



EFFECTIVENESS OF PROCUREMENT PLANNING ON SERVICES DELIVERY IN PUBLIC SECTOR IN RWANDA.

A case of NAEB

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ABSTRACT

The main purpose of this research was to investigate the effectiveness of procurement planning on service delivery in public sector in Rwanda. This research was guided by the following objectives :i) to examine the Effect of Procurement Policy on Service delivery in NAEB. ii) To investigate Effect of Procurement workforce on service delivery in NAEB. iii) To analyze Effect of Sustainable Procurement Practice on service delivery in NAEB. iv) To understand the relationship between Procurement Planning and Service Delivery. Descriptive research used in this study to collect information. The total population for this study was 71 people. The purposive sampling technique used to select the participants. Data

collected using questionnaire and interview .it analyzed by descriptive statistics and inferential statistics. Findings on objective number one revealed that the regression coefficient $\beta= 0.127$ at $p = 0.021$ and t -value of 1.232. Furthermore, the estimate revealed that this procurement policy statistically significant positive effect on service delivery, And objective two study indicate regression coefficient $\beta= 0.455$ at $p = 0.001$ and t -value of 3.345. Furthermore, the estimate revealed that Procurement workforce has positive effect on service delivery. Finally study shows that there is a positive effect of sustainable procurement practice on service delivery by regression coefficient $\beta= 0.488$ at $p = 0.000$ and t -value of 5.083. The findings revealed that, by inferential statistics especially Pearson correlation There was a positive

significant relationship between procurement planning and service delivery ($\rho = 0.392$, p which is 0.00 value < 0.05) as conclusion there is a moderate positive relationship of procurement planning on service delivery in public sector. And also this study conclude that there a significant positive effect of procurement

planning, workforce and sustainable procurement practice on service delivery. As a recommendation NAEB should increase periodic procurement on their employee and Government also should increase quality service delivery awareness campaign in all public institution.

CHAPTER ONE:GENERAL INTRODUCTION

1.0 Introduction

This chapter is composed of the background of the study; problem statement, research objectives, research questions, scope of the study and significance of the study,

1.1. Background of the Study

In Australia, Snail & Baily, P. (2020) stated that, procurement is one part of the commissioning process. It refers to a specific method of purchasing services which involves tendering for a contract. Sometimes it is more appropriate for a public body to fund a service through the provision of a grant, but then it will have less control over the precise outcomes to be delivered. Smith Rs (2019) noted that in as far as the Local Government Act, the constitution and any other statutes that are studied, there is no definition of the phrase (service delivery) either deliberately or ignorantly. However he said,

Service is a system or arrangement that supplies public needs. Whereas delivery is periodical performance of a service.

In Uganda, according to Lema Nakabugo (2019) in the study towards implementing procurement planning in parastatal organizations argued that preparation of procurement planning is very important to many organization and it need close cooperation among users departments and management in general as its acts as a road map to procurement of organization which later assure availability of goods and services.

NAEB exist to advice on the development of policy and strategies for developing exports of agricultural and livestock products meeting international market requirements; to implement policy and strategies for developing exports of agricultural and livestock products meeting international market requirements; to work with stakeholders' networks and coordinate their activities in relation to the processing and export of agricultural and livestock products; to provide timely and cost-effective support services

required for enhanced international competitiveness of the private sector in agricultural and livestock exports; to identify and diversify agricultural and livestock exports to sustain growth of foreign currency revenues.

1.2. Statement of the Problem

The primary essence of having a procurement plan is to ensure that due process of procurement is rightfully followed in order to fulfill a need of goods, services or works in an efficient and transparent manner dutifully so as to offer the five rights of procurement. Right quality, right quantity, right time, right price and right source. Lack of compliance in procurement planning in public procurements has led to, weaknesses in the advertisement of tenders, non-compliance of contract award procedures and weak complaints and administrative review process.. In Rwanda public institutions, Procurement planning has always been an issue of concern however much the government puts more efforts to effect procurement planning and service delivery in the country. The implementation of these interventions would be incomplete without proper procurement planning and timely service delivery. The reviewed literature is relevant to this study as it addresses the issue of Effectiveness of procurement planning on services delivery in different countries. Nonetheless, the literature does not specify how

that Procurement Planning affects public sectors' on service delivery in Rwanda. This research study aimed at filling these knowledge research gaps. In consideration of above problem, I was attracted to investigate the effectiveness of procurement planning on service delivery.

1.3. Objectives of the Study

This study was guided by the following objectives

1.3.1 General Objective

The purpose of this research was to investigate the effectiveness of procurement planning on services delivery in public sector in Rwanda.

1.3.2 Specific Objectives

- i. To examine the Effect of Procurement Policy on Service delivery in NAEB.
- ii. To investigate Effect of Procurement workforce on service delivery in NAEB.
- iii. To analyze the Effect of Sustainable Procurement Practice on service delivery in NAEB.
- iv. To understand the relationship between Procurement Planning and Service Delivery.

1.4 Research Questions

- i. Does Procurement Policy influence Service delivery in NAEB?
- ii. What is the Effect of Procurement workforce on service delivery in NAEB?

- iii. What the Effect of Sustainable Procurement Practice on service delivery in NAEB.
- iv. What is the relationship between Procurement Planning and Service Delivery?

Alternate hypothesis HA1: Procurement Policy influence Service delivery in NAEB.

Null hypothesis H02: There is no effect of Procurement workforce on service delivery in NAEB

Alternate hypothesis HA2: There is an effect of Procurement workforce on service delivery in NAEB.

Null hypothesis H03: there is no effect of Sustainable Procurement Practice on service delivery in NAEB.

Alternate hypothesis HA3: there is effect of Sustainable Procurement Practice on service delivery in NAEB.

Null hypothesis H04: There no relationship between Procurement Planning and Service Delivery

Alternate hypothesis HA4: There is relationship between Procurement Planning and Service Delivery

1.5 Research hypothesis

Null hypothesis H01: Procurement Policy does not influence Service delivery in NAEB.

CHAPTER TWO : REVIEW OF LITERATURE

2.1 Introduction

In this chapter, conceptual review, theoretical and empirical reviews of literature, conceptual framework, and gap in literature have been presented.

2.2 Conceptual Review

A conceptual framework is important to a researcher because it helps in limiting the scope of data relevant to the study by focusing on specific variables and viewpoint. As defined by Cherry (2015) concept as a fixed principle that has been developed to elucidate some characteristic of the natural world. A conceptual framework should reveal an understanding of concepts that are relevant to the research topic.

2.2.1. Procurement policies

A review of selected public procurement research reveals a tendency to treat the field in a way that distances it from “policy.” Based on the

view of Bolton (2006), public procurement is considered as an instrument, mechanism, tool or lever for promoting what they label as policies such as industrial and economic development and assistance to historically disadvantaged groups. Based on the system of model, policies could more precisely be the impacts which public institutions intend to achieve through specific procurement policies.

2.2.2 Specific Effect of the Accounting Officer

During procurement planning the accounting officer ensures that the public entity establishes a procurement unit, appoints members of the tender committee, procurement committee and other, structures in accordance with Act and the Regulations

2.2.3 Procurement practices

Procurement practices are one of the best competences of organizations performances. A considerable interest in growth of procurement practices is motivated by need of greater service datively. For many years, the nature of competition has changed to the extent that organizations now compete against other companies based on the best service delivery and quality, a complete deviation from traditional practice exercised in the 80s (Jensen, 2017).

2.2.4. Procurement Planning and Service Delivery

Procurement planning is a factor influencing service delivery. Johan, (2006) 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. Basheka (2004) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of 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.

Sustainable Procurement Planning and Service Delivery

Sustainable procurement planning is a factor influencing service delivery in public sector organization and indeed the energy sector. Public procurement refers to “the acquisition of goods and services by government or the public sector organizations” (Uyarra & Flanagan, 2010) and it is one of the main economic activities of government (Thai, 2001). The UK SP Task Force define sustainable procurement as “a process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life

basis in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimizing damage to the environment (DEFRA, 2006).

Defining Procurement Requirements for an Entity

It is the Effect of each entity in the public institutions in Rwanda to define its procurement requirements and identifying all items they need to procure (Agaba & Shipman, 2007). Creating a sound financial justification for procuring them, listing all the tasks involved in procuring their services, scheduling those tasks by allocating timeframes and resources. Through a Procurement Plan template, the procuring entity can quickly and easily define its procurement requirements, the method of procurement and the timeframes for delivery (Basheka, 2008).

2.3 Theoretical Reviews

Theoretical review explores theories that expound on the topic under study and which, thereby help in better understanding of the study in question while at the same time putting forth a justification for the current study.

2.3.1 Institutional Theory

According to Scott (2004), institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life. He further

explains the three pillars of institutions as regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance.

2.3.2 Socio-economic Theory

Sutinen and Kuperan (1999) propounded the socio-economic theory of compliance by integrating economic theory with theories from psychology and sociology to account for moral obligation and social influence as determinants of individuals' decisions on compliance. According to Lisa (2010) psychological perspectives provide a basis for the success or failure of organizational compliance.

2.4 Empirical Review

This section presents the empirical review on the procurement policies and service delivery, procurement practices and service delivery, procurement planning and service delivery.

2.4.1. Procurement policies strategies

A review of selected public procurement research reveals a tendency to treat the field in a way

That distances it from "policy." Based on the view of Bolton (2006), public procurement is considered as an instrument, mechanism, tool or lever for promoting what they label as policies such as industrial and economic development

and assistance to historically disadvantaged groups. Based on the system of model, policies could more precisely be the impacts which public institutions intend to achieve through specific procurement policies.

2.4.2. Procurement practices and services delivery

Augastine Annane (2019) this study investigated effect of procurement policy, procurement planning and sustainable procurement on service delivery in Kenya. The study employed a quantitative research approach and explanatory design. The target population for the study was staff and management of the Volta River Authority. Structured questionnaire was used to gather primary data. The study used SPSS version 32.0 for the data analyses. Again the study found a significant positive correlation between sustainable procurement practices and service delivery. The study concludes that Procurement Policy, Procurement Planning and Sustainable Procurement significantly predict service delivery of VRA. The study recommends that the management of VRA must continuously invest in sustainable procurement, procurement planning and procurement policy to enhance service delivery to the public.

2.4.3. Procurement planning and services delivery

In Ghana, Procurement planning is a factor influencing service delivery. Nichols (2002) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of government operations and improved service delivery. It is a function that sets in motion the entire acquisition or procurement process of acquiring services in governments (Lambsdorff, 2007).

2.5 Research Gap

The reviewed literature is relevant to this study as it addresses the issue of Effectiveness of procurement planning on services delivery in different countries like Kenya and Ghana. Nonetheless, the literature does not specify how that Procurement Planning affects public sectors on service delivery in Rwanda a case study of NAEB. This research study aims at filling these knowledge research gaps.

CHAPTER THREE : RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on method that was used to collect data and analyse it. It is greatly concerned with the research design, the population, sample selection procedures and sampling techniques that were used to collect.

3.2 Research Design

According to Trochim and William (2006), research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem. It is actually a blueprint for the collection, measurement,

3.3 Population Study

According to Kothari (2011), a study population is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. Thus the population should fit a certain specification, which the researcher is studying and the population should be homogenous. The total population for this study was 71 persons who are employees of NAEB.

3.4 Sources of data

The source of data was primary. To get primary data, the researcher was able to go to the field and collect raw data from respondents, in this study, questionnaire, were used to collect primary data.

3.5 Data collection methods

Both primary and secondary data were the main sources of data to be used in the study. For the secondary data, the researcher reviewed books, articles and documents from university library and other libraries in Kigali related to the topic under the study; secondly the researcher used questionnaire as a major tool of primary data collection

3.5.1 Questionnaire

The questionnaire included closed-ended questions where respondents chose from the alternative answers. Questionnaire is chosen because of the following advantages: it saves time since many respondents can be dealt with at once, it allows easy analysis of data collected, it is easy to administer when the sample is literate.

In designing questionnaires, the researcher used Likert scale to measure the respondents' views on the critical factors of procurement planning and service delivery. The same rating scale was also used for the factors of performance of public institutions. Using Likert Scale, the respondent

indicated whether he/she strongly agree (SA), agree (A), disagree (D), or strongly disagree (SD).

3.5.2 Questionnaire

This study utilized a questionnaire with open and close ended items some of which are on the Likert scale. Likert scale is an interval scale that specifically uses five anchors of strongly disagrees, disagree, neutral, agree and strongly agree. The Likert scale measures the level of agreement or disagreement and is good in measuring perception, attitude, values and behaviour. The Likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003).

3.7. Data analysis

Descriptive statistics are brief informational coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of a population.

Inferential statistics

Spearman (Pearson) correlation coefficient measures the extent to which, as one variable increases, the other variable tends to increase, without requiring that increase to be represented by a linear relationship. If, as the one variable increases, the other decreases, the rank correlation coefficients is negative. Statistical

correlation is measured by what is called coefficient of correlation (r).

Description of Regression Analysis

The model used in the study will take the form below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= service delivery. α = Constant Term
 β = Beta Coefficient –This measures how many standard deviations a dependent variable will change, per standard deviation increase in the independent variable

3.8 Limitations of the study

The researcher encountered some of circumstances including time constraints and late delivery of questionnaires. Respondents also feared of giving the information to the researcher was a stranger to them; for which the researcher assured them of the purpose of the research and confidentiality of their responses.

3.9 Ethical Considerations

Researcher sought a letter from University of Kigali to conduct a research at NAEB. Informed consent, voluntary participation; privacy / anonymity are the major ethical considerations in any research study. The research satisfied these concerned as follows. For informed consent, the researcher sought approval and authority to carry out the research from UoK. Before embarking on the research during the design of the

questionnaire, care was taken not to ask offensive or sensitive personal information from the respondents. The researcher made prior

arrangements and book appointments with the respondents to avoid inconveniencing them.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

4.1. Introduction

This chapter presents facts findings, analysis and discussions which were obtained from questionnaires, observations and interview given to the respondents between the research and staff of NAEB to influence the effectiveness of the procurement planning and service delivery for procuring entities in public sector.

4.4. Regression Analysis

The regression model was employed to determine the effect of procurement policy, procurement workforce, and sustainable procurement practice on service delivery in NAEB. The regression analysis enables the researcher to validate the hypothesis proposed in chapter one.

Table 1 : coefficient for objective 1

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.629	.274	5.945	.000
	procurement policy	.127	.103	1.233	.021

The overall model estimate in above table indicates that the regression coefficient $\beta = 0.127$ at $p = 0.021$ and t-value of 1.232. Furthermore, the estimate revealed that this parameters are statistically significant with service delivery.

Objective Two: To investigate Effect of Procurement workforce on service delivery in NAEB.

Table 2 :Coefficient for objective two

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	1.803	.265	6.803	.000
	procurement workforce	.455	.136	3.345	.001

Table 3: coefficient for objective 3

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	1.035	.241	4.294	.000
	Sustainable Procurement Practice	.488	.096	5.083	.000

The overall model estimate in above table indicates that the regression coefficient $\beta = 0.455$ at $p = 0.001$ and t-value of 3.345. Furthermore, the estimate revealed that this parameters is statistically significant with service delivery.

Objective Three: To analyze Effect of Sustainable Procurement Practice on service delivery in NAEB

The overall model estimate in above table indicates that the regression coefficient $\beta = 0.488$ at $p = 0.000$ and t-value of 5.083. Furthermore, the estimate revealed that this parameters are statistically significant with service delivery.

Objective Four: To understand the relationship between Procurement Planning and Service Delivery.

Table 4 : Relationship between Procurement Planning and Service Delivery

Pearson correlation	1	2
Service delivery	1	

Procurement planning	.392**	1
	.000	
** Correlation is significant at the 0.01 level (2-tailed).		
* Correlation is significant at the 0.05 level (2-tailed).		

Key 1- Service delivery, 2- procurement Planning

Source: Researcher 2022

The Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total positive correlation. There was a positive significant relationship between procurement planning and service delivery ($\rho = 0.392$, p value < 0.05). This implies that a unit increase in procurement planning in NAEB increases service delivery by 39.2%.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of major findings, conclusion based on the findings and the recommendations. This chapter highlights some of the important points raised in chapter four and thereafter presents a conclusion in line of what have been observed during the research process and thereafter comes up with recommendations. This is the last chapter which aims at summarizing the overall research. Findings through effectiveness of procurement planning on services delivery in public sector in Rwanda are summarized in this chapter.

5.2: Summary of the findings

The responses of this study were obtained from people working at NAEB. In line with our objectives set, the following are the major findings:

5.2.1 Objective One: To examine the Effect of Procurement Policy on Service delivery in NAEB.

The study wanted to find out the respondent’s views on the Effect of Procurement Policy on Service delivery in NAEB.

The findings revealed that the overall model estimate in above table indicates that the regression coefficient $\beta = 0.127$ at $p = 0.021$ and t-value of 1.232. Furthermore, the estimate revealed that this parameters are statistically significant positive effect on service delivery.

5.2.2 Objective Two: To investigate Effect of Procurement workforce on service delivery in NAEB.

The researcher wanted to find out the Effect of Procurement workforce on service delivery in NAEB and the finding are discussed below:

By using descriptive statistics 2.3 average agree that NAEB has Labor skills on service delivery, this is improve service delivery because by having such knowledge contribute to company performance on service delivery. But on of weakness of NAEB is that they do not provide periodic training in procurement field which is very bad to the institution because they need to keep informed procurement skills in their employee so that they can improve service delivery and 4.7 average respondents powerfully agree that there is no periodic teaching on procurement. Respondent strongly approve with 1.5 mean that NAEB has qualified employee especially in procurement department also they

agree that management involve in service delivery by giving them training and by making report on evaluation and checking supplier services and that is where they can decide to work with them I long time and , they also setting goals on service delivery .

5.2.3 Objective Three: To analyse Effect of Sustainable Procurement Practice on service delivery in NAEB.

The overall regression model indicates that the regression coefficient $\beta = 0.488$ at $p = 0.000$ and t-value of 5.083. Furthermore, the estimate revealed that this parameters are statistically significant with service delivery. And this show that there a positive effect of sustainable procurement practice on service delivery

5.2.4 Objective Four: To understand the relationship between Procurement Planning and Service Delivery.

Relationship between Procurement Planning and Service Delivery

The findings revealed that, by inferential statistics especially Pearson correlation There was a positive significant relationship between procurement planning and service delivery ($\rho = 0.392$, p which is 0.00 value < 0.05). This implies that a unit increase in procurement

planning in NAEB increases service delivery by 39.2%.

5.3 Conclusion

In line with the above research findings and presentation, there is a moderate relationship of procurement planning on service delivery in public sector. And also this study conclude that there a significant positive effect of procurement planning, workforce and sustainable procurement practice on service delivery. The contribution of procurement policy 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.

5.4 Recommendations

As a result of these study findings, the researcher put forward the following recommendations but not limited to:

- 1) The National procurement policy or rules and regulations should be

reviewed to put into place clauses that will lead to flexibility for the inclusion of emerging trends in the procurement process as procurement is an involving profession.

- 2) NAEB should put in place a monitoring team that will work along with the subcontractors to ensure that contracts are implemented to avoid system lost;
- 3) NAEB should include sustainable procurement criteria within its procurement and contracting decisions;
- 4) NAEB should consider long term cost of ownership even though there is a huge demand and that could affect the supply in the short run;
- 5) NAEB should increase periodic procurement on their employee
- 6) Government also should increase quality service delivery awareness campaign in all public institution.

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