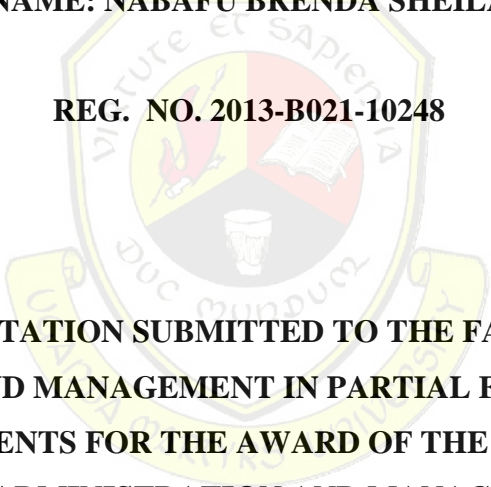


**PROCUREMENT MANAGEMENT AND SERVICE DELIVERY IN  
THE PUBLIC SECTOR**

**CASE STUDY: ENTEBBE MUNICIPAL COUNCIL**

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## **DEDICATION**

This work is dedicated to my dear Parents Mr. Mayeku George and Mrs. Mayeku Grace and my entire family for all the care, understanding and support, I love you all and may God continue to bless you and fill your hearts with everlasting joy.

## **ACKNOWLEDGEMENTS**

I would like to acknowledge the efforts of all my lecturers, colleagues, friends and family who supported me during the course of the study. Special thanks go to my supervisor Mr. Magara Mugaga, for the invaluable direction and support during the preparation of this dissertation. I am very grateful.

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## **LIST OF ABBREVIATIONS**

PPDA- Public Procurement and Disposal of Public Assets Authority

IGG- Inspector General of Government

UBOS-Uganda Bureau of Statistics

HIV-Human Immune Virus

PDE-Procurement Disposal Entity

NSDS- National Service Delivery Survey

AIDS- Acquired Immune Deficiency Syndrome

NOHSE- National Organisation for Human Service Education



## **ABSTRACT**

This research studied procurement management and service delivery in the public sector and based on a case study of Entebbe Municipal Council.). The problem statement was; Entebbe Town Council has not been able to adequately provide these services to the citizens and this may be attributed to lack of proper procurement management.

The following were the specific objectives of the study: to assess the effect of procurement planning on service delivery, to establish the effect of ethical conduct on service delivery, and finally to explain the effect of the degree of professionalism on service delivery in the public sector.

The study adopted a case section design to establish the relationship between the variables. The data was collected using a structured questionnaire that captured quantitative and qualitative data from the respondents. The researcher used descriptive statistics, generated from SPSS to analyze the study findings.

Findings from the study indicated that procurement planning has an effect on service delivery in the public sector. It was also discovered that ethical conduct has an effect on service delivery in the public sector and the researcher also found out that the degree of professionalism has an effect on service delivery in the public sector

The study also recommends the following; Corruption should be reduced by enforcing of strict rules and giving penalties, training the recruited workers, the procurement team should carryout research so as to find out a reliable service.

It concluded that indeed procurement management has an immense effect on service delivery in Entebbe Municipality. This is evident from the findings above. Some of the positive impacts include; enhanced predictability, accounting and control over procurement budgets, resources of the municipality are used effectively, efficiently and economically.

# **CHAPTER ONE**

## **GENERAL INTRODUCTION**

### **1.1 Introduction.**

The procurement management process involves managing the ordering, receipt, review and approval of items from suppliers (Baluku, 2012). Today, different organizations employ various procurement management techniques to carry out the efficient functioning of their departments. It is in the way the procurement is carried out and the planning of the process that will ensure that the things run smoothly (Richardson, 2010).

The is about the effect of procurement management and service delivery in the public sector using Entebbe Municipal Council as the case study. This chapter is comprised of the background of the study, problem statement, objectives of the study, research questions, scope of the study, significance of the study, justification, definition of key terms and lastly the conceptual frame work. The study will look at procurement management and service delivery in the public sector.

### **1.2 Background of the study**

According to PPDA Act (2003) "procurement" means acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means, of any type of works, services or supplies or any combination, therefore procurement management is the systematic approach used for buying all the goods and services needed for an organization to stay sustainable. Global procurement of service activities has received an increasing amount of managerial attention in the recent years Princeton (2014). Service firms seem to have begun sourcing part of their service activities from abroad in much the same way as manufacturing firms have sourced components and finished goods in the past 30 years. As part of the efforts to

adopt a long term and strategic view of their procurement needs and management, most countries have resorted to turning to procurement management as a possible 'problem-solver.' However, procurement management is hindered by corruption which diverts decision-making and the provision of services from those who need them to those who can afford them (Langseth, Kato, Kisubi & Pope, 1997).

In Africa, there is no part of local government service delivery that does not depend on procurement of goods, services and works; and yet the area remains a neglected field of research (Oboth, 2001). According to Helmsing (2010) the importance of procurement management in almost all country's settings in Africa can be demonstrated based on its scale and role in terms of service delivery, the amount of money wasted by existing practices, reduced competition, higher prices due to market perceptions of risk, as well as the demonstrated ability of the countries to capture enormous savings through concerted efforts to strengthen their procurement functions (Agaba and Shipman, 2007). African governments have put in place provisions to ensure realization of their long term objective of improving the quality of life of their citizens. Substantial resources have been committed towards improving service delivery in areas such as infrastructure development and maintenance, rural development, human development and governance, among others.

In East Africa, the effectiveness, efficiency and transparency of procurement are an inspiration and concern of the East African Community and the International development partners (Wakhiya, 2013). All have recognized that increasing the effectiveness of the use of public funds, including development assistance requires the existence of an adequate national procurement system that meets international standards and that operates not only to deliver public goods / services but also ensures value for money (PPDA, 2012). However, the

procurement field is full of complex competitive environment which gives rise to accountability problems that relate to neglect, poor personal loyalty and advanced self-interest (Barrett, 2000). This is reflected in a report by IGG that rated conflict of interest as 2.4% and abuse of office at 17.8% of mismanagement and misappropriation of public funds in East Africa as a whole (Mugerwa, 2010) making the roles and responsibilities of the participants in the procurement process difficult and not clear.

Uganda spends over 55% of her budget on public procurement (PPDA, 2012). This is equivalent to Shs.6,000 billion or \$ 2.4 billion of the year 2012 government budget. Procurement is therefore central to achieving efficiency in public expenditure and service delivery (Wesonga, 2011). Procurement management is a significant factor to the achieving of development projects; thus achievement of strategic outcomes (accountability of the government to public). Public procurement is also essential in the promotion of the private sector through the business opportunities availed to service providers (PPDA, 2012). Most of the problems of contract management are as a result of some of the problems within the procurement process (Rwothungeyo, 2012).

According to National Service Delivery Survey (2008), the government has the obligation to provide services to its citizens and to steer economic growth and development through the provision of public services. The public service is the main implementing machinery for national development programmes and specifically, the delivery of public services. It is therefore very important for the public service to monitor and evaluate the delivery of public services and to obtain feedback from service recipients, regarding their efficiency and effectiveness (Mason, 2014). The National Service Delivery Survey (NSDS) has been institutionalized by government as a key instrument to that effect. Attitudes exhibited by service providers' employees and

managers must be aimed at developing good working relations and ensuring that customers (tax payers/citizens) are handled well while being served. Strengthening service delivery is a key strategy to achieve the Millennium Development Goals (Mourney 2009). This includes the delivery of interventions to reduce child mortality, maternal mortality, and the burden to HIV/AIDS, tuberculosis and malaria.

The case study is Entebbe Municipal Council which is a local government body that looks at service delivery in Entebbe Municipality, a major town situated in central Uganda (Wakiso district). The goal of procurement is to provide quality goods, services and works to the public timely and cost effectively (Errigde, et al., 2002 as cited by Oluka & Basheka, 2014). However, in Uganda particularly in Entebbe Municipal Council, it has not been the case. Reports from different organizations indicate that there have been challenges in procurement management, mainly complaints about substandard works, delay in the procurement process, loss of funds through unauthorized procurement procedures and suppliers failing to complete contracts (PPDA, 2008; ALCOSA, 2008; Muyomba, et al., 2010; and PPDA, 2012).

### **1.3 Statement of the problem**

Before 1997, the Public Procurement function in Uganda was governed by the Public Finance Act of 1964 and the system was more centralized for all the procurement activities (Musana 2003). This system was characterized by several shortcomings such as: inefficiency, corruption, lack of accountability, heavy clogging of tender requests and attendant delays (Development assistance committee 2005:18).

The Government of Uganda has put in place provisions to ensure the realization of her long term objective of improving the quality of life of its citizens through proper procurement



management. Substantial resources have been committed towards improving service delivery in areas such as infrastructure development and maintenance, rural development, human development and governance, among others. All these would not be possible without proper procurement management (National Service Delivery Survey 2008).

Today, irregularities still exist in public procurement like political influence on tenders and corruption among others (Shaban Serunkuma, the daily monitor 17<sup>th</sup> Feb. 2009), Entebbe Town Council has not been able to adequately provide these services to the citizens and this may be attributed to lack of proper procurement management. Therefore, the study was carried out so as to examine procurement management problems and their impact on service delivery in the public sector so as to improve service delivery in Entebbe municipality.

## **1.4 Objectives of the study**

### **1.4.1 Major objective**

To find out the effect of procurement management on service delivery in the public sector.

### **1.4.2 Specific objectives**

- (i) To assess the effect of procurement planning on service delivery in the public sector.
- (ii) To establish the effect of ethical conduct on service delivery in the public sector.
- (iii) To explain the effect of the degree of professionalism on service delivery in the public sector.

## **1.5 Research questions**

- (i) What is the effect of procurement planning on service delivery in the public sector?
- (ii) How does ethical conduct affect service delivery in the public sector?

(iii)What is the effect of the degree of professionalism on service delivery in the public sector?

## **1.6 Scope of the study**

The proportion of the research covered the content scope, geographical scope, and the time scope.

### **Content scope**

As regards content, the study assessed the effect of procurement management and service delivery in the public sector, it assessed the effect of procurement planning on service delivery in the public sector and also established the effect of ethical conduct on procurement management in the public sector.

### **Geographical scope**

The area of study was Entebbe Municipal Council which is situated in central Uganda, Entebbe Municipality. Entebbe sits on the northern shores of Lake Victoria, Africa's largest lake. The town is situated in Wakiso District, approximately 37 kilometers (23 mi) southwest of Kampala, Uganda's capital and largest city. The municipality is located on a peninsula into Lake Victoria, covering a total area of 56.2 square kilometers (21.7 sq mi), out of which 20 km<sup>2</sup> (7.7 sq. mi) is water.

### **Time Scope**

The study covered a period of five years that is (2011-2016). This period was chosen so as to allow the researcher obtain enough data from the council per the study topic.

## **1.7 Significance of the study**

Given the fact that procurement irregularities still exist in public procurement and yet the public procurement reforms would be intended to improve financial accountability, increase

transparency, value for money, maximize competition and detect and stop any form of procurement irregularities. Therefore, the study findings may hope to be of value to different authorities like procurement professionals, non-professionals, the local government and all those involved in public procurement as illustrated below.

The findings of the study may specifically help the local government of Entebbe Municipal Council to revisit her procurement management if they are to improve on service delivery.

The study conclusions and recommendations envisaged at the end of the study may help local authorities, contract committees, procurement staff and all those involved in public procurement to improve and appreciate the public procurement function.

In addition, the study findings may help to identify and suggest ways to fill gaps in Public Procurement Reforms to enhance value for money, efficiency, transparency, competition and accountability in Public procurement.

Furthermore, the study results may anticipate helping the researcher to meet one of the requirements for the successful completion of his or her course. This would hope to provide the researcher with strength by widening his understanding on issues related to Public Procurement Reforms which may be vital for his future studies.

Further still, the findings of this research may anticipate to add on the already existing literature and this might help other interested researchers to formulate related questions on related issues of Public Procurement Reforms on the performance of PDEs and to also supplement on their research work.

The findings of this study may specifically help Entebbe Municipal Council understand the extent to which the implementation of procurement management has impacted service delivery

in the public sector and if at all they need to revisit their procurement management techniques so as to improve on service delivery.

The study findings may help policy makers to formulate ways on how to improve the public health service delivery in the economy. The study will also act as a basis for further research to other researchers in field of Public health service delivery and procurement planning in the public sector.

The research is important to the researcher as it is a requirement for the completion of the degree in Business Administration and Management. Additionally, the researcher may acquire research skills such as developing questionnaires, conducting interviews, gathering and analyzing the required information.

### **1.8 Justification**

The need for the government to iron out the irregularities in the public procurement procedures and improve the management of public funds so as to ensure full utilization of government resources and to ensure that value for money is achieved.

The need for policy makers to formulate ways on how to improve the service delivery in the economy. This could be done through improving areas such as infrastructure development and maintenance, rural development, human development and governance, among others. Also through selecting, evaluating and monitoring so as to get the right service provider.

The need to identify and suggest ways to fill gaps in Public Procurement Reforms to enhance, good ethic, efficiency, transparency, competition and accountability in Public procurement and service delivery in Entebbe Municipal Council.

## **1.9 Definition of key terms**

### **Public Procurement**

It refers to the acquisition of goods and/ or services at the best possible total cost of ownership in the right quantity and quality at the right time, in the right place and from the right source of the direct benefit or use of corporations, individuals or even governments, generally via a contract or it can be the same way selection for human resource

### **Procurement management**

This is the systematic approach used for buying all the goods and services needed for an organization to stay sustainable.

**Public Procurement and Disposal of Public Assets Authority (PPDA).** This is the principal regulatory body for public procurement and disposal of public assets in Uganda.

### **Procurement Planning**

According to Agaba & Shipman, (2007), procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. Economic commission of Africa (2003) defines procurement planning as the purchasing function through which organization obtain products and services from external suppliers

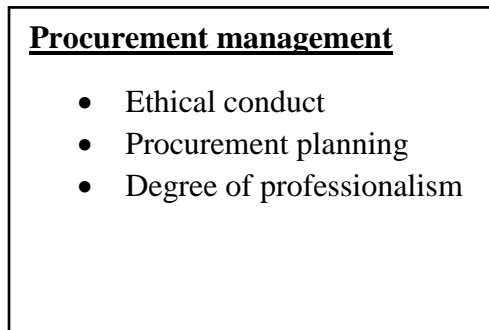
### **Service Delivery**

Oboth (2001) service delivery is a system or arrangement of periodical performance of supplying public needs. Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients.

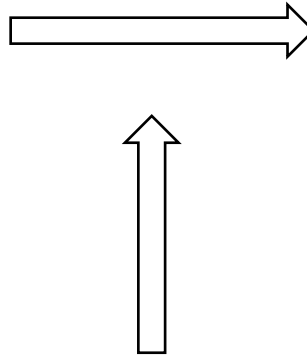
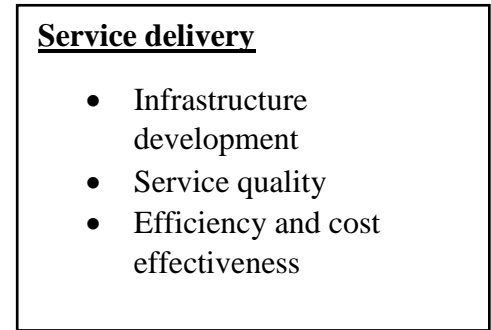
## 1.10 Conceptual framework

**Figure 1: Conceptual Framework showing procurement management and service delivery in the public sector.**

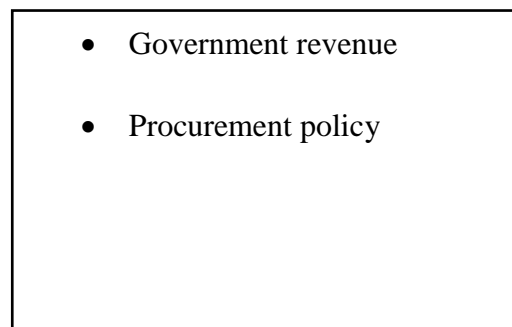
### Independent variables



### Dependent variables



### Moderating variables



Adopted from Masano, (2011)

In figure 1 above, the independent variable is procurement management which is broken down into; ethical conduct, procurement planning, and degree of professionalism, it is called independent because it does not depend on another variable like the dependent variable (service delivery) which depends on the dependent variables. The dependent variable is also broken down into; infrastructure development, service quality and efficiency and cost effectiveness which positively or negatively affects service delivery.

The dimensions under the moderating variable include government revenue and procurement policy. These influence the relationship between procurement management and service delivery in the public sector in such a way that without government revenue, procurement management will not take place because there will be nothing to be managed and in the same way service delivery cannot take place because there will be no services go deliver to the public. Also, failure of the entity to properly implement the procurement policy hinders procurement management and hence no service delivery.

## **1.11 Conclusion**

This introductory chapter has given a general overview of what the research will be about and where it will be carried out and why. It is also an elaborate of the objectives of the study, research questions, the historical background of the study, the scope of the study as well as the conceptual framework

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents theoretical models and literature review relating to the objectives of the study. It first presents the theoretical models that help to analyze and understand the formation of poverty alleviation; it then presents the empirical literature review from other studies related to this study. Most of the literature presented is from publications, reports and scholarly articles. Therefore, the literature is reviewed generally by looking at objective by objective.

#### **2.2 Procurement management and service delivery**

Procurement management is the systematic approach used for buying all the goods and services needed for an organization to stay sustainable. Obanda (2010) assesses that procurement management relates to the management of procurement activities such as drafting specification (of goods, works and services); selecting and contracting of suppliers. It is majorly constituted of pre-procurement and actual procurement activities.

Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. According to National Service Delivery Survey (2008), the government has the obligation to provide services to its citizens and to steer economic growth and development through the provision of public services. The public service is the main implementing machinery for national development programmes and specifically, the delivery of public services. It is therefore very important for the public service to monitor and evaluate the delivery of public services and to



obtain feedback from service recipients, regarding their efficiency and effectiveness (Mason, 2014).

### **2.3 Procurement planning and service delivery**

In Uganda, procurement planning is part and parcel of the traditional planning already familiar in local governments: - notably, development planning and budgeting. The mandate for planning in local governments is derived from Regulation 62 of the Local governments (PPDA, 2006): user department prepare an annual work plan for procurement based on the approved budget, which shall be submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities. It also states that a procurement plan should be integrated into the annual sector expenditure program to enhance financial predictability, accounting and control over procurement budgets. The combined work plan for the procuring and disposing entity will include details of activities of works, services or supplies to be procured, a schedule of procurement requirements in order of priority, a statement of required resources supported by a schedule of the projected funding.

Article 190 of the Ugandan constitution states that district councils shall prepare comprehensive and integrated development plans incorporating the plans of lower level governments for submission to the National Planning Authority and Article 194 of the constitution mandates the central government to transfer funds in form of grants to local governments in order to implement decentralized services.

Johan (2006) further came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plans to fail delivering services to the public. And if it cannot be measured, it cannot be improved. If we only plan to comply with regulations, we are not managers, we are robots. What we plan we must implement. What we implement, we

must monitor. We should not be afraid to ask the customer (citizens). They really do know best what they need and what they get. It is not always the same thing.

Basheka (2011) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in local governments. Increasing the effectiveness, efficiency and transparency of public procurement systems is an on-going concern of governments in Developing Countries and the international development community. It has been widely recognized that increasing the effectiveness of the use of public funds, including funds provided through official development assistance (ODA) requires the existence of a national procurement system that meets international standards and that operates as intended (Mawhood, 2013).

Mullins (2013) asserts that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. Its contribution can be at both central and local government levels of public sector management. His findings revealed a significant positive relationship between procurement planning and service delivery in local government procurement systems in Kenya. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research.

Procurement Policy Manual (2009), explains that procurement planning drives different expected results which are different from business as usual such as: reduction in the number of overall

contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy), data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery

Mawhood (2013) says that effective procurement planning is an important route towards securing the right service to be delivered to the public, and also maximizing the level of service provision which can be achieved within the local Supporting People. A procurement plan helps Procuring Entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

In providing quality health services, efficient procurement planning is needed. Successful completion of a Procurement Plan requires action from multiple agencies and departments within an organisation, ministry or the wider public sector depending on the type and nature of procurement (Guyana, 2010). The regulations of the procurement of goods, works and services in the Zambian public sector is done by the Zambia Public Procurement Authority (ZPPA). It has in place the Public Procurement Act of 2008, which requires every public procuring entity to annually plan its procurement in a rational manner and submit such plans to ZPPA. Government procurement activities for goods, works and services are based on the principles of fair and open public sector procurement. This research will therefore establish the effectiveness of the procurement planning and its impact on the provision of health care service.

Wogube(2011) stressed out that Procurement planning sets in motion the entire procurement process of acquiring services in local government, it also facilitates efficient and effective service delivery in public sector organization.

Raj (2010) explains that procurement planning is the foundation for the delivery of government building projects. It incorporates defining capital investment projects, preparing budget documentation and formulating investment/acquisition plans. Project delivery involves the development of a project brief, selecting the procurement strategy and the consultants/contractors, design and construction, and handover. These stages are explained in detail in the Capital Works Management Framework (CWMF), the Queensland Government's key policy for managing risks in the planning and delivery of government building projects.

#### **2.4 Ethical conduct and service delivery**

Lues (2011) says that there are a multitude of policies, strategies and programmes directed at the rendering of effective services to the citizens of South Africa by public service managers. However, in spite of the pursuit of effectiveness and the condemning of unethical behaviour by public service managers, scandals still occur and allegations are still made. So, public service organisations need to provide continuous commitment, enforcement, and modeling of leadership in professional ethics by means of, among other things, policy structures; and public service managers need to realise the importance of changing their own mindset and accepting the ethical standards that are established by the public service organisation, even if these differ from their own beliefs and culture.

Raga and Derek (2015) explain that ethics is as important to the public servant as blood for the body. The public sector, like individuals, is constantly changing through new leadership, environmental influences, and sociopolitical development. Government and society cannot promote and enforce ethical behavior solely through the utilization of ethical codes of conduct or the promulgation of a plethora of legislation. Social mind-sets often are still entangled in a micro-ethic paradigm. People tend to think of moral values and norms as applying only to personal relations. South Africa needs an organizational culture that not only supports ethical behavior, but sees that it also defines and underpins right and wrong conduct individually and institutionally. The concept of interrelatedness corresponds with the African concept of Ubuntu which means brotherliness and good neighborliness. What affects one's brother, directly or indirectly, also affects oneself. In South Africa, the proliferation of ethical codes of conduct, public accountability, and the promulgation of a number of pieces of legislation will likely fail to thwart unethical behavior unless the public and public officials are inculcated with particular dispositions, attitudes, and virtues for guiding human conduct. For example, because public officials in South Africa operate in a diverse society, their ethical convictions and accountability to its populace are bound to be tested. Training in ethics is essential to ensure that officials act confidently, knowing they have organizational support, rendering efficient, effective, ethical, and accountable public service. The South African government has launched an ambitious initiative, Batho Pele, or "people first"-a public service improvement program across the nation at all levels. One element of this program is the change management engagement, which promotes a new public service belief set: "We belong, we care, we serve." To comply with Batho Pele, departments must set and measure standards for each of their services. Batho Pele uses visits, spot-checks, and inspections to assess compliance with its requirements.

Kelly (2013) addresses that in professional ethics in human service, professionals carry out many functions so that their mission of helping people and the goals of the human service organization can be accomplished. In carrying out their work, they are often faced with ethical dilemmas. Ethical guidelines and literature on ethical decision making are often used to guide the professionals in resolving the ethical dilemmas. The National Organization for Human Service Education's (NOHSE, 1995) ethical standards and Reamer's (1990) Guide for Social Workers are two such tools used to guide professionals.

Malloy, Agarwal and Rasmussen (2011) assert that an important factor that leads governments to engage in public service contracts with nonprofit organizations is the belief that they share similar ethical and value orientations that will allow governments to reduce monitoring costs. However, the notion of the existence of similarities in ethical climate has not been systematically examined.

Seals (2013) a professional, in other words, is private in the sense that he is autonomous and not subject to political or ideological control. But he is public in the sense that the welfare of his client sets the limits to his deeds and words. And *primum non nocere*, 'not knowingly to do harm', is the basic rule of professional ethics, the basic rule of an ethics of public responsibility.

Miller and Lewis (2011) demurred that ethics may be relational but is not necessarily based on stakeholder needs and demands. Vargo and Lusch (2014) concluded ethics is valuable in an organizational setting because ethics can serve as a facilitator of relationship networks and as a skill and knowledge source for stakeholders and organizations.

According to Matenge, (2012) the current Kenya procurement management is deficient of ethical inclination and should employ ethical consideration to re-invent itself. Gikonyo (2010) notes that the most persistent barrier to combating corruption is the culture of secrecy in public procurement and associated government functions. Unethical behaviour in public procurement, which includes conflict of interest and corruption, is an issue since may damage relations within the purchasing department, the relationship with other departments in the company, and with suppliers. According to the World Bank (2010), unethical practices gnaw away Africa's resources and undermine development.

Adeleke (2015) Performance of the Nigerian public service has been a major concern to policy makers and researchers alike. This is because despite all measures put in place to arrest the ugly trend, it seems, it has defied all approaches towards tackling the problem of inefficiency and capacity collapse. Work ethics, attitudes and values can be influenced by the organization, through interventions like training, motivation and coaching, etc. However, they cannot be changed forcibly because they are intrinsic. It is, therefore, of fundamental importance that public functionaries act justly and fairly to all, not only paying lip service to ethical conduct but also ensuring that these are manifestly and undoubtedly seen to be done.

## **2.5 Degree of professionalism and service delivery**

Azikiwe (2014) argues that the quality of public services is an important determinant of a healthy social-economic development of a nation. Nigeria public service since its inception has witnessed series of reforms bordering on professionalism. However, with all the reforms over the years, organizational performance and service delivery have slacked in the state; the public service has not been able to deliver the desired service to its consumers – the Nigeria citizens. They discovered that none of the public reforms in Nigeria has adequately addressed the problem of professionalism in public service and this has affected service delivery in the public service. Unless the Nigerian government makes frantic and pragmatic efforts towards re-engineering professionalism in the public service, the socio-economic development in Nigeria will continue to witness a stunting growth. Ezeibe and Iwuoha (2011) add that public service is a stabilizing force and the hub of government activities which guarantees continuity in governance of a country. The crisis of service delivery over the past decades in Nigeria has been associated with the collapse professional standards in virtually every aspect of our national life. For example, the inability to maintain professional standards in the public service resulted in poor performance which adversely affected every stratum of the Nigerian society.

Jarvalt (2013) asserts that there is a need for new capacities within the public service to exploit new opportunities and to ensure that all civil service functions are carried out to the highest professional standards. The skills needed in the public service, both now and in the future, in policy development and analysis, in management of organisations and in public services delivery, put greater demands on public servants and call for more professionalism in public management. Further, modern management and new approaches to leadership are required in



order to foster integrity, accountability and motivation in the public service and to drive innovation and secure coherence and coordination among policies and various interests. Masela (2012) argues that the changing environment and the changing expectations of public servants have ensured that enhancing professionalisation of public sector leaders, in particular senior civil service, has become a major part of public human resource efforts in numerous countries.

United Nations (2000) explains that professionalism in the public service is an over-arching value that determines how its activities will be carried out. It encompasses all other values that guide the public service such as loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to individual countries.

Professionals offer their clients a sophisticated, knowledge-based expertise (Greenwood and Empson, 2013; Maister, 2013), and the relationships these professionals create with their clients are the medium through which they impart this expertise to solve their clients' problems (Gutek, 2015; Reihlen and Apel, 2012). While researchers agree that building strong client relationships is crucial to any service firm's success (Guenzi and Pelloni, 2004; Reichhold, 1993; Rust and Zahorik, 1993; Svensson, 2006; Varva, 1992), the professional-client service exchange, unique to professional service firms (PSFs), has received less attention. (A notable exception is Brown and Swartz (2013) says that while researchers acknowledge that the process of service delivery or the application of knowledge to solve a client's problem is critical to a service firm's success, the field has no clear grasp on what professional service delivery actually looks like in practice and how it is tied to service outcomes (Dabholkar and Overby, 2014). This is likely because the service interaction requires a high degree of customization and even personal judgment on the part of the professional (Jaakkola and Halinen, 2006; Reihlen and Apel, 2007; Sharma and

Patterson, 2009; Verma, 2010). As a result, the ways in which professionals deliver their expertise is highly variable and remains a relatively unexplored area. So too, there exists a lack of service-based research that explores the role the service providers' perspectives and specifically considers the impact of employees' attitudes and behaviors on their service orientations (Saura et al., 2012; Svensson, 2011).

Professional services are delivered to clients through on-going relationships in which professionals and their clients interact to develop a shared history of the clients' needs in order to solve their problems (Jaakkola and Halinen, 2006; Sharma and Patterson, 1999; Svensson, 2006). Owing to its high-degree of customer contact, as well as the level of individual judgment required by the professional, this form of service is considered the most intangible (Jaakkola and Halinen, 2006). Ultimately, as "counselors," "advisors" and "experts" (Reihlen and Apel, 2014), professionals apply their knowledge to specific information about their clients' needs to deliver a quality service Gutek (2012) says that the relationships that service professionals create and sustain with their clients act as the medium for exchanging the knowledge-based human capital (the resource) for fees (the valued outcome). Salancik(2011) explains that indeed, the high degree of asset specificity, that is, unique knowledge transfer, involved in professional service encounters, coupled with its moderate-to high degrees of risk and investment, make the establishment of familiar relationships the most efficient way of organizing the resource exchange (Griesinger, 2013). As a result, these relationships are viewed as sources of competitive advantage for both the professional service provider and his or her firm (Sharma and Patterson, 2010). For example, an important dilemma for PSFs is that clients can be more loyal to the professional than to the firm. Thus, if professionals leave their firms, they can potentially

take valuable revenue sources with them (Coff, 2009). Professional-client relationships are the context for expert-based service delivery and are central to a PSF's success.

Interestingly, researchers offer conflicting arguments about ways that professionals should approach their clients and impart their expertise. These arguments range from encouraging professionals to connect and build relationships with clients (Noddings, 2014) to suggesting that professionals should detach from their clients, especially emotionally, and even express arrogance when delivering professional work (Pierce, 1996). For example, Benner and Wrubel's (2012) work on caring in the nursing profession discusses the criticality of connecting on both a cognitive and emotional level with the patient. Similarly, research in relationship marketing argues that conveying trust and commitment to customers, as well treating them in fair and respectful ways, are crucial to establishing the long-term, profitable relationships that result in high repurchase behaviors (Parasuraman, 2010). Berry, (2009) says that the types of relational exchanges not only solve customers' core needs, such as when a dentist fills a cavity, but they also provide customers with additional social benefits, including engendering feelings of familiarity and rapport (Berry, 2009). Ultimately, trustworthy, long-term, exchanges reduce customers' risk and uncertainty and ease their decision-making process (Gwinner et al., 2008).

Yet, other researchers argue that more negative expressions of behaviors and emotions by service professionals are useful to enhancing professional service delivery. Some clients perceive traits such as arrogance and intimidation to be signals of expertise and in some occupations, such as law, professionals are taught to use gamesmanship to dominate their clients and control the interaction (Pierce, 2013). In fact, some clients willingly treat their service professionals in deferential, accommodating ways. One only has to think of patients waiting hours after their scheduled appointments to see their doctors, or lawyers quickly and unabashedly grilling

potential clients to understand what this concept looks like in practice. In return for receiving superior expertise, clients are expected to accept and accommodate “(professionals) large egos” and receive less than respectful treatment (Gutek, 2010). In fact, physicians are being taught how to use communication skills to better connect with their patients and ensure they are taking the appropriate time to diagnose their patients’ conditions (Chase, 2008). Ultimately, professional providers, as the holders of complex knowledge, have some degree of control over the clients (Reihlen and Apel, 2007).

## **2.6 Conclusion**

The literature review identified effective procurement management practices as determinants of service delivery. Service delivery could therefore be improved if effectiveness levels of procurement management have been achieved. Hence procurement management has an effect on service delivery.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter examines the methods and techniques that the researcher used in the collection of data. It consists of the study design, study area, study population, sample size, data collection methods, data collection instruments, quality control methods, data management and processing, data analysis, ethical consideration and limitations of the study

#### **3.2 Research design**

According to Allan & Emma (2003) a research design provides a framework for the collection and analysis of data. The study employed a case study design which involved collecting both primary and secondary data to make sure that all the relevant materials on the information required for the study was acquired and utilized. This study used a qualitative and quantitative approach to promote greater understanding of the data findings during analysis. The quantitative method focused on procurement management and service delivery in the public sector, whereas the qualitative approach was used to analyze non-numerical statements of respondents mainly their views, perceptions and attitudes towards the study.

#### **3.3 Area of the study**

The area of study was Entebbe municipality which is a major town situated in central Uganda. Entebbe sits on the northern shores of Lake Victoria, Africa's largest lake. The town is situated in Wakiso District, approximately 37 kilometers (23 mi) southwest of Kampala, Uganda's capital and largest city. The municipality is located on a peninsula into Lake Victoria, covering a total area of 56.2 square kilometers (21.7 sq. mi), out of which 20 km<sup>2</sup> (7.7 sq. mi) is water.

This particular area was considered for research because of its uniqueness in that it shares both urban and rural characteristics.

### **3.4 Study population**

According to Amin (2005), a population of the research study is the complete group of elements which the researcher will generalise while conducting a given research study. In other words, the population of the research study was the total number of all the research participants who took part in the study. Accordingly, the population studied included the staff from Entebbe Municipal Council from the procurement department, planning department and finance department. In total, 38 participants were considered for the study.

### **3.5 Sampling procedures**

The study used simple random sampling technique which is a probability sampling method that draws a portion of a population so that each member of the population has an equal chance of being selected. In other words, in a random sampling all possible samples of fixed size have the same probability of being selected. A sample drawn at random is unbiased in the sense that no member of the population has any more chance of being selected than any other member.

#### **3.5.1 Sample size and selection**

The study focused on public procurement and service delivery in the public sector with particular reference to Entebbe Municipal Council in Wakiso district. The researcher used Morgan and Krejcie (1970) table of determining sample size to obtain a sample size  $n=30$  respondents from a population size  $N=38$ , from whom information was collected. This particular sample size was selected because it was easier to manage and enough to generate findings as well as to generalize the findings of the formula to a bigger population.

### **3.5.2 Sampling Techniques**

Sampling refers to the process of selecting research elements for a particular research study from a given population (Amin, 2005). In other words, sampling entails extracting a sample size from a given population. The study mainly used simple random sampling. This was used in determining the sample to base on in carrying out data collection in the field because it gives appropriate findings and results in the end as it's consistent and accurate and easy to use than other techniques.

### **3.6 Data collection methods and Instruments**

The researcher used both primary and secondary data sources for the study. For primary data, the researcher used questionnaires and secondary data was accessed by reading reports, text books and online journals about public procurement and service delivery in the public sector.

#### **3.6.1 Questionnaires**

The questionnaire was the main instrument for data collection. Each item in the questionnaire was developed to address a specific objective or hypothesis of the study. Both open and closed ended questions were used such that open ended questions allowed the respondents to freely express their views about the study topic. The questionnaire was structured in a way to have both closed and open ended questions to generate adequate quantitative data within limited time. The questionnaires will mainly be for the literate class of respondents.

### **3.7 Quality Control Methods**

The significance of ensuring control over the research process and collection of data was vital for the credibility of research findings, the set procedures in this study ensured that control over the data obtained from the field was seriously taken into consideration as that provides its measure

for reliability and validity. Validity and reliability of research instruments was ensured in the following ways;

### **3.7.1 Validity**

Validity is the extent to which the research instrument measures what it is supposed to measure and performs as it is designed to perform though it may be rare, if nearly impossible, that an instrument can be 100% valid (Amin, 2005). There are numerous statistical tests and measures to assess the validity of quantitative instruments. The researcher used the pretesting method to find out the validity of the questionnaires. The content validity index (CVI) was measured by the formula; dividing the number of valid questions by the total number of questions in the questionnaire. The calculated content validity index will be 0.83 which showed the researcher that the quantitative instrument was valid enough.

### **3.7.2 Reliability**

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials (Creswell, 2003). Although unreliability is always present to a certain extent, there will generally be a good deal of consistency in the results of a quality instrument gathered at different times. One of the easiest ways this research used in order to determine the reliability of empirical dimensions was by the retest method in which the same questions were given to the same people after a short while. The reliability of the instrument was estimated and found to be 0.07 which shows that the questionnaire was reliable.

## **3.8 Data management and analysis**

The researcher designed a questionnaire which was corrected by the help of the supervisor and came up with a final questionnaire, which was then taken to the dean and obtained a university



introductory letter to present to the council when seeking for permission to carryout research in the entity.

After, the researcher served out the questionnaires to the different respondents and gave them ample time to fill them in and eventually collected them afterwards.

The analysis was mainly descriptive. The emergent design was particularly used because it allows data to be collected and analyzed simultaneously. Data collected using SAQs was edited, categorized and presented in percentages from frequency tables for easy interpretation.

### **3.9 Ethical considerations**

Clearance was sought from the area council authorities with the help of the introductory letter from Uganda Martyrs University. It was my responsibility to ensure that the consent of respondents is sought calmly and politely. Confidentiality, self-control and language use was maximally upheld especially in regard to information that people are in control of. Besides respect for human dignity, the researcher had to always explain the purpose of research at every stage of data collection and so, the respondents were kept informed with the research they were dealing with. This created confidence in the respondents throughout the whole process.

### **3.10 Limitations**

Some respondents did not return their questionnaires while others did not fully complete filling them which created a problem for the researcher in analyzing the data. The researcher overcame this by constantly checking and reminding the respondents to fill in and complete the questionnaires.

Some respondents thought that the researcher was a spy and therefore gave biased information while others demanded for something in return for the information given. This was overcome by

presenting a valid university identity card and the university introductory letter which both proved that the researcher was a student.

Given their busy schedule, getting the respondents to answer the questionnaires and also have time for interviews was a problem. This was overcome by giving the respondents enough time to answer the questionnaires and then collecting them later.

### **3.11 Conclusion**

The study used two approaches of qualitative and quantitative research to generate data that was used to establish the procurement management and service delivery in the public sector in Entebbe Municipal Council. Questionnaires were used for data collection, and the data was analyzed using editing, tabulation and percentages that established conclusions for the study.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This chapter presents the interpretation and discussion of the empirical findings obtained from the field interviews and questionnaire response carried out during the study. The results are presented in a logical order as per objectives of the study and finally in comparative manner with the findings of other researchers.

#### **4.2 Response rate**

30 questionnaires were distributed and all of them were recovered. The response rate was 100% because the questionnaire was administered by the researcher and the exercise took enough time that enabled the researcher come back to those who could not be traced for the first time. This was done to ensure that all the targeted respondents were utilized for reliability and valid data.

#### **4.3 Demographic characteristics of respondents**

This section presents the sex, age, marital status, and education level of the respondents.

##### **4.3.1 Gender of the respondents.**

During the research study, the researcher sought to find out the gender of the respondents. The results obtained are shown in table 4.3.1 below.

**Table 4.3.1: A Table Showing the sex distribution of the respondents**

<b>Sex</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Male	17	56.7
Female	13	43.3
<b>Total</b>	<b>30</b>	<b>100</b>

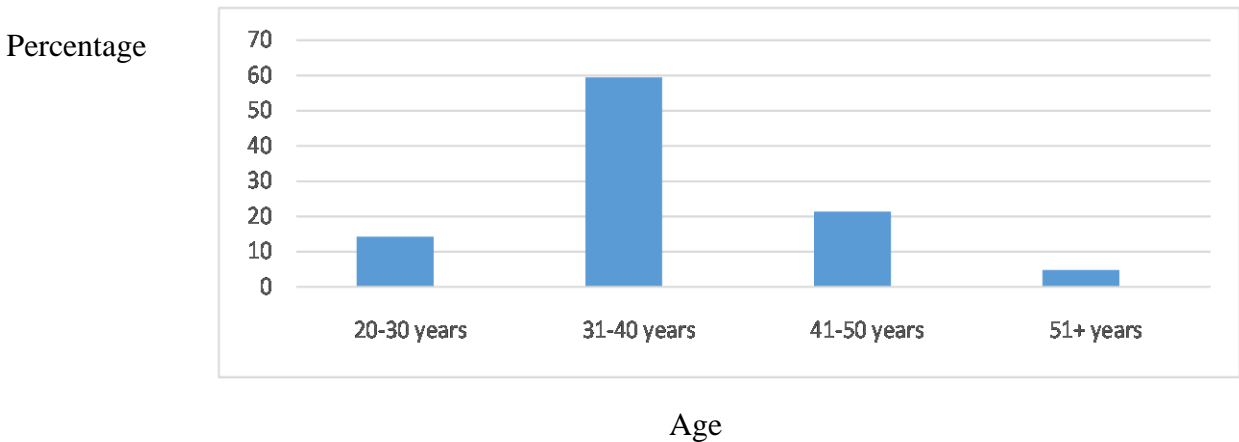
**Source: Field primary data 2016**

The results in table 4.3.1 above show the number of respondents in the study area by gender. Demographic data on the general respondents reveal an unequal distribution in respect of gender as the majority were males with (17) 56.7% as opposed to the females with (13) 43.3% respectively. The study findings indicate that males had a bigger share of participation than females in the study. Although the proportion of women is more than that of men in terms of population of the communities, in the world of work there are generally fewer females compared to males. So the above percentage represents a true picture of the gender proportions in organizations.

### 4.3.2 Age distribution of the respondents

During the research study, the researcher sought to find out the age distribution of the respondents. The results obtained are shown in figure 4.1.2 below.

**Figure 4.1.2: A Bar Graph Showing Age Distribution of the Respondents**



**Source: Field primary data**

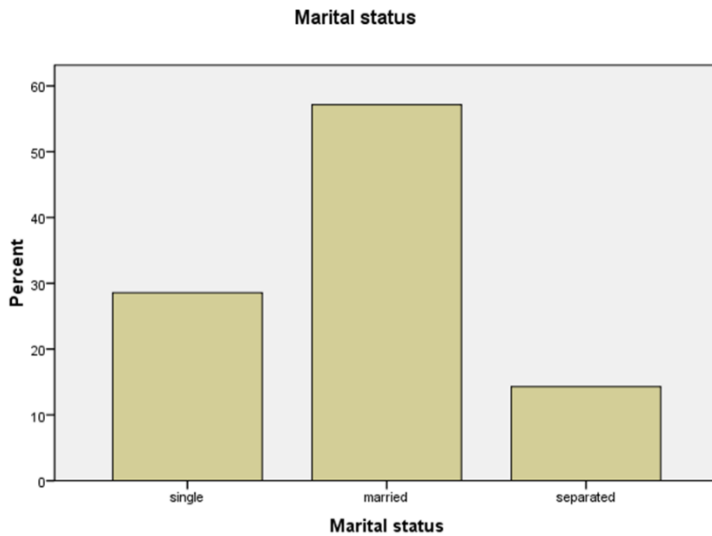
Figure 4.3.2 above shows that (6) 14.3% of the respondents were between 20-30 years, (25) 59.5% were between 31-40 years,(9) 21.4% were between 41-50 and (2) 4.8% were 51years and above. This indicates that the respondents in all categories were sampled and had a wealth of data about issues that concern the world of work and have responsibility in the municipality management, contract awarding and management and had knowledge on procurement management and service delivery in the municipality. The minority of the respondents were aged 51+ years because in most cases at this stage, people are ageing and getting weak and hence are not effective at work and some are even retired.

### 4.3.3 Marital status of the respondents

During the research study, the researcher sought to find out the marital status of the respondents.

The results obtained are shown in figure 4.3.3 below.

**Figure 4.3.3: A Bar Chart Showing Marital status of the respondents**



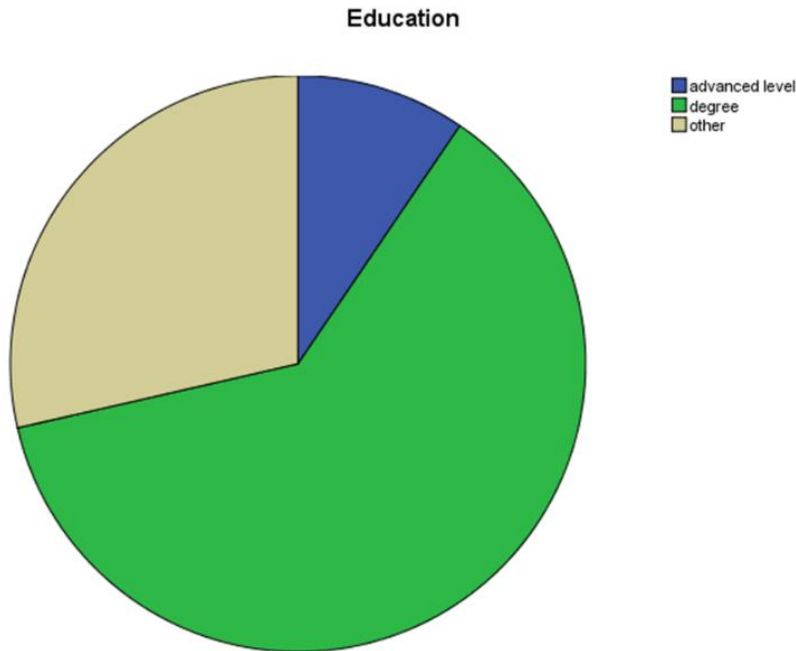
**Source: Field primary data 2016**

Figure 4.3.3 above shows that (9) 28.6% of the respondents were single, (17) 57.1% were married and (4) 14.3% were separated. These findings show that a big percentage of the respondents sampled were married. These were of mature age with experience in the world of work and the Town Council service commission gives them responsibilities because they are considered responsible and understand procurement management and service delivery in the Town Council.

#### 4.3.4 Education qualification of the respondents

During the research study, the researcher sought to find out the education level of the respondents. The results obtained are shown in figure 4.1.4 below.

**Figure 4.3.4: A Pie Chart Showing Education Qualification of the respondents**



**Source: Field primary data 2016**

Figure 4.3.4 above shows that, (3) 9.5% had attained advanced education level, (18) 61.9% had attained bachelor's degrees and (9) 28.6% had other educational levels which included; masters and PhD. This implies that the workers had acquired some skills to work in local government. This implies that the biggest number of respondents had attained university education level, thus justifying the fact that these were respondents who were highly educated and understood the research well.

#### 4.4: PROCUREMENT PLANNING AND SERVICE DELIVERY

The first objective of the research study was to find out whether procurement planning had an effect on service delivery. The respondents were asked a number of questions shown in table 4.4 below.

**Table 4. 4: A Table Showing the Effect of Procurement Planning on Service Delivery**

Statements	N	SDA (%)	DA (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
1. Procurement planning sets in motion the entire procurement process of acquiring services in the local government.	30	-	-	6.7	53.3	40.0	4.3333	.60648
2. Procurement planning is a primary function of procurement that contributes to the success of local government operations.	30	-	-	-	37.0	63.0	4.4783	.51075
3. Each user department prepares a multi annual work plan based on the approved budget.	30	-	-	10.0	66.3	23.7	4.2727	.70250
4. The budget lists all requirements expected to be procured over a period of time.	30	-	-	13.3	32.2	54.5	4.2273	.75162
5. Monitoring of the procuring process helps us to determine how actual performance compares with planned activities.	30	-	-	-	36.6	63.4	4.5000	.51177
6. Each entity in the local government defines its procurement requirements	30	-	-	20.0	44.8	35.2	3.9091	1.01929
7. The citizens assist the town council to accurately decide on which services to expand and provide.	30	-	13.3	16.7	46.7	23.3	3.7273	1.12045

**Source: Field primary data 2016**



From table 4.4 above, (12) 40.0% respondents strongly agreed, (16) 53.3% agreed and (2) 6.7% were not sure that procurement planning sets in motion the entire procurement process. The majority agreed that in the council, procurement planning sets in motion the entire procurement process of acquiring services in the local government. 6.7% of the respondents were not sure because they were from other departments and not well versed with procurement. The mean of 4.3333 and standard deviation of 0.60648 indicates that procurement planning helps the local government during the process of acquiring services in the municipality for example getting the right service provider. Since procurement planning is one of the primary functions of the procurement process, it implies that there is need for procurement planning in order to acquire quality services in local governments, Basheka (2014).

From table 4.4 above, (11) 37.0% respondents agreed and (19) 63.0% strongly agreed that procurement planning is one of the primary functions of procurement. The majority strongly agreed that procurement planning is one of the primary functions of procurement that contributes to the success of the local government. The mean of 4.4783 and standard deviation of 0.51075 implies that procurement planning has the potential to contribute to the success of local government operations for instance it guides the procurement officer when it comes to making decisions in the council. Basheka (2014) says that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery.

From table 4.4 above, (3) 10.0% of the respondents were not sure, (20) 66.3% agreed and (7) 23.7% strongly agreed that each user department prepares a multi annual work plan. The majority agreed that each user department prepares a multi annual work plan based on the approved budget because some of the respondents work in the procurement department and carryout the planning themselves. 10.0% were not sure because they were from other departments and not well versed with procurement. The mean of 4.2727 and standard deviation of 0.70250 implies that each user department is responsible for preparing his or her own work plan so that it can be integrated into the annual and multi-annual sector expenditure programme to enhance financial predictability, accounting and control over procurement budgets. This is also supported by Section 96 of the PPDA regulations 2006.

From table 4.4 above, (4) 13.3% of the respondents were not sure, (10) 32.2% agreed and (16) 54.5% strongly agreed that the budget lists all requirements expected to be procured. The majority strongly agreed that the budget lists all requirements expected to be procured over a period of time. 13.3% % were not sure because they were from other departments and not well versed with procurement. The mean of 4.2273 and standard deviation of 0.75162 implies that the budget lists all requirements expected to be procured over a period of time so as to be able to estimate the value of the goods and services before making a decision on the procurement method to be used. Watson (2008) says that the budget lists all requirements that are anticipated to be procured over a period of time.

From the table 4.4 above, (11) 36.6% agreed and (19) 63.4% strongly agreed that the procurement plan allows for the monitoring of the procurement process. The majority strongly agreed that the procurement plan allows for the monitoring of the procurement process to determine how actual performance compares with planned activities. The mean of 4.5000 and standard deviation of 0.51177 implies that the council uses the procurement plan to determine how actual performance compares with planned activities. Lynch (2013) says that the procurement plan allows for the monitoring of the procuring process to determine how actual performance compares with planned activities, and thus to alert the pertinent departments and adjust the procurement plan accordingly.

Table 4.4 indicates that (6) 20.0% of the respondents were not sure, (13)44.8% agreed and (11) 35.2% strongly agreed that each entity in the local government defines its procurement requirements. 20.0% were not sure because they were from other departments and not well versed with procurement. The majority agreed that each entity in the local government defines its procurement requirements. The mean of 3.9091 and standard deviation of 1.01929 implies that it is the role of each entity in the local government to define its procurement requirements so as to create a sound financial justification for procuring them. This is also similar to findings of Agaba and Shipman, (2007) who said that it is the role of each entity in the local government to define its procurement requirements.

Table 4.4 shows that (4) 13.3% of the respondents disagreed, (5) 16.7% were not sure, (14) 46.7% agreed, (7) 23.3% strongly agreed that the citizens assist the town council to accurately decide on which services to expand and provide. The majority of the respondents agreed that the citizens assist the town council to accurately decide on which services to expand and provide. 13.3% disagreed and 16.7% were not sure and because they were from other departments and not well versed with procurement. The mean of 3.7273 and standard deviation of 1.12045 implies that the council should not be afraid to ask the customer (citizens) because they are the ones who really know best what they need and what they get, it is not always the same thing. Basheka (2013) also found that the Municipality consults citizens during decision making which implies that this kind of involvement of citizens ensures that procurement planning and decision-making process reflect their needs and priorities and lead to the types of decisions that will make an effective services delivered in an open, fair and democratic local government.

#### 4.5: ETHICAL CONDUCT AND SERVICE DELIVERY

The second objective of the research study was to find out whether ethical conduct had an effect on service delivery. The respondents were asked a number of questions shown in table 4.5 below.

**Table 4.5: A Table Showing the Effect of Ethical Conduct on Service Delivery**

Statements	N	SDA (%)	DA (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
1. The council provides commitment and modeling of leadership in professional ethics.	30	-	-	9.9	53.4	36.7	4.3636	.72673
2. The procurement officers need to accept the ethical standards that are established by the organization.	30	-	-	-	64.7	35.3	4.5455	.50965
3. Good ethical conduct ensures promotion of efficient and effective use of resources.	30	-	13.3	-	53.4	46.6	4.1364	.83355
4. Promoting of ethics has helped to check on fraud and corruption.	30	-	-	-	48.3	51.7	4.5000	.51177
5. Ethical guidelines and literature on decision making are often used to guide the council members.	30	-	-	16.7	30.0	53.3	4.0909	.75018
6. Maintaining a workplace culture with strong ethics and integrity is fundamental to good performance.	30	-	-	-	41.6	58.4	4.4545	.50965
7. Training is always provided to have organizational support, rendering efficient, effective and ethical service delivery.	30	-	-	-	36.7	63.3	4.2273	1.02036

**Source: Field primary data 2016**

From table 4.5 above, (3) 9.9% of the respondents were not sure, (16) 53.4% agreed (11) 36.7% strongly agreed that the council provides commitment and modeling of leadership. The majority agreed that the council provides commitment and modeling of leadership in professional ethics. 9.9% were not sure because they were from other departments and not well versed with procurement. The mean of 4.3636 and standard deviation of 0.72673 implies that the council instills and encourages leadership in professional ethics in order to meet the required professional standards. Waldron (2009) explains that activities on the part of leaders' foster environments and cultures that support ethical practices throughout the organization. Leaders play a critical role in creating, sustaining, and changing their organization's culture, through their own behavior and through the programs and activities they support and praise or neglect and criticize.

Table 4.5 above shows that (19) 64.7% agreed and (11) 35.3% strongly agreed that the procurement officers need to realise the importance of changing their own mindset. The majority agreed that the procurement officers need to realise the importance of changing their own mindset and accept ethical standards established by the organisation. The mean of 4.5455 and standard deviation of 0.5096 implies that procurement officers need to accept and follow the ethical standards set by the council and not to make decisions basing on their own personal beliefs. Lues (2011) states that and public service managers need to realise the importance of changing their own mindset and accepting the ethical standards that are established by the public service organisation, even if these differ from their own beliefs and culture.

From table 4.5 above, (16) 53.4% agreed and (14) 46.6% strongly agreed that good ethical conduct ensures promotion of efficient and effective use of resources. The majority strongly agreed that good ethical conduct ensures promotion of efficient and effective use of resources in the council. The mean of 4.1364 and standard deviation of 0.83355 implies that the council should take it into consideration to make the best possible use of the available resources at all times in order to control wastage and depletion of resources. According to The Municipal Finance Management Act, municipalities are required to “take reasonable steps to ensure that the resources of the municipality are used effectively, efficiently and economically”. Good financial management is the key to local service delivery.

From table 4.5 above, (14) 48.3% agreed and (16) 51.7% strongly agreed that promoting of ethics has helped to check on fraud. The majority strongly agreed that promoting of ethics has helped to check on fraud in the council. The mean of 4.5000 and standard deviation of 5.1177 implies that promoting of ethics has enabled the council monitor and control any fraudulent practices that take place in the local authority. The Fraud and Corruption Control Framework (2014) explains that organisations should develop and maintain ethics related policies and procedures for building and sustaining integrity and accountability; for example, Standard of Practice, public interest disclosure procedure and guidelines, conflicts of interest in order to be able to control fraud and corruption.

From table 4.5 above, (5) 16.7% of the respondents were not sure, (9) 30.0% agreed and (16) 53.3% strongly agreed that ethical guidelines and literature on decision making are often used to guide the council members. The majority strongly agreed that ethical guidelines and literature on decision making are often used to guide the council members to make good decisions. 16.7%

were not sure because they were from other departments and not well versed with procurement. The mean of 4.0909 and standard deviation of 0.75018 implies that in professional ethics in human service, professionals carry out many functions so that their mission of helping the public and the goals of the human service organization can be accomplished. In carrying out their work, they are often faced with ethical dilemmas which is why the council uses ethical guidelines and literature on decision making to guide the members.

Kelly (2013) says that ethical guidelines and literature on ethical decision making are often used to guide the professionals in resolving the ethical dilemmas encountered in the organisation.

From table 4.5 above, (12) 41.6% agreed and (18) 58.4% strongly agreed that maintaining a workplace culture with strong ethics and integrity is part of the entity's framework. The majority strongly agreed that a workplace culture with strong ethics and integrity is part of the entity's framework and is fundamental to good performance. The mean of 4.4545 and standard deviation of 0.50965 implies that public sector employees must operate with integrity and maintain high standards of ethical conduct to maintain sound decision making processes and ensure community confidence and trust in the public sector. Robins (2009) argues that maintaining a workplace culture with strong ethics and integrity is part of the governance framework and is fundamental to good organisational performance.

From table 4.5 above, (11) 36.7% agreed and (19) 63.3% strongly agreed that training is always provided. The majority strongly agreed that training is always provided in the council. The mean of 4.2273 and standard deviation of 1.02036 implies that training is provided in the council to have organisational support, rendering efficient and effective ethical and accountable service delivery. Raga and Derek (2015) explain that training in ethics is essential to ensure that officials



act confidently, knowing they have organizational support, rendering efficient, effective, ethical, and accountable public service.

#### **4.6: DEGREE OF PROFESSIONALISM AND SERVICE DELIVERY**

The third objective of the research study was to find out whether the degree of professionalism had an effect on service delivery. The respondents were asked a number of questions shown in table 4.4 below.

**Table 2.6: A Table Showing the Degree of Professionalism and Service Delivery**

Statements	N	SDA (%)	DA (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
1. The inability to maintain professional standards in the entity results into poor performance.	30	-	-	-	33.4	66.7	4.4545	.67098
2. Professionalism is an overarching value that determines how its activities will be carried out.	30	-	16.7	23.4	34.9	25.0	3.2273	.81251
3. There is need for the council to exploit new opportunities.	30	-	-	-	43.3	56.7	4.4091	.50324
4. Accountability and transparency reduces the likelihood of unethical behavior.	30	-	-	23.3	43.4	33.3	4.0000	1.11270
5. Skills needed in evaluation should be put in greater demand in public management.	30	-	-	-	48.8	51.2	4.6364	.49237
6. A significant number of local governments do not have the capacity to meet the rising needs of local people.	30	-	30.0	26.7	43.3	-	4.5909	.50324
7. Improving the quality of public managers through selection, training and career management.	30	-	-	-	46.6	53.4	3.0000	.87287

**Source Field data 2016**

From table 4.6 above, (10) 33.4% agreed and (20) 66.7% strongly agreed that the inability to maintain professional standards results into poor performance. The majority strongly agreed that the inability to maintain professional standards results into poor performance in the council. The mean of 4.4545 and standard deviation of 0.67098 implies that failure to maintain professional standards in the council leads to poor performance at work. Idasa (2010) explains that the

inability to maintain professional standards results into organizational performance, for instance Corruption, financial mismanagement and non-compliance with financial legislation are common in most municipalities. Consequently, this result to poor performance thus the delivery of social services is compromised.

From Table 4.6 above, (5)16.7% disagreed, (7) 23.4% were not sure, (10) 34.9% agreed and (8) 25.0% strongly agreed that professionalism is an overarching value. The majority agreed that professionalism is an overarching value that determines how its activities will be carried out. 16.7% and 23.4% were not sure because they were from other departments and not well versed with procurement. The mean of 3.2273 and standard deviation of 0.81251 implies that professionalism encompasses all other values that guide the council such as loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to individual countries. United Nations (2000) explains that professionalism in the public service is an over-arching value that determines how its activities will be carried out.

From table 4.6 above, (13) 43.3% agreed and (17) 56.7% strongly agreed that there is a need for new capacities within the council to exploit new opportunities. The majority strongly agreed that there is a need for new capacities within the council to exploit new opportunities and ensure that public service functions are carried out effectively. The mean of 4.4091 and standard deviation of 0.50324 implies that the council should ensure that all public service functions are carried out to the highest professional standards. Jarvalt (2013) says that there is a need for new capacities within the public service to exploit new opportunities and to ensure that all civil service functions are carried out to the highest professional standards.

From table 4.6 above, (7) 23.3% of the respondents were not sure, (13) 43.3% agreed and (10) 33.3% strongly agreed that accountability and transparency reduces the likelihood of unethical behaviour. The majority agreed that accountability and transparency reduces the likelihood of unethical behaviour in the council. 23.3% were not sure because they were from other departments and not well versed with procurement. The mean of 4.0000 and standard deviation of 1.11270 implies that accountability and transparency reassures and instills confidence in all citizens concerning the integrity of decisions in the procurement process hence reducing the likelihood of unethical behavior. Grierson and Needham (2004) say that Demonstrated accountability and transparency reduces the likelihood of unethical behaviour, reassures the community and instills confidence in all stakeholders concerning the integrity of decisions.

From table 4.6 above, (15) 48.8% agreed and (15) 51.2% strongly agreed that skills needed in evaluation should be put in greater demand. The majority strongly agreed that skills needed in evaluation should be put in greater demand. The mean of 4.6364 and standard deviation of 4.9237 implies that skills needed in evaluation should be put in greater demand and also call for more professionalism in public management in order to get the right service provider. Jarvalt (2013) explains that the skills needed in the public service, both now and in the future, in policy development and analysis, in management of organisations and in public services delivery, put greater demands on public servants and call for more professionalism in public management.

From table 4.6 above (9) 30.0% disagreed, (8) 26.7% were not sure and (13) 43.3% agreed that a significant number of local governments do not have the capacity to meet the rising needs of local people. 30.0% disagreed because they were working g in the procurement department and therefore knew most issues that take place. 26.7% were not sure because they were from other departments and not well versed with procurement. The majority agreed that a significant

number of local governments do not have the capacity to meet the rising needs of local people. The mean of 4.5909 and standard deviation of 0.50324 implies that a significant number of local governments do not have managerial, administrative, financial and institutional capacity to meet the rising needs of local people. Idasa (2010) says that a significant number of local governments do not have managerial, administrative, financial and institutional capacity to meet the rising needs of local people. This situation is exacerbated by the decline of municipal professional and poor linkages between local government and tertiary education sector. As a result, these municipalities cannot meet their required performance standards hence impacting adversely on the delivery of services.

From table 4.6 above, (14) 46.6% agreed and (16) 53.4% strongly agreed that improving the quality of public managers is done through selection, training and career management. The majority strongly agreed that improving the quality of public managers is done through selection, training and career management. The mean of 3.0000 and standard deviation of 0.87287 implies that improving the quality of public managers is done through selection, training and career management and by improving their working environment for good decision making. Vsanthakumar and Arulraj (2011) argue that organisations should find the right people for the right jobs, carryout selection through evaluating candidates, orientation through availing administration procedures books, objective statements, training and creating a good working environment.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of findings, the general conclusions and recommendations suggested by the researcher. The summary is based on the specific objectives of the study that which were identified in chapter one. The researcher gives recommendations in relation to procurement management and service delivery in public sector.

#### **5.2 Summary of study findings**

The researcher found out the following during the research; that most of the respondents were males which implies that although the proportion of women is more than that of men in terms of population of the communities, in the world of work there are generally fewer females compared to males. So the above percentage represents a true picture of the gender proportions in organizations, majority were between ages (31-40) which indicates that the respondents in all categories had a wealth of data about issues that concern the world of work and have responsibility in the municipality management, contract awarding and management and had knowledge on procurement management and service delivery in the municipality. The minority of the respondents were aged 51+ years because in most cases at this stage, people are ageing and getting weak and hence are not effective at work and some are even retired, majority were married which shows that a big percentage of the respondents sampled were married. These were of mature age with experience in the world of work and the Town Council service commission gives them responsibilities because they are considered responsible and understand procurement management and service delivery in the Town Council.

and majority had attained bachelor's degree which indicates that the workers had acquired some skills to work in local government and that the biggest number of respondents had attained university education level, thus justifying the fact that these were respondents who were highly educated and understood the research well demographic characteristics of the respondents.

In procurement planning and service delivery, 13.3% of the respondents disagreed that the citizens assist the town council to accurately decide on which services to expand and provide. This is because these respondents were from different departments and were not well versed with what takes place in the procurement department.

In degree of professionalism and service delivery, 16.7% of the respondents disagreed that professionalism is an overarching value that determines how its work will be carried out and also 30.0% disagreed that a significant number of local governments do not have the capacity to meet the rising needs of local people. This is because these respondents were from different departments and were not well versed with what takes place in the procurement department.

### **5.2.1 Effect of procurement planning on service delivery**

The first objective was; establish the effect of procurement planning on service delivery, the study found out that in the council, procurement planning sets in motion the entire procurement process of acquiring services in the local government, procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations, each user department prepares a multi annual work plan based on the approved budget, the budget lists all requirements expected to be procured over a period of time, the procurement plan allows for the monitoring of the procuring process to determine how actual performance compares with planned activities within the council, each entity in the local government defines its procurement requirements and the citizens assist the town council to accurately decide on which services to expand and provide. This indicates that procurement planning has an effect on service delivery in in Entebbe Municipal Council.13.3% of the respondents disagreed that the citizens assist the town council to accurately decide on which services to expand and provide. This is because these respondents were from different departments and were not well versed with what takes place in the procurement department.

### **5.2.2 Effect of ethical conduct on service delivery**

As pertains the second objective, the researcher found out the following from the study: The council provides commitment and modelling of leadership in professional ethics so as to meet the required performance standards, the procurement officers need to realize the importance of changing their own mind-set and accepting the ethical standards that are established by the organization, even if these differ from their own beliefs and culture, good ethical conduct ensures promotion of efficient and effective use of resources, promoting of ethics has helped to check on



fraud and corruption., ethical guidelines and literature on decision making are often used to guide the council members, maintaining a workplace culture with strong ethics and integrity is part of the entity's framework and is fundamental to good performance and training is always provided to have organizational support, rendering efficient and effective ethical and accountable service delivery. This indicates that ethical conduct has an effect on service delivery in Entebbe Municipal Council.

### **5.2.3 Effect of the degree of professionalism on service delivery**

Lastly, on the third objective of the study, the researcher found out the following: the inability to maintain professional standards in the entity results into poor performance, professionalism is an overarching value that determines how its activities will be carried out, there is a need for new capacities within the council to exploit new opportunities and to ensure that all public service functions are carried out to the highest professional standards, accountability and transparency reduces the likelihood of unethical behaviour, reassures and instils confidence in all stakeholders concerning the integrity of decisions in the procurement process, skills needed in evaluation should be put in greater demand and also call for more professionalism in public management in order to get the right service provider, all functions in the local government should be carried out to the highest professional standards so as to deliver the required services and a significant number of local governments do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people. This shows that the degree of professionalism has an effect on service delivery in Entebbe Municipal Council.

16.7% of the respondents disagreed that professionalism is an overarching value that determines how its work will be carried out and also 30.0% disagreed that a significant number of local governments do not have the capacity to meet the rising needs of local people. This is because

these respondents were from different departments and were not well versed with what takes place in the procurement department.

### **5.3 Conclusions**

Based on the research objectives, and the research questions, the study made the following conclusions: It concluded that procurement planning has an effect on service delivery. Some of the positive impacts include; enhanced predictability, accounting and control over procurement budgets, resources of the municipality are used effectively, efficiently and economically and these would help improve service delivery in the council.

The study concluded that ethical conduct has an effect on service delivery. Good ethical conduct in the council has led to improved service delivery through controlling fraud and corruption, ensuring that resources are utilized efficiently and effectively in the council.

The study also concluded that degree of professionalism has an effect on service delivery. Some of the effects were lack of enough managerial, administrative, and institutional capacity to meet the rising needs of the local people, fraud and corruption amongst some council members which negatively affect service delivery in the council.

### **5.4 Recommendations of the Study.**

Government should increase funding for the maintenance of community and feeder roads. Corruption should be reduced by enforcing of strict rules, giving penalties on those involved, also increasing of salaries of the civil servant and also promoting of ethics can also reduce on corruption.

The council should use procurement planning during the process of acquiring services in the municipality for example getting the right service provider. Since procurement planning is one of the primary functions of the procurement process, it means that there is need for procurement planning in order to acquire quality services in the council.

Entebbe Municipal Council should use the procurement plan because it allows for the monitoring of the procuring process in order to be able to determine how actual performance compares with planned activities, and thus to alert the pertinent departments and adjust the procurement plan accordingly.

The council should apply accountability and transparency so as to reassure and instill confidence in all citizens concerning the integrity of decisions in the procurement process hence reducing the likelihood of unethical behaviour in the council.

The procurement team should carry out enough research and evaluation so as to find out which service providers are able and have the equipment to perform the required work in the given time possible. Therefore, organizations with established performance measures for their procedures, processes, and plans experience lower customer dissatisfaction and employee turnover than those which do not have.

To ensure value for money, there should be continuous improvement in the efficiency of internal processes and systems and public entities should maintain structures that avoid unnecessary costs. This was also adopted by The Government of Malawi (2008) a developing country in the Sub-Sahara Africa.

As much as quality of procured goods and services featured the most preferred measure of procurement performance, other intangible measures like timely delivery of orders, customer satisfaction, dependability, flexibility and quality of employees should not be ignored.

It is important to offer ethics education to employees of the organization in order to ensure they serve in ultimate objectivity, accountability, and non-discrimination. The organization code of ethics should be well put in place and adhered to; in order to guide the daily operations of employees and to provide them with guiding principles.

The organization should train suppliers/bidders on the proper procurement procedures and practices so as to create consistency and to reduce cost. The government should look into improving payment and working conditions of its employees so as to deter them from potential malpractices.

### **5.5 Suggested Further Research**

The study particularly focused on Entebbe Municipal Council and therefore further research should be carried out on other local governments. Further research should also be carried out on the quality of services delivered to the public.

There is also need to consider procurement perceived service quality by considering attributes of value for money, effectiveness and efficiency that are characterized by procurement officers as perceived by user departments within the PDE's in central government.

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## APPENDICES

### APPENDIX 1: KREJCIE AND MORGAN TABLE OF SAMPLING

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
"S" is sample size.

Source: Krejcie & Morgan, 1970



## APPENDIX 2: QUESTIONNAIRE

Dear respondents,

I am **NABAFU BRENDA SHEILA** a student pursuing a degree in Business administration and management at Uganda Martyrs University carrying out a study on Procurement Management and service delivery in Entebbe Municipal Council, my case study. I humbly request you to spare some few minutes of your time and answer these questions below. The study is strictly for academic purposes and will be treated with utmost confidentiality. Your cooperation is highly appreciated.

### SECTION A: BIO DATA; BACKGROUND INFORMATION (Please tick where appropriate)

#### 1. Sex

1. Male  2. Female

#### 2. Age

1. 20-30 yrs.   
2. 31-40 yrs.   
3. 41-50 yrs.   
4. 51+ yrs.

#### 3. Marital status;

1. Single   
2. Married   
3. Separated   
4. Other (specify) .....

#### 4. Education

1. Ordinary level   
2. Advanced level

3. Degree

4. Other specify.....

**SECTION B: PROCUREMENT PLANNING AND SERVICE DELIVERY.**

The following abbreviations will be used: Strongly agree (**SA**), Agree (**A**), Not Sure (**NS**), Disagree (**D**), and Strongly Disagree (**SDA**) **Statements**

<b>Statements</b>	<b>SDA</b>	<b>DA</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
1. Procurement planning sets in motion the entire procurement process of acquiring services in the local government.					
2. Procurement planning is a primary function of procurement that contributes to the success of local government operations.					
3. Each user department prepares a multi annual work plan based on the approved budget.					
4. The budget lists all requirements expected to be procured over a period of time.					
5. Monitoring of the procuring process helps us to determine how actual performance compares with planned activities.					
6. Each entity in the local government defines its procurement requirements					
7. The citizens assist the town council to accurately decide on which services to expand and provide.					
8. The procurement field is full of complex competitive environment which give rise problems that relate					

What is the first step in the procurement planning process?

.....

**SECTION C: ETHICAL CONDUCT AND SERVICE DELIVERY.**

The following abbreviations will be used: Strongly agree (**SA**), Agree (**A**), Not Sure (**NS**), Disagree (**D**), and Strongly Disagree (**SDA**).

Statements	SDA	DA	NS	A	SA
1. The council provides commitment and modelling of leadership in professional.					
2. The procurement officers need to accept the ethical standards that are established by the organization.					
3. Good ethical conduct ensures promotion of efficient and effective use of resources.					
4. Promoting of ethics has helped to check on fraud and corruption.					
5. Ethical guidelines and literature on decision making are often used to guide the council members.					
6. Maintaining a workplace culture with strong ethics and integrity is fundamental to good performance.					
7. Training is always provided to have organizational support, rendering efficient, effective and ethical service delivery.					
8. We operate with integrity and maintain high standards of ethical conduct for sound decision making processes.					

How does the government and society promote and enforce ethical behavior in service delivery?

.....

**SECTION D: DEGREE OF PROFESIONALISM AND SERVICE DELIVERY.**

The following abbreviations will be used: Strongly agree (**SA**), Agree (**A**), Not Sure (**NS**), Disagree (**D**), and Strongly Disagree (**SDA**).

<b>Statements</b>	<b>SDA</b>	<b>DA</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
1. The inability to maintain professional standards in the entity results into poor performance.					
2. Professionalism is an overarching value that determines how its activities will be carried out.					
3. There is need for the council to exploit new opportunities and to ensure that public service functions are carried out.					
4. Accountability and transparency reduces the likelihood of unethical behavior and instills confidence in all stakeholders.					
5. Skills needed in evaluation should be put in greater demand in public management so as to get the right service provider.					
6. A significant number of local governments do not have the capacity to meet the rising needs of local people.					
7. Improving the quality of public managers through selection, training and career management.					
8. All functions in the local government should be carried out to the highest professional standards.					

What is the relationship between degree of professionalism and service delivery?

.....

**THANK YOU VERY MUCH**

**END**

