessibility, recorded the highest score. This shows that , despite challenges related to timeliness and service quality ,essential physically accessible to most residents . The relatively large number of schools and health facilities in Mukono may explain this level of accessibility, although the overall service standards remain unsatisfactory.

SD5 (Mean = 2.88), which assessed improvement in the last three years and received average scores from respondents . Respondents recognized improvements made but found that they had been inadequate to boost their satisfaction.

Overall , the quite obvious from the results above that there are budget integration problems resulting in funding delays in the service delivery process within Mukono Municipality . It supports the fact that there were very low ratings on the issue of timely delivery (SDI), which relates to procurement problems identified previously , specifically those associated with delays and poor quality .

4.3.2 Needs Assessment in Mukono Municipality

The first objective the to the study is to examine the relationship between needs assessment and service delivery. Respondents are ranked by six statements about how needs are identified in the municipality. Table 4.3 shows the results.

Table 4.3: Mean Scores for Needs Assessment (n=32)

Code	Statement	Mean	Std. Dev.	Interpretation
NA1	The municipality conducts comprehensive consultations with all user departments (Health, Education, Works) to identify their annual procurement needs.	3.81	0.896	High
NA2	Needs assessments are based on accurate, up-to-date data such as inventory records, service statistics, and community feedback.	3.34	0.971	Moderate
NA3	The needs identified during the planning process are clearly prioritized based on urgency and importance to the community.	3.47	0.879	High
NA4	User departments are given adequate time and resources to prepare and submit their procurement requirements.	3.19	1.061	Moderate
NA5	The needs assessment process effectively captures the requirements of the municipality's rapidly growing urban population.	3.09	1.027	Moderate
NA6	There is minimal political interference in determining the priorities during the needs assessment stage.	2.66	1.125	Moderate
Average Mean		3.26		Moderate

Source: Field Data, 2025

The mean score for needs assessment from table 4.3 was 3.26, which implies moderate practice levels. The implication is that although needs assessment procedures in Mukono Municipality function well, much can be improved.

The highest-rated item was **NA1 (Mean = 3.81)**, indicating strong agreement among respondents that the municipality consults different departments when planning procurement. This is a positive finding, as it shows that departments responsible for implementing services are given an opportunity to express their needs.

NA3 (Mean = 3.47) also scored relatively high, reflecting perceptions that identified needs are ranked according to urgency and importance. This suggests that some effort is made to prioritize critical requirements, which is essential for effective resource allocation.

The lowest score was recorded for **NA6 (Mean = 2.66)**, which relates to political interference. Respondents expressed mixed views on this issue; while some felt that politics does not influence procurement priorities, others believed that it does. During data collection, one respondent noted that “sometimes what gets bought is not what is most needed but what politicians want to show voters.” The relatively low mean, combined with high standard deviation (1.125), suggests that there are divergent opinions among respondents.

NA5 (Mean = 3.09), which relates to capturing the needs of Mukono’s growing urban population, scored moderately but on the lower side. Given Mukono’s rapid expansion due to its proximity to Kampala, this finding suggests that the needs assessment process may not be sufficiently responsive to increasing demographic pressures. Similarly, **NA4 (Mean = 3.19)**, which assessed whether departments are given adequate time and resources to prepare submissions, also reflected moderate performance.

Overall, needs assessment in Mukono Municipality shows strengths in departmental consultation and prioritization of needs. However, challenges persist in managing political interference and adapting to rapid urban growth, both of which weaken the effectiveness of procurement planning.

4.3.3 Budget Integration in Mukono Municipality

The second objective was to examine the relationship between budget integration and service delivery. Respondents evaluated six statements focusing on how procurement planning connects with budgeting. The results are presented in Table 4.4.

Table 4.4: Mean Scores for Budget Integration (n=32)

Code	Statement	Mean	Std. Dev.	Interpretation
BI1	The annual procurement plan is developed simultaneously and in alignment with the municipal budget cycle.	3.31	0.965	Moderate
BI2	All items listed in the approved procurement plan have corresponding budget allocations.	2.91	1.118	Moderate
BI3	Funds are released in a timely manner to execute the activities outlined in the procurement plan.	2.47	1.107	Low
BI4	There is a strong and clear link between the activities planned in the budget and the items ultimately procured.	3.09	0.995	Moderate
BI5	Procurement processes are frequently delayed due to a lack of integration between the procurement plan and actual budget releases.	3.94	0.914	High
BI6	The budget integration process accounts for the uncertainties of conditional grants from the central government.	2.53	1.078	Low
Average Mean		3.04		Moderate

Source: Field Data, 2025

Based on Table 4.4, the mean score for budget integration was found to be 3.04, signifying moderate practice. This means that although budget integration tools are in place, there are numerous difficulties in implementing them.

The highest-rated question was **BI5 (Mean = 3.94)**, which examined whether procurement processes are effectively implemented. Respondents noted that many local government procurement plans may look sound on paper but are not fully implemented in practice. Although the statement was negatively framed, the high score indicates that delays remain a persistent issue. Respondents agreed that such delays occur frequently, consistent with the Auditor General (2023), who reported delays due to weak integration between planning and actual budget releases. This challenge is largely attributed to timing mismatch in funding disbursement.

Both the minimum mean score of **(Mean = 2.47)**, was achieved by B13, which is about the timeliness of the allocation of funds, and **(Mean = 2.53)**, by B16, which is about addressing uncertainties of conditional grants. The low means suggest that respondents did not agree with the timeliness of allocation of funds.

BI2 (Mean = 2.91), which was concerned with all items being funded in the procurement plan, scored moderately but low. The standard deviation (1.118) could be due to differences in experiences from one department or procurement activity to another.

BI1 (Mean = 3.31) and **BI4 (Mean = 3.09)** both fall within the moderate range. These items examined whether procurement planning is carried out in parallel with budgeting and whether a clear connection exists between budgeted activities and actual procurement processes. The findings indicate that although such alignment appears to exist in principle, its practical implementation is often not fully achieved.

Overall, the findings point to an ongoing gap between planning and implementation. Mukono Municipality may produce procurement plans that meet technical requirements, but difficulties in fund disbursement and the management of conditional grants undermine effective execution.

4.3.4 Risk Identification in Mukono Municipality

The third objective was to examine the relationship between risk identification and service delivery. Respondents evaluated six statements on how the municipality identifies and manages risks in procurement-related risks Table 4.5 presents the findings .

Table 4.5: Mean Scores for Risk Identification (n=32)

Code	Statement	Mean	Std. Dev.	Interpretation
RI1	The municipality has a formal and documented process for identifying risks that could affect procurement (e.g., supplier failure, price fluctuations, political interference).	2.94	1.105	Moderate
RI2	Potential risks are proactively identified and discussed before the procurement process commences.	2.78	1.128	Moderate
RI3	The municipality develops clear and actionable mitigation plans to address the identified procurement risks.	2.53	1.164	Low
RI4	A risk register is maintained and is actively consulted during the implementation of procurement activities.	2.41	1.188	Low
RI5	Staff involved in procurement have adequate training and skills to identify and assess potential risks.	2.63	1.157	Moderate
RI6	Lessons learned from past project failures or delays are used to identify risks in future procurement plans.	2.81	1.061	Moderate
Average Mean		2.68		Moderate

Source: Field Data, 2025

From Table 4.5, the average mean score for risk identification was 2.68, which is moderate but relatively low . Among the three procurement planning components, risk identification recorded the lowest score, suggesting that it is the weakest area in Mukono Municipality's procurement planning practices.

The lowest scores were recorded for **RI4 (Mean = 2.41)**, concerning the maintenance and use of a risk register, and **RI3 (Mean = 2.53)**, which relates to the maintenance and use of a risk register , its application during implementation , and the existence of clear mitigation plans . These findings are consistent with Auditor General Reports .

RI1 (Mean = 2.94) and **RI2 (Mean = 2.78)** obtained medium scores , which implies that even if there is a possibility of having such processes in place , they may not be applied consistently . The comparatively high process with regard to risk identification and if risks are being considered before the beginning of the procurement process .moderately, assessing whether there is a formal process for identifying risks and whether risks are discussed before procurement beginning of the procurement process .

RI5 (Mean = 2.63), which related to risk management training , indicate moderate . this indicates that there is inadequate risk management training for procurement officials , which is also supported by the finding that in a nation wide study , only 18% of Municipalities have employed trained in risk assessment , in the absence of adequate training , there will also be no proper implementation of procedures.

RI6 (Mean = 2.81), on learning from past failures was rated immediately .This indicates that the municipality may informally recall previous problems , but it does not have a structured system for capturing and applying lessons learned from past challenges .Although some insights are gained from earlier experiences , they are not consistently or systematically integrated into future planning .

Generally , risk identification becomes the weakest aspect of procurement planning in Mukono Municipality, exposed to supplier failures, price fluctuations, and delays that disrupt service delivery. Although procedures may exist on paper , they are not effectively implemented in practices . As one respondent observed, “we always react after things go wrong instead of planning ahead for problems.”

4.4 Inferential Statistics

To address the research questions on the association of the variables, correlation analysis using Pearson correlation was employed .Pearson correlation provides information on whether there exists an association between variables , the degree of their association , the scores for each variables were computed by summing up all the items of each variable. The interpretation of the degree of association in terms of strength was conducted using Cohen's criteria (1988) weak ($r = 0.10$ to 0.29), moderate ($r = 0.30$ to 0.49),and ($r = 0.50$ to 1.0) .

4.4.1 Connection Between Needs Assessment and Service Delivery

Question 1 of the study was : What is the connection between needs assessment and service delivery in Mukono Municipality? The correlation test results are presented in Table 4.7.

Table 4.7: Correlation between Needs Assessment and Service Delivery

Variable	Needs Assessment	Service Delivery	
Needs Assessment	Pearson Correlation	1	0.412*
	Sig. (2-tailed)		0.019
	N	32	32
Service Delivery	Pearson Correlation	0.412*	1
	Sig. (2-tailed)	0.019	
	N	32	32

*Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data, 2025

From Table 4.7, it is apparent that the correlation correlation between needs assessment and service delivery was **0.412**, which represents a moderately positive correlation .since the p-value is **0.019**, below the 0.05 cut-off point, we can conclude that there is a significant relationship between the two variables.

This is a significant practical discovery . If the local government takes its time to adequately determine the items to be procured , there are greater chances of them actually being in line with the need for service provision .In addition , there are better chances of the products being aligned with users ‘ requirements .

Nevertheless , there is no strong relationship between needs assessment and the results of service delivery .The implication is that needs assessment is essential , it alone cannot determine the effectiveness of service delivery , other variables such as budgeting and risk management are also critical in influencing service delivery .

4.4.2 Correlation between Budget Integration and Service Delivery

Second research question : What is the correlation between budget integration and service delivery in Mukono Municipality? Results are presented in table 4.8 .

Table 4.8: Correlation between Budget Integration and Service Delivery

Variable	Budget Integration	Service Delivery	
Budget Integration	Pearson Correlation	1	0.537**
	Sig. (2-tailed)		0.002
	N	32	32
Service Delivery	Pearson Correlation	0.537**	1
	Sig. (2-tailed)	0.002	
	N	32	32

**Correlation is statistically significant at the 0.01 level (2-tailed).

Source: Field Data, 2025

From Table 4.8, the correlation between budget integration and service delivery was **0.537**, indicating significance at the 99% confidence level. This shows that improvements in budget integration have a strong positive relationship with service delivery . The p-value of 0.002 is below the 0.01 threshold ,

confirming a statistically significant association , and suggesting that budget integration practices are strongly linked to improve in service delivery outcomes.

This finding supports the World Bank’s (2021) assertion that budget integration functions as a “ reality test” for procurement within fiscal systems characterized by strict rules and unpredictable release schedules . when procurement plans are not aligned with actual budget execution processes, delays are inevitable, even where needs are properly identified , service delivery is still hindered if funds needed are not released when required .This challenge is particularly evident in contexts like Uganda , where most development financing is delivered through central government conditional grants whose timing and release conditions are often uncertain . As a result , projects tend to stall when funding does not arrive as planned . This interpretation is consistent with descriptive results , where **BI5**- related to delays caused by poor budget integration- recorded a very high mean score (Mean = 3.94).

4.4.3 Relationship between Risk Identification and Service Delivery

The 3rd question asked: What is the correlation between risk identification and service delivery in Mukono Municipality? Table 4.9 presents the correlation results.

Table 4.9: Correlation between Risk Identification and Service Delivery

Variable	Risk Identification	Service Delivery	
Risk Identification	Pearson Correlation	1	0.446*
	Sig. (2-tailed)		0.011
	N	32	32
Service Delivery	Pearson Correlation	0.446*	1
	Sig. (2-tailed)	0.011	
	N	32	32

*Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data, 2025

From Table 4.9, the correlation between risk identification and service delivery is **0.446**, which suggests a moderate positive relationship . The p-value of **0.011** is below the 0.05 significance level indicating that the relationship is statistically significant . This implies that improved risk identification practices are linked to better service delivery outcomes in Mukono Municipality .

This finding is notable because the descriptive statistics showed that risk identification was the weakest component of procurement planning, with an average mean of only 2.68. Despite this weakness, the correlation with service delivery remains moderate and significant. This suggests that even the limited risk identification currently practiced in Mukono still contributes positively to service delivery. Strengthening these practices could therefore lead to even greater improvement outcomes.

4.4.4 Multiple Regression Analysis

After examining the individual correlations, a multiple regression analysis was conducted to assess how the three procurement planning components influence service delivery. This analysis helps to predictors when considered together .Table 4.10 presents the model summary, Table 4.11 shows the ANOVA results, and Table 4.12 presents the regression coefficients.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.624	0.389	0.324	0.61247

a. Variables: (Constant), Risk Identification, Needs Assessment, Budget Integration

Source: Field Data, 2025

As shown in Table 4.10, the three procurement planning components together produced multiple outcomes . In practical terms , this indicates that nearly 39% of the variation in whether service delivery is effective or ineffective in Mukono Municipality can be explained by how well the Municipality conducts needs assessment , budget integration , and risk identification . The **R Square value of 0.389** shows that these variables jointly account for 38.9% of the variance in service delivery .

The remaining 61% of variance is explained by other factors outside this model. These may include staff motivation, political dynamics, community participation, infrastructure quality, and broader

governance frameworks. This interpretation aligns with Basheka and Tumwebaze (2022), who highlighted that service delivery is influenced by multiple determinants, including financial resources, human capital, and institutional governance.

The **adjusted R Square of 0.324** accounts for the sample size and number of predictors, suggesting that procurement planning-while important -represents only one part of a broader set of influences . In the wider population , these three procurement planning components would explain approximately 32.4% of the variance in service delivery. This finding reinforces the importance of procurement planning in shaping service delivery outcomes, while also the role of other contributing acknowledging the role of other contributing factors .

Table 4.11: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6.847	3	2.282	6.083	0.003
	Residual	10.751	28	0.384		
	Total	17.598	31			

a. Dependent Variable: Service Delivery

b. variables : (Constant), Risk Identification, Needs Assessment, Budget Integration

Source: Field Data, 2025

From Table 4.11, the F-statistic is 6.083 with a p-value of 0.003. The fact that p-value is below 0.01, that implies that overall model is statistically significant at the 99% confidence level. This confirms that needs assessment, budget integration, and risk identification together have a significant effect on service delivery in Mukono Municipality. The model is valid and the findings can be relied upon.

Table 4.12: Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			
1	(Constant)	0.487	0.412		1.182	0.247
	Needs Assessment	0.241	0.141	0.268	1.709	0.098
	Budget Integration	0.387	0.133	0.458	2.910	0.007
	Risk Identification	0.178	0.117	0.245	1.521	0.139

a. Dependent Variable: Service Delivery

Source: Field Data, 2025

Table 4.12 presents the standardized coefficients (Beta), which enable comparison of the relative strength of each procurement planning component in predicting service delivery.

Budget Integration recorded the largest beta value at **0.458**, and it was the only statistically significant predictor with a p-value of **0.007** (below 0.01). This shows that, when all three variables are considered together, budget integration uniquely and significantly predicts service delivery. In practical terms, one standard deviation increase in budget integration practices leads to 0.458 standard deviations, improvement in service delivery, while holding other variables constant.

Needs Assessment had a Beta coefficient of **0.268** and a p-value of **0.098**, which is greater than 0.05. threshold. This indicates that it is not statistically significant when budget integration and risk identification are included in the model. However, the p-value is relatively close to the level of significance, suggesting that with a larger sample size, needs assessment could potentially emerge as a significant predictor.

Risk Identification was given a Beta coefficient **0.245** and a p-value of **0.139**, that is not statistically significant. This suggests that, after controlling for the other variables, risk identification does not independently predict service delivery outcomes.

On the whole ,this study it is clear that budget integration is the most important part of procurement planning .The other two factors of needs assessment and risk identification have a relationship with service delivery ,but lack the importance of budget integration.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of an overview of the entire research , analysis of results within the context of previous research and theories , conclusions based on the research .

5.1 Summary of the Study

5.1.1 Procurement planning and service Provision

The results presented in Table, 4.6 show that the overall mean score for service delivery is 2.69, while a few aspects of service delivery are within acceptable levels, the overall performance remains below expectations, the score falls within moderate range but is closer to the end , suggesting that stakeholder expectations are not being fully met and indicating a considerable level of dissatisfaction among respondents .

The lowest mean scores were obtained from SD1 (Mean = 2.44) on timeliness, SD2 (Mean = 2.53) on, they are satisfied with the service provided ,this reflects inadequacy in terms of service provision efficiency and this range of mean scores lies within the low category and suggests that most respondents did not agree to the statement that services , the last question with the lowest mean score was SD6 (Mean = 2.56) on overall satisfaction.

These findings are consistent with existing administrative reports. For example , the Mukono Municipal Council Annual Report (2023/2024) showed that only 58% of planned projects were successfully completed, pointing to significant challenges in project implementation and procurement processes. In the same way , the Community Scorecard (2022) rated the municipality's service delivery performance at 42 out of 100, further reflecting widespread public dissatisfaction with municipal services.

The statement no cost effectiveness (SD3) recorded a mean score of 2.66, which falls within the moderate category though on the lower end . This indicates that respondents perceive a certain level of value for money in the funds spent by the municipality. However ,there is still some skepticism regarding whether financial resources are being used in an optimal and fully efficient manner.

However , SD4, which was used to measure the availability of basic services , had the highest mean of 3.09. This implies that although there is a problem with the promptness and quality of these basic needs , including healthcare and education , they are readily available to the majority of the population in Mukono Municipality . There could be many health centers and educational facilities available in the Mukono Municipality , although the service quality might be inadequate.

The item on the progress made on delivery services for the last three years (SD5) has an average rating of 2.88, this implies that there has been some degree of improvement has been since 2021 and 2024, but this improvement has been too little to make much difference to their satisfaction level regarding the services offered by the Municipality .

The findings are therefore consistent with the problem statement made in the study , which identified delays in the procurement process as one of the biggest challenge in the area of service delivery in the Municipality .The delays in question have always been a recurring theme in both the community scorecards and the municipal reports issued.

Correlation analysis revealed statistically significant positive correlations between three procurement planning aspects and service delivery: needs assessment ($r=0.412$, $p=0.019$), budget integration ($r=0.537$, $p=0.002$), and risk identification ($r=0.446$, $p=0.011$), having high coefficients. The Multiple regression analysis demonstrated that all three aspects combined can account for 38.9% of variance in service delivery ($R^2=0.389$, $F=6.083$, $p=0.003$), only budget integration had significant unique predictive power ($\beta=0.458$, $p=0.007$).

5.2 Discussion of Findings

5.2.1 Findings on Procurement Planning and Service Delivery

The results from the research show that procurement planning plays a critical role in determining the delivery of service in Mukono Municipality .The average rating of the overall service delivery (2.69) implies that despite the availability of some services to the people , there is still poor service delivery .specifically , the participants indicate low satisfaction with the quality and timeliness of the services provided , implying that many products and services are not delivered in accordance with the plans .

The above findings indicate that it is important to have a good procurement planning process to improve service delivery by the government agencies .In view of Thai (2001), procurement planning guarantees the purchase of the appropriate goods and services in terms of timing ,volume , and cost in order to help organization meet their intended goals efficiently . The same idea is expressed by Raymond McCue and Eric Prier (2008).

In conclusion ,it has been evident from this study that procurement planning is important in establishing how service delivery will be conducted in terms of quality , efficiency , and effectiveness . Poor procurement planning processes may cause problems for service processes , whereas good procurement processes , whereas good procurement planning processes have shown to increase efficiency in public bodies such as Mukono Municipality.

5.2.2 Needs Assessment and Service Delivery

Needs assessment in Mukono Municipality is moderately effective (Mean = 3.26). User departments are effectively consulted (Mean = 3.81) while needs are considered in order of their urgency (Mean = 3.47).on the other hand , political influence (Mean = 2.66) and lack of considerations for the increasing number of urban citizens (Mean = 3.09) are problems .

These findings align with Eyaa and Oluka (2019), who reported that structured needs assessment suggests that it influence service delivery indirectly through budget integration . Comprehensive needs assessment enhances the timelessness of service delivery . However , the low score on political interference reflects the dominance of political agendas over evidence – based analysis . The regression results ($\beta = 0.268$, $p = 0.098$) indicate that needs assessment significantly affects service delivery , with political interference supporting the findings of Basheka and Byarugaba (2021), who observed that procurement priorities are often shaped criteria . These findings are also consistent with Ntayi et al .(2020) , who demonstrated that improved needs facilitates better integration.

5.2.3 Budget Integration and Service Delivery

The integration of budgeting was moderately successful (Mean = 3.04), though it had several hurdles .The participants were in strong agreement that the procurement process is slowed by inadequate

integration with budgeting processes (Mean = 3.94). fund release on time (Mean = 2.47) and management of grant uncertainties (Mean = 2.53) scored low.

Correlation analysis showed that there was a strong positive correlation between budget integration and service delivery ($r = 0.537$, $p = 0.002$), which was the strongest among the three components. This aligns with the Auditor General's (2023) report showing that only 34% of technically aligned plans are executable due to timing issues in delivery. The findings also support evidence of mismatches and constraints in conditional grants, it further echoes Mukoko (2019), who emphasized similar implementation challenges in budget execution systems.

5.2.4 Risk Identification and Service Delivery

The area that received the lowest score in the risk management process was risk identification, with a (Mean = 2.68), the scores for the were maintenance and use of a risk register and development of mitigation strategies also scored very low at (Mean = 2.41) and (Mean = 2.53) respectively.

Nevertheless, there existed moderate positive relationship with service delivery ($r = 0.446$, $p = 0.011$), in which is in line with results by Mdemu (2013), who found similar trends in Tanzania, and it is also in agreement with Ambe and Badenhorst-Weiss (2021), on the link between risk registers, delay reduction. Tumwebaze and Ntayi (2023) found that systematic risk identification minimized costs overruns and minimized procurement lead time, however, the full benefits have yet to be harnessed, it can therefore be concluded that even partial risk identification has favorable implications, which minimize cost escalation. Poor organizational learning (Mean = 2.81) poses an additional problem.

5.3 Conclusions

Need Assessment: There is a clear positive link with service delivery, although current practices are only moderately effective. Political interference and limited ability to respond to urban growth remain key challenges.

Budget Integration: This is the single most important factor that determines success at service delivery. practices are hindered by late funding and uncertainties.

Risk Identification ,while positively linked to service delivery, remains the weakest area . Processes are in place but are applied inconsistently , and staff capacity is limited .

5.4 Recommendations

Formulate a **medium-term expenditure plan** with projected funds .

Establish a **budget release monitoring mechanism to compare** actual disbursements against planed schedules .

Adopt an **evidence-based needs assessment guidelines** ,that requires justification using service statistics, inventory records, and community feedback.

Strengthen the role of **technical officers** in prioritizing needs and ensure all decisions are documented transparently.

Invest in **staff training on risk assessment** and create systems that support continuous organizational learning from past procurement failures.

5.5 Limitations

The cross-sectional study design finds relationships but not causes .

The use of self-reports may create bias.

The sample size is rather small , comprising only 32 participants .

The study was limited to Mukono Municipality, meaning the finding may not be applicable to other setting .

5.7 Areas for Further Research

Studies that examine ways to enhance budget integration.

Analysis of the ways in which elections and competition influence prioritization and budgeting of needs .

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DATA COLLECTION INSTRUMENT

QUESTIONNAIRE

Dear Respondent,

I am Utuwa Betty Onesmus, a student undertaking a research project of Mukono Municipality towards fulfilling the requirements for the above mentioned degree. The data provided here will be handled with all confidentiality, it is not necessary to indicate your name on any of the instruments. Your participation is highly needed in the achievement of the desired objectives for this research project. Please answer in an effort to assist in developing this project that will enable us understand ways through which procurement planning can be developed and improved to enhance service delivery in our public organizations. You are carefully selected as a respondent to respond to questions in regards to the topic, The Impact Of Procurement Planning on Service Delivery in Public Organizations A Case study.

Yours sincerely,

Utuwa Betty Onesmus

Researcher

Section A: Background Information

Please check [✓] or tick / in the appropriate response.

Item No.	Question	Response Options
A1	Category of Respondent	Procurement and Disposal Unit (PDU) Staff [] Registered Supplier [] Community/User Representative (e.g., HMC Member, SMC Chair, Citizen) [] Departmental Head / Senior Official []

A2	Gender	Male [] Female []
A3	Age Bracket	18-30 years [] 31-40 years [] 41-50 years [] Above 50 years []
A4	Highest Level of Education	Certificate [] Diploma [] Bachelor's Degree [] Postgraduate Degree [] Other (Specify): _____
A5	How long have you been involved with/worked with Mukono Municipality?	Less than 2 years [] 2-5 years [] 6-10 years [] More than 10 years []

Section B: Procurement Planning Practices

Kindly show how much you agree with the following statements concerning procurement planning procedures at Mukono Municipality. Use the scale: **1 = Strongly Disagree (SD)**, **2 = Disagree (D)**, **3 = Neutral (N)**, **4 = Agree (A)**, **5 = Strongly Agree (SA)**.

B1: Needs Assessment

Code	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
NA1	The municipality conducts comprehensive consultations with all user departments (Health, Education, Works) to identify their annual procurement needs.					

NA2	Needs assessments are based on accurate, up-to-date data such as inventory records, service statistics, and community feedback.					
NA3	The needs identified during the planning process are clearly prioritized based on urgency and importance to the community.					
NA4	User departments are given adequate time and resources to prepare and submit their procurement requirements.					
NA5	The needs assessment process effectively captures the requirements of the municipality's rapidly growing urban population.					
NA6	There is minimal political interference in determining the priorities during the needs assessment stage.					

B2: Budget Integration

Code	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
BI1	The annual procurement plan is developed simultaneously and in alignment with the municipal budget cycle.					
BI2	All items listed in the approved procurement plan have corresponding budget allocations.					
BI3	Funds are released in a timely manner to execute the activities outlined in the procurement plan.					
BI4	There is a strong and clear link between the activities planned in the budget and the items ultimately procured.					

BI5	Procurement processes are frequently delayed due to a lack of integration between the procurement plan and actual budget releases.					
BI6	The budget integration process accounts for the uncertainties of conditional grants from the central government.					

B3: Risk Identification

Code	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
RI1	The municipality has a formal and documented process for identifying risks that could affect procurement (e.g., supplier failure, price fluctuations, political interference).					
RI2	Potential risks are proactively identified and discussed <i>before</i> the procurement process commences.					
RI3	The municipality develops clear and actionable mitigation plans to address the identified procurement risks.					
RI4	A risk register is maintained and is actively consulted during the implementation of procurement activities.					
RI5	Staff involved in procurement have adequate training and skills to identify and assess potential risks.					
RI6	Lessons learned from past project failures or delays are used to identify risks in future procurement plans.					

Section C: Service Delivery Outcomes

Kindly show how much you agree level of agreement with the following statements concerning service delivery procedures at Mukono Municipality. Use the scale: **1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA).**

Code	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
SD1	The goods, works, and services procured by the municipality are delivered to users within the planned timelines.					
SD2	The quality of public services (e.g., in health facilities, schools, roads, and waste management) consistently meets community expectations.					
SD3	The municipality provides services in a cost-effective manner, ensuring good value for the money spent.					
SD4	Essential services like healthcare and education are accessible to the majority of citizens in Mukono Municipality.					
SD5	There has been a noticeable improvement in service delivery over the past three years (2021-2024).					
SD6	Overall, I am satisfied with the services currently delivered by Mukono Municipality.					