

Procurement Process and Service Delivery in Kagadi District Local Government, Uganda

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Abstract: *The purpose of this study was to establish the relationship between procurement process and service delivery in Kagadi District Local Government. Specifically; the study established the relationship between procurement planning and service delivery, examined the relationship between solicitation of bids and service delivery, and assessed the relationship between contract award and service delivery in Kagadi district local government. Descriptive, correlational and cross-sectional survey design was employed and adopted a mixed methods approach. A sample size of 108 was selected using simple random and purposive sampling technique. The findings revealed 0.613 as the correlation coefficient and a sig value of 0.011 indicating a significant positive relationship between procurement planning and service delivery in Kagadi District local government. The correlation between Solicitation of bids and service delivery was 0.244 with a significance value of 0.035 implying a weak positive significant relationship between solicitation of bids and service delivery. The correlation between contract award and service delivery was 0.641 with significance value of 0.001 implying a good positive significant relationship between contract awards and service delivery in Kagadi District local government. The study concluded that there is a relationship between procurement process and service delivery was significant since the P value (0.000) is less than 0.05 meaning procurement process contributes to the quality, efficiency and timeliness of services offered by to the citizens in the district.*

Keywords— procurement; process; service; delivery

1. INTRODUCTION

In Uganda, an estimated 34% of the government expenditure takes place at the local government level (Agaba & Shipman, N, 2007). Proper planning for this huge expenditure is therefore an essential element of good procurement in Local Government systems of the country. The procurement objective is to provide quality goods and services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed. Therefore, to secure such goods and services at competitive prices requires accurate planning and involvement of a number of stakeholders.

Despite Kagadi district having annual work plans, a procurement officer and other procurement structures, service delivery has continued to shrink. According to Kagadi District Assessment report (2021), service delivery in Kagadi district is still wanting in all sectors due to gaps identified by the Budget framework paper. It showed that Ushs. 28,148,778,000 had been disbursed to departments and Lower Local Governments representing 88% of the funds that were realized during the Financial Year 2020/2021. The balance on the General Fund Account was Ushs. 562,412,000= being part of the wage that was not used by the District since some planned staff were not yet recruited hence constraining service delivery. Further, regarding expenditure, there was 25% of funds meant for education department for construction of Kicucura Seed Secondary School and upgrading of Burora

HC III was not used hence lack of timeliness in execution of works.

Also Kagadi LGPA (2021) indicated 42% score in service delivery, with health scoring 55%, water and environment scoring 47%. The report further showed a less than 30% improvement in service delivery from the previous assessment and had not recruited employees to fill the existing gaps to facilitate service delivery. The works Department report also indicated delays in completion of Kyakabadiima Health Centre II, halting of works at Nyakaseke primary school as the classroom block developed cracks before completion. This has therefore interested the researcher to establish the relationship between procurement and service delivery in Kagadi district.

Statement of the problem.

Despite the existence of procurement processes and structures in Kagadi district, service delivery remains below average and inadequate at 42%. According to the Kagadi District Assessment report (2021), the quality service delivery indicators are wanting, 25% of funds meant for construction of Kicucura Seed Secondary School and upgrading of Burora HC III was not used appropriately, there is lack of timeliness in delivery of education and health services. The Works Department report (2021) also indicates delays in completion of Kyakabadiima Health Centre II, Cracks in the walls of the newly constructed classrooms Nyanseke primary school as well as collapse of the new constructed culvert in Kagadi town council. This poor service delivery in Kagadi District if not

checked, may lead to worsening life conditions of the people in Kagadi District. For example, if the Construction of Educational and Health facilities is not completed or improved other life conditions such as increase in the spread of avoidable diseases, un employment, high illiteracy rates, low secondary School attendance among adults of 15 years and above, limited access to piped water and electricity at home as well as households depending on substance farming to earn a living.

This poor service delivery in Kagadi District can be attributed to many factors, which can be community based factors (such as infrastructural, life style and prices), low adaptation to modern production methods, lengthy Procurement processes and psychological factors among others (Tuyen *et al*, 2014; Benin & Randriamamonjy, 2008; Barnard & Turner, 2011). Different scholars have done studies on these factors and their impact on service delivery (Tran, 2015; Habibullah, 1991; Brown *et al*, 2015). But the researcher did not find any study which examined the relationship between Procurement processes and service delivery and more so in Kagadi District. This leaves many gaps for this study to fill

Purpose of the study

The purpose of the study is to examine the relationship between procurement processes and service delivery in Kagadi District Local Government.

Specific objectives

- i) To establish the relationship between procurement planning and service delivery in Kagadi District Local Government.
- ii) To examine the relationship between solicitation of bids and service delivery in Kagadi District Local Government.
- iii) To assess the relationship between contract award and service delivery in Kagadi district local government.

RESEARCH METHODOLOGY

Research Design

A descriptive, correlational and crosses- sectional survey design was employed a mixed methods approach was adopted.

Study Population

A target population of 129 respondents was used and comprised of; 44 administrators, 15 members of procurement committee, 39 parish chiefs, 24 service providers and 7 opinion leaders.

Sample Size and Sampling Techniques

A sample size of 108 was selected from a population of 129 using the table provided by Krejcie & Morgan R , (1970). The study used purposive sampling technique to select Administrators, Parish chiefs and Service providers. Purposive sampling is a technique that is used to collect

focused information, in which the researcher decides who to include in the sample based on their typicality (Oso and Onen, 2009). The researcher used this method because it ensured that only the useful respondents are selected and it also saves time. Simple random sampling was used for the Members of procurement committee because the selected population represent

Data collection methods

Data was collected from both primary and secondary sources: According to Victor. O, (2017) primary data is original and unique data, which is directly collected by the researcher from the field using methods like observations, questionnaires and interviews. Primary data was obtained by use of questionnaires and interview guides directly from the field. Cook and Campbell; (1979) define secondary sources as the use of second hand information that is obtained from available records. Secondary data was obtained from documentary review.

ANALYSIS OF FINDINGS

Demographic characteristics of respondents.

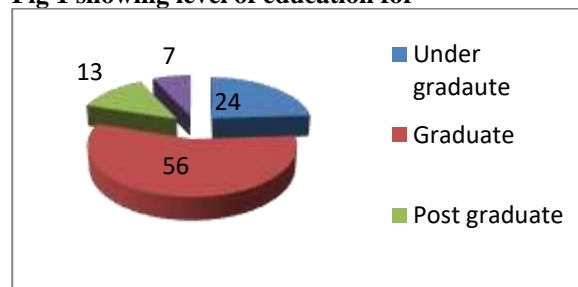
Table 1: Summary of Gender of the Respondents

Category	Male	Female	Total
Heads of department	20	10	30
Procurement committee	3	1	4
Parish chiefs	13	17	30
Service providers	10	19	29
Opinion leaders	5	2	7
Total	51	49	100
Percent	51	49	100

Source: Primary (2022).

According to table 1 above, majority of the respondents 51% are males and 49% of the respondents are females. Therefore, Kagadi District Local Government is ensuring gender balance in procurement systems.

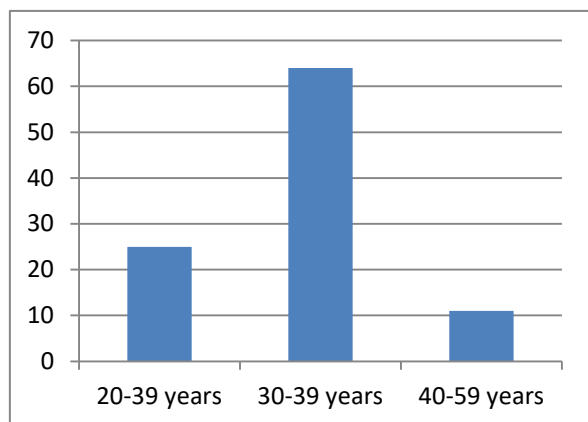
Fig 1 showing level of education for



Source: Primary(2022)

According to the pie chart above, majority of the respondents were graduates representing 56%, followed by 245 of undergraduates, 13% were for post graduate and lastly 7% were masters' graduates. This shows that all the staff within Kagadi District Local Government is learned hence possess the qualification to serve in various offices for service delivery.

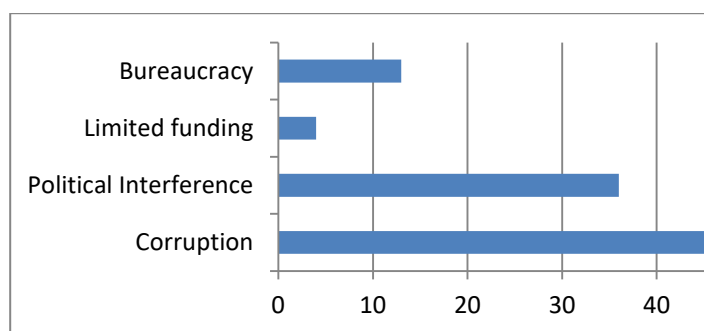
Graph 1: showing age of the respondents



Source: Primary (2022).

Graph 1 above shows that majority of the respondents were aged 30 to 39 years, followed by those aged 20-39 years and 40-59 years. This shows that majority of the stakeholders in the procurement process are youthful hence more energetic to perform procurement tasks efficiently.

Graph 2: showing challenges in Local Government



According to the bar graph 2 above, majority of the respondents believed the biggest challenge to service delivery in Kagadi District was corruption, followed by political interference, bureaucracy and lastly limited funding.

The descriptive analysis between procurement planning and service delivery in Kagadi District Local Government

The researcher used Likert scale where the answers were on a scale of 1 to 5. Where 5= Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. The table also includes the summary of the participant's responses

basing on percentages (%), frequency (F), standard deviation (Std) and mean. Tick the most appropriate answer using codes.

Table 2 Showing the descriptive Analysis for Procurement Planning and Service Delivery in Kagadi District Local Government.

Statement		SA	A	N	D	SD	Mean	sd
The district has a contracts committee	F	85	10	0	0	0	4.65	1.04
	%	85	10	0	0	0	100	
The district has a procurement officer	F	65	24	11	0	0	4.54	0.18
	%	65	24	11			100	
Preparation of procurement plans help to provide services in timely manner	F	58	21	9	12		4.25	0.13
	%	58	21	9	0	0	100	
Preparation of procurement budgets allows the district to accurate lately accomplish tasks for service delivery	F	63	17	100	0		4.13	0.24
	%	63	17	100	0		100	
Budgets allow the district to effectively monitor and ensure value for money in service delivery	F	45	25	20	100		4.25	0.98
	%	45	25	20	100		100	
There is a relationship between procurement planning and service delivery in Kagadi District local government	F	43	37	18	100		4.37	0.04
	%	43	37	18	100		100	

Source: Primary data (2022)

The findings in table 2 above on the statement “the district has a contracts committee” revealed an average response of 4.65 with a standard deviation of 1.04. Further the findings showed that all the respondents agree that Kagadi District Local Government has a contract committee.

On the statement “the district has a procurement officer”, findings revealed 4.54 average response with a standard deviation of 0.18. Also the findings showed 795 of the respondents agree that Kagadi District has a procurement officer.

On the statement “Preparation of procurement plans help to provide services in timely manner”, findings revealed an average response of 4.25 with a standard deviation of 0.13. Further, the findings revealed that 79% of the respondents agree that procurement plans improve timeliness of service delivery.

On the statement “Preparation of procurement budgets allows the district to accurate lately accomplish tasks for service

delivery”, the average response was 4.13 with a standard deviation of 0.24. Further, the findings revealed that 80% of the respondents agree with the statement that preparation of procurement budgets allows the district to accurately late accomplish tasks for service delivery.

On the statement “Budgets allow the district to effectively monitor and ensure value for money in service delivery”, there was 4.25 average response with 0.98 standard deviation. Also the findings showed that 70% of the respondents agree that budgets allow the district local government authorities to effectively monitor and ensure value for money in provision of services.

On the statement “There is a relationship between procurement planning and service delivery in Kagadi District Local Government”, the average response was 4.37 with standard deviation of 0.04. Further, the findings revealed 80% of the respondents agree that there is a relationship between procurement planning and service delivery in Kagadi District Local Government.

Generally, there is a relationship between procurement planning and service delivery in Kagadi District Local Government.

Table 3: Pearson correlation coefficient for procurement planning and service delivery in Kagadi District Local Government.

		Correlations	
		Procurement planning	Service delivery
Procurement planning	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.011
	N	100	100
Service delivery	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.011	
	N	100	100

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

Source: Primary (2022)

According to the findings in table 3, the correlation between procurement planning and service delivery in local government, the researcher used procurement budgets and time taken to deliver the budgeted services. The findings revealed 0.613 as the correlation coefficient and a sig value of 0.011. This indicated a significant positive relationship between procurement planning and service delivery in Kagadi District Local Government. Therefore, procurement planning is essential in meeting service delivery timelines in Local Government.

Table 4: Descriptive Analysis of Solicitation and Service Delivery in Kagadi District Local Government.

Statement		SA	A	N	D	SD	Mean	STD
The district always advertises contracts and solicits bids from local contractors	F	78	10	10	2	0	4.64	0.16
	%	78	10	10	2	0		
The district has specified period for receiving bids and shortlisted bids must meet specific specifications	F	65	19	16	0	0	4.49	0.23
	%	65	19	16	0	0		
Preparation of quotations allow local contractors to provide quality services equal to given resources(Value for money)	F	46	43	11	0	0	4.35	0.78
	%	46	43	11	0	0		
Bid deadline allow contractors to timely deliver projects and project specifications allow contractors to deliver quality services to the district.	F	34	54	8	4	0	4.18	1.02
	%	34	54	8	4	0		
There is a relationship between solicitation of bids process and service delivery in Kagadi district	F	23	15	43	19	0	3.42	1.21
	%	23	15	43	19	0		

Source: Primary (2022).

According to findings in table 4 above on the statement “The district always advertises contracts and solicits bids from local contractors”, the average response was 4.64 with standard deviation of 0.16. Further, the findings revealed that 84% of the respondents agree that Kagadi district always local government advertises contracts and solists bids as procurement processes for efficiency in delivery of services.

According to table 4, the mean response was 4.49 with a standard deviation of 0.23 on the statement “The district has specified period for receiving bids and shortlisted bids must meet specific specifications”. Further, the findings revealed that 84% of the respondents agree that Kagadi District Local Government has specified period for receiving bids and shortlisted bids must meet specific specifications for quality services.

On the statement “Preparation of quotations allows local contractors to provide quality services equal to given resources (Value for money)”, the average response was 4.35 with standard deviation of 0.78. This indicates that averagely,

the respondents agree that preparation of quotations allows Local contractors to provide quality services.

On the statement “Bid deadline allow contractors to timely deliver projects and project specifications allow contractors to deliver quality services to the district”, the average response was 4.18 with standard deviation of 1.02. Further, the findings revealed 88% of the respondents agreed with the statement thus having bid deadlines in the procurement process allows contractors to timely deliver on projects and project specifications allows contractors to deliver quality services.

On the statement “There is a relationship between solicitation of bids process and service delivery in Kagadi district”, 43% of the respondents were not sure of the relationship, 19% disagree that there is no relationship and 38% agree that there is a relationship between solicitation of bids and service delivery. Further, the findings revealed a 3.42 mean response on the statement with standard deviation of 1.21. Therefore, there is a relative relationship between solicitation of bids and service delivery in Kagadi District Local Government.

Table 5: Correlation between Solicitation of bids and service delivery in Kagadi District Local Government

		Solicitation of bids	Service delivery
Solicitation of bids	Pearson Correlation Coefficient	1.000	.244*
	Sig. (2-tailed)	.	.035
	N	130	130
Service delivery	Pearson Correlation Coefficient	.244*	1.000
	Sig. (2-tailed)	.035	.
	N	100	100

Source: Primary (2022)

From table 5 above, the correlation between Solicitation of bids and service delivery was 0.244 with a significance value of 0.035. Therefore, there is a weak positive significant relationship between solicitation of bids and service delivery in Kagadi district local government. This means that solicitation of bids process is an integral part of quality service in local government.

Table 6: Descriptive Analysis of Contract Award and Service Delivery in Kagadi District Local Government

Statement	F	SA	A	N	D	SD	Mean	Std
The district always advertises contracts and awards contracts to local contractors	75	15	10	0	0	4.65	0.65	
	%	75	15	10	0			

The district has contract committee that awards contracts to best qualified candidate which allows offering of quality services	F	10	55	33	2	0	3.73	1.43
	%	10	55	33	2	0		
There is a relationship between contract award and service delivery in Kagadi district	F	23	42	25	10	0	3.78	0.17
	%	23	42	25	10	0		

Source: Primary (2022).

According to findings in table 6 above, the mean response on the statement “The district always advertises contracts and awards contracts to local contractors” was 4.65 with standard deviation of 0.65. Further, the findings showed that 90% of the respondents agreed that Kagadi district local government has advertises contracts and awards contracts to local contractors.

On the statement “The district has contract committee that awards contracts to best qualified candidate which allows offering of quality services”, the average response was 3.73 with standard deviation of 1.43. This means that majority (55%) of the respondents were not sure whether contracts are awarded to the best qualified candidate.

According to table 6 above, 55% of the respondents agree that there is a relationship between contract award and service delivery in Kagadi district.

Table 7: Correlation between contract award and service delivery in Kagadi district local government

Correlations			Contract award	Service delivery
Pearson Contract award	Correlation Coefficient		1.000	0.641*
	Sig. (2-tailed)		.	.001
	N		100	100
Service delivery	Correlation Coefficient		0.641*	1.000
	Sig. (2-tailed)		.001	.
	N		100	100

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

Source: Primary (2022)

From table 7 above, the correlation between contract award and service delivery was 0.641 with significance value of 0.001. Therefore, there was a good positive significant relationship between contract awards and service delivery in Kagadi District local government. This means that timely

following of contract terms helps to deliver quality services to citizens of Kagadi district local government.

Table 8: Regression analysis for procurement process and service delivery in Kagadi district local government.

Model	R	R Square	Adjusted R Square
1	.485 ^a	0.47	0.452
2	.291 ^b	0.26	0.208
3	.428 ^c	0.11	0.416

d. Dependent Variable: Financial performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.271	.029		5.214	.000
2	Planning	4.381	.020	.219	4.516	.002
3	Solicitation	2.327	.031	.022	2.221	.001
	Contract award	3.482	.011	.026	2.181	.007

a. Dependent Variable: Service delivery

Source: Primary (2022).

The findings from table 8 above, showed that service delivery was 45.2% predicted by procurement planning (Adjusted R Square = 0.452). The remaining 54.8% was predicted by other variables outside the study. The regression model was also valid at 0.002 (sig. 0.002). Therefore having procurement budgets and work plans for projects in Kagadi district local government predicts 45% of quality and efficiency of services provided by the local government.

Also the table showed that service delivery in Kagadi district was 20.8 % predicted by solicitation of bids (Adjusted R Square = 0.208). The remaining 79.2% was predicted by other factors outside the study. The regression model was sig. < .001. Therefore, solicitation of bids significantly contributes to service delivery but has the least contribution.

Results also showed that serviced delivery was 41.6 % predicted by contract award process (Adjusted R Square = 0.007). The remaining 79.2% was predicted by other factors outside the study. The regression model was significant since P value (0.007) is less than 0.05. This means that selection of the best candidate to fulfill the contract contributes to quality of services offered by contractors.

Generally, there is a relationship between procurement process and service delivery was significant since the P value

(0.000) is less than 0.05 meaning procurement process contributes to the quality, efficiency and timeliness of services offered by to the citizens in the district.

Discussions

Awanyo (2019) carried out a study on the effect of

procurement planning and service delivery in local government in lira district. The findings of this study concur with his findings that state that there is a significant relationship between planning and efficiency of services in local government. The findings also concur with findings by Mdemu (2013) in Tanga city Tanzania.

Jackson and Ombui (2018) examined the effects of procurement planning on service delivery in state co-operations in Kenya and his findings differed from our findings as procurement budgets had no effect on service delivery. However for his study, the sample size was 34 respondents which was too small hence may have influenced the difference on findings of the study.

Agot (2018) carried out a study titled contract management and service delivery in local government in Serere district. The findings were concurring with findings of Davis (2014) in Kenya and this study. They all agreed that contract management and award process contribute significantly to quality of services provided. However, Davis' study was carried out on central government projects in Kenya; it did not deter the results of the study in both Uganda and Kenya.

John (2019) also in his study of procurement practices and service delivery examined the relationship between solicitation of bids and service delivery and established that choosing the best candidate from bidders contributes significantly to quality of services provided. This concurs with the findings of this study carried out in Kagadi district local government. Mohammed (2020) carried out a similar

study to in Mogadishu city, Somalia and the findings revealed that solicitation of bids should systematically follow the guiding principles to avoid entry of bids after a stipulated time frame especially after leakage of contract information, bribery of involved parties especially officials involved in the procurement process.

Kakwezi (2017) carried out an empirical study on procurement processes and effectiveness of service delivery in Kampala district and found procurement planning to constitute a significant part of the process in ensuring effectiveness in services. His findings concur with the findings of Samaka(2021) in Bundibugyo district, where he found a significant relationship between planning and service delivery in Bundibugyo district local government.

CONCLUSION AND RECOMMENDATIONS

Conclusions

There is a positive relationship between procurement planning and service delivery in Kagadi District local government. There is a significant weak relationship between solicitation of bids and service delivery in Kagadi district local government. There is a positive significant relationship between contract award and service delivery in Kagadi District local government. Generally, procurement process significantly influences (sig 0.000) service delivery in Kagadi district local government.

Recommendations of the Study

After critically analyzing the findings of the study, the researcher came up with the following recommendations.

- i) Kagadi district council should come up with procurement policies that attach budgets to ensure timely delivery of services by contractors.
- ii) Also the procurement committee should ensure that the bill of quantities is discussed and recommended to the district engineer to avoid inflating of items hence ensuring value for money on service delivery.
- iii) Kagadi district local government should adopt advanced information technology systems that keep track of the activities of the contracts committee especially on solicitation of bids and award of contracts. This will help to eliminate corruption and bribery as highlighted by the respondents.
- iv) Kagadi should also come up with bylaws regarding contract awards as this will enable the selected contractors to provide quality and timely services base on set bylaws.

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