

**PROCUREMENT PRACTICES AND SERVICE DELIVERY IN CITY LOCAL
GOVERNMENT, MOGADISHU SOMALIA**

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DECLARATION

I, **SHAFI KHALIF** hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature.....

Date...../...../2020

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LIST OF ABBREVIATIONS

NSDS	–	National Service Delivery Survey
PPDA	–	Public Procurement and Disposal of Assets
SPSS	-	Statistical Package for Social Sciences.
PLCC	-	pearson linear correlation co-efficient
CIPS	-	Chattered institute of procurement services.
ANOVA	–	Analysis of Variances
MPI	-	Market Price Index
P.E	–	Procurement Entity
P.P	-	Procurement Plan
USA	-	United States of America

ABSTRACT

The study aimed at examining the role of procurement practices and service delivery in Mogadishu, Somalia. The study was guided by three objectives that include; to examine the extent to which procurement practices are followed in Mogadishu, to examine the extent of service delivery in Mogadishu and finally to establish the relationship between procurement practices and service delivery in Mogadishu, Somalia. The study adopted a co-relational design with both qualitative and quantitative approaches. A sample of 104 respondents was established from a target population of 141 that included all selected departments in the local government, questionnaires and interviews were among the collection instruments used for data gathering and then the analysis was done with the help of SPSS version 20.0. The findings established that functional user departments were deemed fit for this study since they are semi-autonomous in their expenditure. However, getting funds directly from the government through the local government and are bound by the new procurement guidelines. Based on the findings, it was suggested that procurement practices have a great impact on the overall performance of the procurement systems in the local government authorities. In regard to the extent of service delivery, the findings established that there is inefficiency due to delays in issuing of tender documents and further there is lack of capacity in service delivery due to corruption and low monitoring. The study also established significant relationships between procurement practices and service delivery in Mogadishu. The study then concluded that there are various key determinants that affect effective service delivery and hence the desire to minimize them cannot be emphasized enough, among these determinants included lack of a clear management plan and methods of capturing key data and finally there is also little flow of information among the government entities concerning service delivery. The study makes practical and policy recommendations to the Government, Academic Institutions and the relevant authorities as to the way a head to improve service delivery in the country that include investing more in expanding political capacity necessary to implement procurement regulations, necessity for more training of procurement officers and fighting corruption in the procurement practices. The study therefore contributed to existing knowledge through examining the various determinants affecting procurement practices and service delivery and hence highlights the ways in which these problems can be overcome by covering the gap missed by other researchers.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem, purpose of the study objective of the study, research questions, scope of the study which includes the conceptual scope, geographical scope, and time scope, significance of the study and operational definitions of key terms.

1.1 Background to the study

The background of study is presented in four perspectives namely; historical theoretical, conceptual and contextual.

1.1.1 Historical Perspective

According to Ojo and Gbadebo (2012), procurement resolutions are usually not stress-free as frequently being apparent and prepared in the built environment. Thus, emerging countries over the previous years have been stimulated on the significance of efficient and effective practices of the procurement practice at both central and local government planes. Procurement practices as Van Wheels (2005) defines is the practice of determining the procurement wants and the period of their acquisition and financing in an approach that the whole set-up is established in effective and a well-organized manner.

TNK-BP was the third largest oil and gas company in Russia until it was acquired by Rosneft, which is a Russian state-owned oil and gas corporation. Despite the fact, that the company is one of the greatest companies in Russia, it has run into various problems due to political interference of the Russian government, leading to BP selling its stake in the company (Neate 2013). This development had various effects on the company's crude oil procurement practices. According to Yenkeff, (2011), the procurement practices of the oil and gas companies are considered to be the backbone of success in the oil and gas industry. RT News (2013) has indicated that the oil and gas industry is facing increasing

competition for the scarce oil revenues; hence there is a need to implement good oil procurement practices that can enable the companies to enhance their service delivery.

Various oil companies have different crude oil (and related equipment) procurement and supply chain policies. The procurement policy mainly focuses on the rules pertaining to contracting other companies, the political environment and regulation flexibility. Companies in the oil and gas industry operate in a fixed regulation environment since most of the regulations are based on the government acts or acts of parliament that have made the company. However, for companies, such as the TNK-BP, which is a private company, many of its procurement policies, rules and regulations are derived from the BP Company. The regulatory environment policy mainly affects the company's procurement activities, such as the companies that should be contracted as well as why they should be contracted. For oil and gas companies, many of the practices include contracting transport and logistics companies as well as shipping companies to undertake such activities. It also includes contracting drilling companies to identify the oil rigs for the company. Other practices include: sourcing practices, which are the activities of identifying suppliers, e-procurement, which is the process of buying goods and services needed by the company via Internet, as well as tendering. Moreover, the best procurement practice is measured by the company's transparency (Yenkeff, 2011).

A study by Oyedele, (2012) reveals that reducing performances of the building sector in Nigeria was prone to be the characteristic of erroneous procurement practices pronouncement and incessant acceptance of the traditional means of procuring. However, in Uganda, the integration of procurement practices by local government in making financial arrangements and development practices, has encourages modernization and this has been a measure and tract of their traditional practices (Basheka, 2008). According to Onyango, (2012) the procurement plans are set as part of the annual budget groundwork procedure as they are essential to know the cash flow groundwork.

The world of procurement is changing fast and Organizations around the world are aiming at getting the best value product or service by encouraging openness developing the relationships with potential suppliers engaging with service users and marketing opportunities widely (Balunywa, 2004). The purchasing profession has been gaining recognition in developed countries faster than in the developing countries. In public service many developing countries such as Somalia have not managed to advance the purchasing profession either because of lack of managers supervisors to recognition the profession or because top management does not support and fully understand the required competences for effective development of the purchasing and supply chain function (Ahmed, *et al.*, 2005).

In Africa the history of procurement has gained much attention amongst developing countries like Nigeria. Procurement budgets in developing countries account for about 20 percent of government expenditure globally (Waal, 2012), many governments have embarked on reforms in their procurement systems to streamline and harmonize legal and institutional framework. Procurement practices and service delivery is key to the development of any given country. According to the Local Government report on governance (2013), the development of countries in the developed world was not attributed to the proper procurement practices which led to improper service delivery at lower levels.

The planning function encompasses considering an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate the activities (Robbins, 2014). Planning both as a concept and function is probably one of the extensively talked about concepts in the management literature. It is a function that forms the foundation for the rest of management functions. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2014). Planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making Procurement activities, aim at anticipating requirements, sourcing and obtaining

supplies, moving supplies into the organization, and monitoring the status of supplies as a current asset (Jessop, 2014). According to Allan (2015), the contribution of procurement practices is perceived in terms of quality, delivery, cost and flexibility, which has an impact on the competitive capability of the firm to meet customer requirements.

According to the World Bank (2010), many African organisations have clear procurement rules and procedures but have failed to implement them which has translated into poor use of the resources at lower levels hence failing in service delivery (Basheka, 2014). The poor performance of some of these organisations is attributed to failure to have a clear procurement system which is characterized by poor service delivery and monitoring of the funds (Kabaj, 2013). Kabaj (2013) noted that effective procurement practices has been one of the major contributions to the organizational development and it has been clear that a number of organisations have paid adequate attention to the proper management of organisational resources (Basheka, 2014). An efficient procurement practices is vital to the advancement of organisations and is a concrete expression of the organisational commitment to making the best possible use of organisational resources (Arrowsmith, 2010).

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. The National Service Delivery Survey (NSDS) has been institutionalized by Government as a key instrument to that effect. Under the Public Service Reform Programme, surveys are conducted in the sectors of education, health, road infrastructure, water and sanitation, agriculture and governance among others.

In Somalia procurement practices, covering at least the remainder of the then-current budgetary period and the forthcoming budgetary period used not to be carried out in order to ensure procurement on the best terms for the Organization (Trybus, 2013). Long-term planning also helps to demonstrate that the Organization manages its funds in a professional manner and in the best interest of the organizations. The procurement officers did not always communicate the extent feasible, meet on an annual basis to set up spending plans, including acquisition plans, for the budgetary period(s) (Arrowsmith, 2013). There wasn't provision of any proposed revisions to the plans at no more than three or such other procurement office advisers as to what portion of these plans could be achieved within the current acquisition plan period. Such planning wasn't possible to obtain economies of scale and other benefits for the organizations (Rosener, 2014).

1.1.2 Theoretical Perspective

The study was guided by Agency theory proposed by Eisenhardt (1989). Agency theory addresses the relationship where service delivered by one or more persons (the principal) engages the supplier (the agent) to perform some services on their behalf which involves delegating some decision making authority to the agent' (Jensen and Meckling, (1998). Agency theory is most relevant in this situations where the Local Government becomes the Principal and engages (contractor) the service providers (as agents) to perform such services as construction, supplies and repairs.

The Theory helped to explain situations in which there is a substantial goal conflict between principals and agents and sufficient outcome uncertainty to trigger the risk implications of the theory (Eisenhardt, 2003). Eisenhardt (op. cit.) discusses the assumptions of the theory and raises the issue of principals learning about the agents when there is a long term relationship, when there may be less need for outcome-based contracts. Agency theory is relevant to the study since it deals with difficulty in procurement and contracting problems and hence the study also focuses on procurement procedures and contract management. This may be more of the case with procurement in the private sector, where there are fewer regulations than in the public sector, and where tendering is not required. Private businesses are free to have long term relationships with

software developers and consulting firms. Jones (2010) suggests that long term relationships with vendors may in the long run lead to higher effectiveness, due to the stability of the relationship being dependent on controlling goal conflicts.

1.1.3 Conceptual Perspective

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. Van Wheel (2015) goes on to define procurement practices as the process of determining the procurement needs and the timing of their acquisition and funding such that the entire operations are met as required in an efficient way.

On the other hand Agaba & Shipman (2017) described procurement practices as the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement practices process.

According to Behn (2014), procurement practice is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process. Each year, departments are required to budget for staff, expenses, and purchases. This is the first step in the procurement practices process.

Basheka (2014) defines procurement practice as the purchasing function through which organization obtain products and services from external suppliers. A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually. Whether you are embarking on a project procurement or organizational procurement practices exercise, the steps will be the same. First, define the items you need to procure. Next, define the process for acquiring those items. And finally, schedule the timeframes for delivery.

Service delivery is a measure of how products and services supplied by a company meet or surpass client expectation. Service delivery is also defined as "the number of clients, or percentage of total clients, whose reported experience with a firm, its products or its services (ratings) exceeds specified satisfaction goals (Farris, Paul W et.al. 2010). And yet another definition of service delivery is it refers to the extent to which clients are happy with the products and/or services provided by a business. Further definition of service delivery is it is a term generally used to measure a client's perception of a company's products and/or services. It's not a straight forward science however, as service delivery will vary from person to person, depending on a whole host of variables which may be both psychological and physical. The usual measures of service delivery involve a survey with a set of statements using a Likert Technique or scale (Burt, 2013). According to Langseth (2016), service delivery is defined as a collection of outcome of perception, evaluation and psychological reactions to the consumption experience with a product/service.

Helmsing (2010) 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. Heskett (1987) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms.

1.1.4 Contextual Perspective

The study was carried out in Somalia specifically Mogadishu city which is capital of Somalia. Mogadishu is situated in the Indian Ocean cost of horn of Africa, in the Banadir administrative region in southeastern Somalia. Is located at 2.03711 (latitude in decimal degrees), and 45.34375(longitude in decimal degrees) at an average elevation of 12 meters (Barath, 2012). This was selected because its strategic location to the researcher and with availability of the data needed for the study.

In Mogadishu, Somalia, procuring organizations and other supply chain partners are more seriously involved in designing and implementing Procurement practices focusing on how environmental issues and issues relating to other aspects of the development pillars

(Society and Economy) can be integrated in the procurement process activities (Hsu & Hu, 2008). There are a number of drivers for this increasing prominence of procurement practices including an increased understanding of the science relating to climate change, pressure from various stakeholders upon the organisations for the implications of their activities, and greater transparency concerning both environmental and the social actions of organization.

The issue of procurement practices has been relevant to the managers of city local government in Mogadishu, Somalia as their stakeholders customers, regulatory bodies, non- governmental organizations and even their own employees are increasingly demanding that organizations address and manage the environmental and social issues which are impacted by their organizations (Carter, 2011). Procurement managers of the city local government are more relevantly positioned here as they can impact (positively or negatively) the environmental and social performance, through for example product or service specification, evaluation and supplier selection, and evaluating performance of the provider either by developing the performance evaluation criteria or using that criteria to evaluate the providers fulfillment of the contract for which the provider was contracted.

In service delivery, the system of delivery must view tax payers as customers; this therefore calls for placing “a high priority on delivery of personalized efficient customer service. For example about 70% of the customers in the city are not satisfied with the way they are served (Mourney 2015).” He further noted that 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. This includes the delivery of interventions to reduce child mortality, maternal mortality, tuberculosis and malaria. Service provision or delivery is an immediate output of the inputs into the health sector, education sector among other sectors. Increased inputs should lead to improved service delivery and enhanced access to services. Ensuring availability and access to services is one of the main functions of a

local government. Such services should meet a minimum quality standard (Development Assistance Committee 2005).

Despite the increase in the total amount of funds available to local government in Mogadishu city Local Government, its economic and financial profile is still poor as compared to the development programme it is expected to carry out Abubakare, (2015). This situation is not unconnected to the mismanagement and embezzlement of these funds by the local councils. Ahmed (2005) further noted that many local governments in Mogadishu, however, are unable to deliver services to residents. He said this might be because of lack of finances or lack of capacity to provide a good service at an affordable price. So local governments should find other ways to ensure that the services are improved and reach the people most in need of them. In the provision of public services, it is a challenge to get the actual providers to be accountable for quality and efficiency as well as to have the resources and management authority to do the job well. The general feeling in the hotspots is that political leadership lacks responsiveness to issues raised by communities, incompetent, prone to corruption and with high degree of disregard for the communities which also compromises the delivery of services in local governments.

1.2 Statement of the Problem

Specifically poor education and health service delivery is a frequent problem among public organizations in Uganda, this has been characterized by the existence of 40% poor infrastructures such as roads and poor education services in Mogadishu, and this problem has been caused by high rate of corruption and poor procurement practices by Mogadishu authority leaders (Ministry of local government report, 2016). Public service delivery is regarded as low by both community and local governance authority, public participation is also low due to poor service delivery (Chris, 2015). Funding which comes directly or indirectly from the state is often fixed by annual allocation, through the exchequer budgetary arrangements. This has led to difficulties in standards of living of people of Mogadishu in form of health and education facilities (National service delivery report,

2013). The mandate for practices in local governments is derived from regulation of the local government user department, they prepare an annual work plan for procurement based on the approved budget which is submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities (Procurement Policy Manual, 2009). The policy manual further states that a procurement plan should be integrated into the annual sector expenditure program to enhance financial predictability accounting and control over procurement budgets. However specifically health and education services are not delivered to the outlook of the public and this is evidenced by non-completion of some projects like construction of schools and ambulances to hospitals among others, as in the procurement practices report for financial year (2012/2013, Mogadishu district). Particularly the healthcare and education services in the Mogadishu district local government are still very alarming (Mogadishu district public service report, 2015). It is upon this that the researcher wanted to find out the effect of procurement practices and service delivery in Mogadishu city local government.

1.3 Purpose of the Study

The purpose of the study is to establish the effect of procurement practices on service delivery in Mogadishu local government.

1.4 Objectives of the study

- i. To examine the role of procurement practices in Mogadishu Somalia.
- ii. To establish the extent of service delivery in Mogadishu local government.
- iii. To establish the relationship between Procurement practices and Service Delivery Mogadishu local government.

1.5 Research Question

- i. What is the role of procurement practices in Mogadishu Somalia?
- ii. What is the extent of service delivery in Mogadishu local government?
- iii. What is the relationship between Procurement practices and Service Delivery Mogadishu local government?

1.6 Research Hypothesis

Ho₁: There is a significance relationship between procurement practices and service delivery in city local government, Mogadishu Somalia.

1.7 Scope of the Study

1.7.1 Geographical Scope

The study was carried out in Mogadishu local government in Somalia, this is because there is a special concern about the poor quality of service delivery which could be attributed to poor procurement practices procedures used in Mogadishu compared to other local governments in Somalia.

1.7.2 Content Scope

The study focused on the independent variable as the procurement practices and dependent variable as service delivery. The independent variable was constrained with Budgeting, Supply selection, and Ordering, Delivery and the dependent variable were Accessibility, Reliability, Completeness, Timeliness, Conformance and Safety roles.

1.7.3 Time Scope

The study covered a period of seven months that is from January, 2019 to June, 2019. Under this, the study covered information of ten years that is 2008 to 2018. The years 2008 to 2018 are chosen because it is within this period that the Procurement reforms commenced and when the enactment of the PPDA Act took place.

1.8 Significance of the study

The increase in the recent awareness of the general public concerning the use of public funds in an effective and efficient way by public officials give enough reasons for which achieving value for money in procurement must not be taken lightly. Public outcry has intensified about the misappropriation of state resources. Meanwhile, public procurement

entities face challenges throughout the procurement process that undermine effectiveness and efficiency, especially at the practices stage.

The findings of this study are of value to public procurement entities; to be informed and consequently put in measures to address the challenges confronting them in procurement practices.

Thirdly, the study makes up for a gap in literature, by documenting the processes and procedures involved in procurement practices. The findings of the study also augment future research work.

Finally, the study provides policy makers and other stakeholders of public procurement with information on how to improve procurement practices of procurement entities that consequently contributes to the total realization of the objectives of Act.

1.9 Operational Definition of key terms

Procurement: is the means of obtaining works, goods and services from an external organization. It is also the acquisition of works, goods and services by public organizations like administrative departments, municipalities and local assemblies needed for their activities, by making an agreement with another body either public or private is termed public procurement. Procurement does not only involve purchasing goods and services however, encourages modernization, which constructs a shared market and upsurges competition and thwart swindle.

Procurement practices: are the means that industries and public organization adopt to strategize procuring undertakings for a precise period of time. They also encompass the documentation and valuation of the requirements for obtaining value for money”. Hence, errors in documentation and efficient assessment of procurement strategies will crown into varied repercussions in the association and this might discourage its advancement.

Service delivery is a measure of how products and services supplied by a company meet or surpass client expectation. Service delivery is also defined as "the number of clients, or percentage of total clients, whose reported experience with a firm, its products or its services (ratings) exceeds specified satisfaction goals.

A **budget plan**, is a quantitative expression of what to do in for a specific period of time. It may include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows. It expresses strategic plans of business units, organizations, activities or events in measurable terms.

Procurement methods; these are procedures used in converting requirements or requisitions into purchase orders or contracts. It is also the procedures used by the procuring entity to acquire goods, services and works. These methods can be competitive and non-competitive. For example in the Local Government, procurement methods are the driving forces that can provide the organization with the ability or procedures on how to achieve its budget plans.

A **quality plan**; is a document, or several documents, that together specify quality standards, practices, resources, specifications, and the sequence of activities relevant to a particular product, service, project, or contract.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical review, conceptual review, review of relative literature, empirical review and research gaps.

2.1 Theoretical Review

2.1.1 Agency Theory

The study was based on the Agency theory developed by Eisenhardt (1989). Eisenhardt extended the agency theory and focuses on the principal-professional relationship, where professionals can include consultants (Eisenhardt, 1989). It is not common for public entities to use IS- consulting houses in specifying requirements and even in the tendering phase and the selection of vendor. According to Eisenhardt (1989), there are some specific distinctions of the principal-professional agency exchange. The greatest is the power asymmetry. In an owner-manager or manager-worker relationship, the principals have the power to design and enforce contracts and hence the power to enter or to dismiss incentives for the managers and the workers.

In contrast, principal-professional exchanges are inherently those in which professionals have the power over the principals by virtue of their expertise, functional indispensability, and intrinsic ambiguity associated with the services they provide. It also involves a considerable information asymmetry; the principal does not only not know how the professional agent does the job, but also not what he or she does. This information asymmetry also makes it difficult for the principals to know beforehand how much service is actually needed.

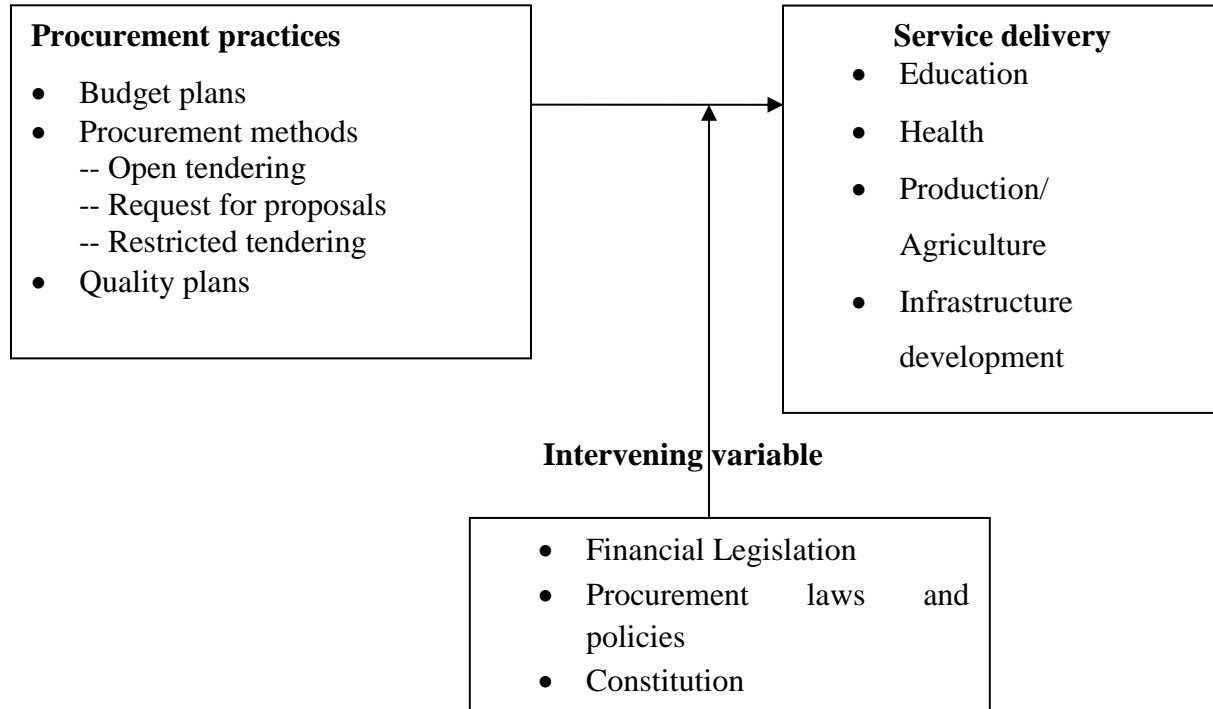
Procurement can be viewed as involving at least two parties with different goals, a buyer and one or more vendors competing for the contract. However in addition to the agency relationship between buyer and competing vendors, there may be a number of internal stakeholders possibly with conflicting goals, adding complexity to the procurement

process. These groups of internal stakeholders may include IT staff, procurement personnel, user representatives, line managers, financial officers and cost controllers. These may have conflicting interests even though there may not be an agency relationship between them; one common observation is that different user groups in different parts of a business may have conflicting requirements. This is where stakeholder management theory may be helpful.

Eisenhardt and agency theory have been influential in development of stakeholders theory Jones, (2010), Hill and Jones, (2010), Flak & Rose (2015) have done a thorough literature study of stakeholder theory and discuss the strengths and weaknesses of the theory for theoretical contribution to the e-government field. Jones (op. cit.) defines stakeholders as applying not only to groups easily characterized by words such as customers or employees but also to subgroups of customers and employees (e.g. shop workers and middle managers) who may have distinct and competing interests. In my work I plan to identify different stakeholders in what conflicting goals or interests they may have, and to what extent this influences the process. Two obvious groups of stakeholders which may have conflicting goals are managers and users. There may also be conflicting goals between different external stakeholders (e.g. small compare to big vendors, local compared to national vendors).

2.2 Conceptual Review

Figure 2.1: Conceptual frame work showing the relationship between procurement practices and service delivery



Source: Developed by the researcher basing on Lupia's (1998) principle Agent theory
Researchers

A conceptual framework is defined as a presentation in graphical form of the relationship between the identified variables in a study (Barasa, 2014). It presents a graphic picture or visual depiction of the key variables of the study (Apiyo and Mburu, 2014). According to Saunders *et al.*, (2009) a dependent variable is changed by reason of changes in other variables and an independent variable is that which causes a change in a dependent variable. Extraneous variables are independent variables that are not directly related to the purpose of the study, but may have an impact on the dependent variable (Kothari, 2004). In the context of this study the independent variables are procurement practices; dependent variable is service delivery whereas extraneous variable is the framework for regulation and implementation of the procurement practices system.

2.2.1 Budget plans

It is helpful to look at the money going in and out across a whole year. Include regular payments such as rent or home loan, phone and electricity, car or public transport. Bank statements, bills, credit card statements, receipts and shopping dockets will help you to work out all your expenses. Use the best guess if there's anything can't be found or if bill amounts vary across the year. Adding in all the money that is received or paid over the time period. This could include payments from full-time or part-time employees, any casual work, your pension, government benefits, child support payments and any money from investments. If the income is available, making an estimate based on past year's earnings is very important. When working out money priorities, thinking about which items needed for the basic living expenses and which are extras or things could be done without if needed to save some money (Abeille, 2013).

According to PPOA (2013), the public procurement practices system in Kenya has been undergoing reforms consistent with the global trend since the mid 1990s, most notably within the periods covering 1997-2014 and 2014. According to (Ebrahim, 2011), before these reforms, the legal framework governing public procurement practices was very amorphous, providing a conducive environment for the perpetration of various malpractices in public procurement practices including the endemic corruption that characterized the system. Putting in place an institution to oversee development and implementation of the public procurement practices policy in Kenya and improve e-tendering (Lysons & Farrington 2011). This was realized through the creation of the Public procurement practices Directorate (PPD) system to oversee the public procurement practices process in Kenya and the Public procurement practices Complaints, Review and Appeals Board (PPCRAB) to handle tendering disputes Act (Public procurement practices Regulations, 2013).

According to Kearns (1996) procurement practices consists of the process used by companies or institutions to plan purchasing activity for a specific period of time and this is commonly completed during the budgeting process. Usually during the procurement practices, departments at the Local Government level for this case are required to request budget for staff, expenses, and purchases and this is taken as the first step in the procurement practices process. The budgets for all the departments are then reviewed,

and in an organization that is committed to procurement practices, the accountants spend the time to find common purchasing requirements. Based on the budgets submitted, they may direct departments to work with central purchasing to combine their planned spending for specific commodities. This process works best in an organization or government that is committed to reducing costs. In this procurement practices process, issues surrounding delivery dates, contract compliance, and customer service issues must be resolved internally before going out to contract (Behn, 2010).

In a nutshell, procurement practices also permits the creation of a procurement strategy for procuring each requirement that will be included in the procurement plans of the Local Government Logistics and such strategy includes a market survey and determining the applicable procurement method given the requirement and the circumstances that planners can estimate the time required to complete the procurement process and award contract for each requirement. This is valuable information as it serves to confirm if the requirement can be fulfilled within the period expected, or required, by the requesting entity or entities. It can also help in the case of technical expertise to develop technical specifications and/or scope of work for certain requirements that can be assessed, especially where in-house technical capacity is not available or is non-existent within the Local Government

2.2.2 Procurement methods

Procurement Methods in the Local Government are said to be the effective techniques as a resource for procurement professionals based on practical experience and techniques tested on actual procurements. Procurement methods offer guidance for the development of procurement documents and method selection. It focuses on the three basic procurement methods which include the invitation to bid, the request for quotations, and the request for proposals. It addresses the appropriate use of each method and explains the rationale for the inclusion of key components in the solicitation document, elaborating on how these components work together to make the process effective within the Local Government.

Procurement methods are the procedures used by the procuring entity to acquire goods, services and works. These methods can be competitive and non competitive. There's a preference for using competitive methods of procurement given that they tend to promote transparency, economy and efficiency, and limit favoritism. These include; open tendering, restricted tendering, request for Proposals, two-stage tendering, request for quotations and single-source procurement, the procurement methods such as tendering, request for proposals, and two-stage tendering are considered competitive procurement methods because the solicitation documents are advertised and open to any qualified firm interested in competing for the assignment. In contrast, request for quotations and single-source procurement are considered non-competitive procurement methods because the invitation to submit offers is not advertised, and it is sent only to firms or individuals specifically invited by the procuring entity (Mamiro, 2010).

With respect to restricted tendering, there's debate as to whether it is a competitive or non competitive procurement method. It is considered a non competitive procurement method because the solicitation documents are sent to a limited number of suppliers, contractors, or service providers. A decision to use a particular procurement method must be based primarily on the stipulations of the procurement guidelines, manuals and procedures; which necessarily stem from the procurement legal framework. It's also important to consider (among others): the value and complexity of the requirement, the degree to which the procuring entity is able to clearly define the requirement, if there is a need for prospective bidders to participate in finalizing the specifications of the requirement, the urgency of need and market availability (Larson, 1994).

2.2.3 Quality plans

Andrews (2014) noted that quality plan lays out how the organization maintains the standards and requirements for a good procurement, he says, adding examples of ensuring that competition is fair and that suppliers are qualified. As a component in procurement practices, it is vital to make a plan of the kind of quality that is expected by the purchasing Institution. By clear planning for this component, it becomes difficult to misuse the funds and reduces the evil of mismanagement of organizations' funds, such

organisations face a problem of misuse of funds as procurement officers go for poor quality materials so that they can get a portion for their own benefit but all this results from poor procurement practices. Group buying; Procurement practices must also cater for ways of how costs must be reduced during the procurement exercise. For example at all levels of governance in an organization, procurement officers should plan to combine all the budgets of the different departments and procure at once as a way of reducing the expenses involved in procurement and this is a component in procurement practices that could save a lot of money in the organization. Budget Lindstrom notes: “The budget can mean different things to different companies. In some companies, if you’re billing your time to specific internal projects or the business unit, the budget does become important. Budgets have to be done prior to procurement as a way of clearly knowing how the funds are to be spent by the Institution. If all structures and departments at Local Government make budgets, it reduces on the possibility of spending on unplanned activities which is a very important component in procurement practices (Andrews, 2014).

A quality Plan helps the Local Government on how to schedule all of the tasks needed to make sure that projects meets the needs of the organization’s demand. It comprises of two parts; i.e. the quality assurance plan which lists the independent reviews needed and the Quality Control Plan which also lists the internal reviews needed to meet the organization quality targets. By using quality assurance and quality control techniques, the organization can create a comprehensive quality management for the Local Government projects (Thai, 2014). Service delivery provides an overview of an institution or organization’s mission, planning process, internal structure, and strategies implemented to achieve desired goals. The performance service delivery process also details how performance and financial information is handled to ensure accuracy and completeness.

Public services; is the physical access or reachable of services that meet a minimum standard. The latter often requires specification in terms of the elements of services such as basic equipment, drugs and commodities, health workforce (presence and training), and guidelines for treatment. This can only be obtained by facility visits, using

standardized data collection instruments. Data on the population distribution are required to estimate physical access. More precise estimates of physical access use travel time (and costs) rather than distance, but are difficult to measure (Martin, 2015).

A public service can be provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing private provision of services. The term is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of income. Even where public services are neither publicly provided nor publicly financed for social and political reasons. They are usually subject to regulation going beyond that applying to most economic sectors. Public service is also a course that can be studied at a college and/or university (Nwabuzor, 2015).

Although central governments have a crucial role in achieving sustainable human development and reducing poverty, they cannot achieve these goals alone. Effective governance in a global society implies cooperation or partnerships in which national governments work collaboratively with lower levels of public administration, the local governance, the private sector, organizations of civil society, other states, and international organizations through democratic, transparent, and participative processes (Andrews, 2014).

Affordability refers to the ability of the client to pay for the services. Data can be collected by facility visits or by household interviews. The latter is likely to be a more accurate reflection of what the consumer paid. The extent to which the service is affordable depends on the clients' ability to pay which complicates measurement (Mamiro, 2010).

Kearns (1996) in his study on delivery of public services by local governance, he found out that in the context of an increasingly globalizing world, challenges and requirements of capacity building for local governance should always be analyzed and diagnosed taking into account the full range of stakeholders and actors analysis at community, local,

national, regional and international level. Such an analysis should always be conducted in a participative manner to make the stakeholders and actors involved in local governance to share a common understanding of one another's strengths and weakness. This would in turn facilitate the process of cooperation, harmonization, and synergy in capacity building activities.

Mamiro (1990) indicated that African national governments have to be urged and encouraged to acknowledge the right of the local population to local self-government as the surest way to satisfy their needs through their efforts. The national governments in Africa have to recognize their limitations in terms of resources and capacity to mobilize the population sufficiently enough to transform the living conditions in the society without further delay. Second the adoption of the World.

Administrative decentralization can also obstruct the redistribution role of the central government. To guarantee a minimum level of public service and basic needs (or standard of living) for the entire population (regardless of their geographical location), the central government often carries out equalization transfers, which would be disrupted in cases of insufficient leverage on resources (Whitman, 2014). When a large share of revenue and expenditure is shifted to local governments, the central government does not possess sufficient resources to ensure a minimum equity across the entire territory (Kenneth, 2006).

2.3 Review of the related Literature

2.3.1 Role of Procurement practices

Procurement practices can be described as activities which involve procurement practices, procurement controls, procurement monitoring and training workforce and this formed the basis of this study with addition of inventory management (Makabira & Waiganjo, 2014). An organization's procurement functions are guided by practices and activities that are entirely different hence divided into strategic and operational processes

(Kaufmann, 2009). The importance of procurement in an organization has made some organizations to improve procurement processes of new systems such as, e-procurement that relates well with the varied technologies of electronic commerce such as document imaging, workflow management, bulletin boards and e-mail enabling business process remodeling (Wanyama, 2012).

Estimating the Value of the Works, Services or Supplies Required

According to the regulation 227 of the PPDA Regulations (2006), estimating the value of the works, services or supplies required and confirming the availability of funds, a procuring entity shall ensure that the estimate is realistic and that the estimate is based on up-to-date information, technical advice is sought where required, and the confirmation of availability of funding takes into account the total acquisition cost.

Procurement budgeting: Procurement is deeply involved in spending, and yet is often left out of the budgeting process. There are many ways in which including procurement and supply chain management can benefit both the practices and execution of a company's budget (section 95 of the PPDA regulations, 2006).

Supplier Selection Criteria: The Procurement Department is expected to lead the process of evaluating competitive offers and selecting the supplier for any particular contract. The methods used for selection are some of the most important elements of the procurement professional's skill set. Remember, to produce a specific result, you must choose the correct mechanism and appropriate sourcing tools. The supplier is the fundamental resource employed by your organization to meet its requirements. If you don't select correctly, you will never achieve satisfactory results (section 96 of the PPDA regulations, 2006), supplier selection is composed of four stages which include evaluating of officers, operational capacity analysis, technical capacity determination and financial analysis

According to Agaba & Shipman, (2017) defining each entity in the local government and its procurement requirements, identify all of the items they need to procure, 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. Procurement ordering: Purchasing is a subset of procurement. Purchasing generally refers simply to buying goods or services. Purchasing often includes receiving and payment as well.

According to Basheka, (2018), the aggregation of requirements takes into account, the market structure for the items required, items which are of a similar nature and which are likely to attract the same potential bidders, the optimum size and type of contract to attract the greatest and most responsive competition or the best prices, items which are subject to the same method of procurement and bidding conditions, items which shall be ready for bidding at the same time, items which shall be subject to the same conditions of contract, potential savings in time or transaction costs, the appropriate size of contract to facilitate the application of any preference and reservation schemes, and the optimum number and size of contracts to facilitate management and administration of contracts by the procuring and disposing entity.

Based on Public Procurement and Disposal of Public Assets Act, (2013), it is the role of the procuring entity to divide requirements allocated to a single procurement process into separate lots if it is anticipated that the award of several separate contracts would result in the best overall value for the procuring and disposing entity. Also where a number of lots are to be procured under the same procurement process, the solicitation documents shall clearly state; the number of lots included in the procurement process, the nature and size of each lot, the minimum and maximum number of lots, if any, for which a bidder may bid, the proportion of each lot for which a bidder may bid, or whether a bid shall be for complete lot and the method of evaluating multiple lots.

2.3.2 Extent of Service delivery in Local Governments

Parasuram *et al.*, (2013) gave the indicators of service delivery to include reliability, tangibility, responsiveness, accessibility, and empathy as discussed below: Failure to have access to the use of facilities will render some limited services since they are not used optimally and yet services depends on the use of the facilities (Ssemayengo, 2015). Services that are not accessible are regarded as being of poor quality and those that can be easily accessible are regarded as high quality services.

This is the probability of a service failing within a specified time period. Among the common measures of reliability are the average time to first failure, the average time between failures, and the failure rate per unit time (Balunywa, 2014). For example if a battery is to give 1.5 volts either in the mornings or evenings. This voltage should be 1.5 volts, if it varies, the battery will be unreliable and considered poor by not delivering the required services (Kakuru, 2014).

For a service to be perceived as service, it should contain all the features that satisfy the customers' expectation (kakuru, 2014). It should have all its primary operating characteristics with all the measurable attributes so as to be ranked as high service (Balunywa, 2012). Delay in service delivery will make the services to lose the meaning and hence a service should be offered in time before it becomes irritating to the consumer (Ssemayengo, 2015). Services which are delivered in time are said to of good service and those that are not delivered in time are said to have poor service.

This is the degree to which a service design and operating characteristics meet established standards. Good service is therefore equated with operation within a tolerance degree (Balunywa, 2012). The question here is that can the service achieve the core purpose for which it is intended? If the service performs as expected and intended it will be considered good service offered. How safe is it to use the service? Does it protect users before, during and after use? Certain services like roads may be a problem when being used. Some services are also not very safe when being used as they easily cause

harm to the users. Services that are not safe to use are considered poor services and those that are safe to use are looked at as expected services (Kakuru, 2014).

Lawal, (2010), asserts that Poor service delivery and governance remains an overwhelming challenge in most African countries and factors attributed to be affecting local governments include the following among other; According to the Proceedings of National Investment Conference, (2013), the provision of better infrastructures has lagged being over years. There are poor roads and inadequate electricity supply and hence Uganda still stands in need of better infrastructures

Public procurement, at the local government level, is believed to be one of the principle areas where corruption in Uganda takes place ("National Public Procurement Integrity Baseline Survey," 2016). Corruption is disastrous to the sound functioning of any government department. Corruption has been an intractable problem in many developing countries; especially where it has become systematic to the point where many in government have a stake. It diverts decision-making and the provision of services from those who need them to those who can afford them (Langseth, Kato, Kisubi & Pope, 2009).

Lawal (2010), further asserts that corruption has been rampant among the senior civil bureaucrats to whom the public funds meant for developmental purposes are entrusted. Generally, wide-scale embezzlement by officials of the grassroots has made the needed development of the grassroots a tall dream and has rendered them financially incapable to discharge their constitutionally assigned responsibilities hence compromising service delivery.

Bailey, (2012) noted that despite the increase in the total amount of funds available to local government in Uganda, its economic and financial profile is still poor as compared to the development programme it is expected to carry out. This situation is not unconnected to the mismanagement and embezzlement of these funds by the local councils. Ahmed (2015) further noted that many local governments in Uganda, however,

are unable to deliver services to residents. He said this might be because of lack of finances or lack of capacity to provide a good service at an affordable price. So local governments should find other ways to ensure that the services are improved and reach the people most in need of them.

In the provision of public services, it is a challenge to get the actual providers to be accountable for quality and efficiency as well as to have the resources and management authority to do the job well. The general feeling in the hotspots is that political leadership lacks responsiveness to issues raised by communities, incompetent, prone to corruption and with high degree of disregard for the communities which also compromises the delivery of services in local governments.

The other contributing factor is that local ward committees are not fully operational, resulting in poor communication with communities. Ward committees have been the focus of considerable attention by government as well civil society, with substantial investment already made in an attempt to ensure that these structures have the necessary capacity and resources required for them to fulfill their envisaged roles as the voices of communities (Langseth, 2019). At the same time, questions that are often asked are how effective are these institutions; whether they are useful conduits for community involvement in local governance; whether, as created space for public participation, they are inherently capable of playing the critical role expected of them towards service delivery.

The local government Act requires all local governments to “take reasonable steps to ensure that their resources are used effectively, efficiently and economically”. Good financial management is the key to local delivery Johan, N. (2016). It is quite disturbing to note that most local governments are generally associated with the worst form of financial management. Corruption, financial mismanagement and non-compliance with financial legislation are common. Consequently, this result to poor performance thus the delivery of social services is compromised.

Parasuraman *et al.*, (2013), points that skills deficit within local governments remains a major challenge. 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 situation is exacerbated by the decline of municipal professional and poor linkages between local government and tertiary education sector. As a result these local governments cannot meet their required performance standards hence impacting adversely on the delivery of services.

Indiscipline is rampantly perceived and well pronounced among the workers in local government (Hernon & Whitman, 2011). They further said that senior officers who travel to their families away from their offices on Friday return very late the following Monday or may decide to stay back till Tuesday; and the junior members of staff who directly or indirectly observe this more often than not are in the habit of playing truant with their jobs. Little or no commitment to duty has become a rule rather than an exception.

Hard-earned and limited resources accrued to and raised by local government are always mismanaged. Priorities are misplaced; projects are done not according to or as demanded by the people but regrettably in tune with the selfish end and aggrandizement of the political leadership in collaboration with the senior bureaucrats at the local government level of administration (Johan, 2016).

2.3.3 Relationship between Procurement practices and Service Delivery Mogadishu Somalia

Johan (2016), 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).

Basheka (2014), argues that procurement practices 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. Mullins (2013), asserts that the contribution of procurement practices 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 practices and service delivery in local government procurement systems in Uganda.

Procurement Policy Manual (2019), procurement practices 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 (2010), further adds that effective procurement practices 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.

According to Mawhood, (2010), procurement practices and the procuring unit brings about effective integration of the diverse decisions and activities of members on the technical practices committee not only at a point of time but also over a period of time. It is by reference to the framework provided by practices that members on the technical practices committee make major decisions on local government activities, in an internally consistent manner.

Oboth, (2011), states that during procurement practices 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. Appointing members of the tender committee, appointing members of tender evaluation committees, Ensuring procurement plans are prepared, Ensuring proper documentation of procurement proceedings.

According to Zeithaml, (2013), where payment to a service provider is anticipated to last more than one financial year, it is the role of the accounting officer to ensure that financial provision is made in the budget estimates for the appropriate year to support the procurement during the subsequent years. The accounting officer also ensures that sufficient funds are budgeted for framework contracts every financial year, to cover the full cumulative cost of call off orders anticipated for each year for a framework contract.

2.4 Research Gap

The Agency theory in the literature above did not directly indicate the relationship between procurement practices and service delivery of Mogadishu city Local Government, Uganda, therefore the need to close this gap by the researcher. Still Lupia's principle agency theory of 1998 did not clearly indicate how service delivery should be done in organisations like Mogadishu city Local Government. In a similar way this kind of research had not been carried out in Mogadishu city Local Government, so the researcher finding it necessary to carry out research in this area as it has been identified as a geographical gap.

The ineffectiveness of procurement practices in most developing countries which Somalia is no exemption has affected and persistence to have an influence on excellence of service delivery in Mogadishu local government. Understandably, a lot of money is expended by the public sector in procuring in effect of the extent of procurement types being procured Mogadishu local government Three Year Development Plan, (2008). Thus this necessitates the procurement scheme be restructured. The service delivery can only be operative and well-organized when procedures and methods are well in place and follow accordingly. Further, the procurement processes are circumventing or being looked at as insignificant Procurement Policy Manual (2019). The problem of service delivery is at increasing stride and necessitates sufficient strategic, practices and application. There is therefore the urgent need to evaluate the impression of procurement practice on service delivery in Mogadishu local government.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research design, population, sample size and sampling techniques that were used for data collection methods, data processing management and analysis.

3.2 Research Design

The study used a cross-sectional design which was used in assessing respondent's views towards the procurement practices and service delivery in local government Mogadishu Somalia. This type of research design utilized different groups of people who differ in variable of interest, but share other characteristics such as social-economic status; education background etc. cross-sectional research design is designed to look at a variable at a particular point in time and focuses on finding relationship between variables at a specific point in time.

3.3 Study area and population

The study was conducted at in Mogadishu Somalia specifically in areas within the Mogadishu local government. The target population of the study was the Mogadishu local government officials, Budget committee members, service providers and other authorized beneficiaries who will make a total population of 141 people. It was from this population that 104 respondents will be sampled.

3.3.1 Sample size determination

In determining the sample size, the following formula was used according to the small sample technique by Krejcie and Morgan (1970). This method was chosen because of its representative nature and its optimality in estimating a single population.

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

$$n = \frac{141}{1 + 141(0.05)^2}$$

$$n = \frac{141}{1 + 141 * 0.0025}$$

$$n = \frac{141}{1 + 0.3525} = 104.25 \cong 104 \text{ respondents}$$

Where n = minimum sample size

N = target population

e = level of significance (0.05)

The table below gave the selected overview of the population, sample and sampling procedure.

Table 3.1: Category, target population, sample size and sampling technique that will be used in the study

Categories of Respondents	Target population	Sample size	Sampling Procedure
Local government official	10	10	Purposive sampling
Budget committee members	21	14	Purposive sampling
Service providers	30	20	Simple random sampling
Authorized beneficiaries	80	60	Simple random sampling
Total	141	104	

Researcher's conceptualization

3.4 Sampling techniques

After deciding on the sample size of 104 respondents, the researcher formulated a procedure of selecting the subjects to be included in the sample. The researcher used a purposive sampling technique in the qualitative study whereas a multi-stage sampling system was used for the quantitative study. The goal of these probability-sampling techniques was to select a reasonable number of subjects that represented the target population. The researcher used the following sampling methods;

3.5 Data collection methods

3.5.1 Questionnaire survey

The semi-structured questionnaire was the main instrument of the study that was administered to the respondents in the area of study. The questionnaire was designed in order to explore key research questions of the study. The researcher preferred to use this method because of its ability to solicit information from several respondents within a short time as supported by Gupta (2011). The respondents were given time to consult records for sensitive questions and truthfully answers. (Proctor 2013)

3.5.2 Document Reviews

A number of documents relevant to Mogadishu local government procurement activities, challenges they are facing was reviewed and done to get the required literature. The other methods that were in use to get the required literature included; library research published and unpublished literature, official reports and other policy documents.

3.5.3 Interviews

Interviews were administered to the local government officials and budget committee members who were purposively selected from the study area concerning the research topic. Structured interviews were designed in such a way that more specific and truthfully answers relating to the topic will be got. Interviews were preferred according to Amin (2003), because interviews will give an opportunity to probe detailed information on an issue.

3.6 Validity and Reliability of Instruments

3.6.1 Validity

Validity refers to the degree to which results obtained from analysis of the data actually represents the phenomenon under study. The validity of the research instrument was determined by pretesting. Mugenda and Mugenda (2005) assert that pre testing ensures clarity and accuracy of results so that data collected gives meaningful, reliable results representing variable in the study. Pre-testing helped to estimate the time needed to take, to fill the questionnaires, pre-testing was done by administering to ten (10) respondents within the study population but outside the sample. Questionnaires were scrutinized by five colleagues at Head of department and research Kampala International University for their peer opinion on content and accuracy. Results from the field and opinion of colleagues helped identify gaps and make modifications to the instruments where necessary. The supervisors also notified accordingly.

In calculating validity the researcher ensured that questions are relevant in order to ensure that data collected gives meaningful and reliable results were represented by variables in the study (Mugenda and Mugenda, 2009). The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content validity Index (CVI)} = \frac{\text{Agreed items by all judges as suitable}}{\text{Total number of items judged.}}$$

If the overall Content Validity Index (CVI) of the instrument was equal to the average acceptable Index of 0.7 or above, then the instrument was accepted as valid (Amin 2005).

The rated findings were used to calculate content validity index (CVI) using the formula:

$$\begin{aligned} \text{CVI} &= \frac{40}{49} \\ &= 0.816 \\ &= 0.8 \end{aligned}$$

3.6.2 Reliability

According to Mugenda and Mugenda (2009) reliability refers to the measure of the degree to which a research instrument yields consistent results or data after repeated trials. Cronbach's Alpha coefficient will be used to measure reliability of the instruments.

Accordingly to Amin (2005), an alpha of 0.5 or higher is sufficient to show reliability; the closer it is to 1 the higher the internal consistency in reliability (Sekaran 2013). The questionnaire were pre tested using ten (10) respondents within the University i.e. Kampala International University and the reliability results will be computed using the computer software package called SPSS.

3.7 Data analysis and interpretation

3.7.1 Qualitative data analysis

The quantitative data involved information from the questionnaires only. Data from the field will be too raw for proper interpretation. It was therefore vital to put it into order and structure it, so as to drive meaning and information from it. The raw data that was obtained from questionnaires was cleaned, sorted and coded. The coded data was entered into the Computer, checked and statistically analyzed using a computer package called SPSS to generate descriptive and inferential statistics Descriptive analysis was applied to describe the primary variable and associated indicator items related to the study objectives.

3.7.2 Quantitative data analysis

Editing was done to ensure coherence, comprehensiveness, legibility and completeness, editing was used in qualitative data analysis to eliminate any error and omissions. Coding will be done to create data categories for classifying the data to be analyzed. i.e. code categories, themes and classifications. All this involved in the quantitative analysis of data. Data analysis was done by manual tabulation of data, generating rates, quantities, percentages, frequencies, and the use of bar graphs. Pie charts, line graph etc. this involved depicting and analyzing quantitative data presented.

3.8 Limitations of the study

In the process of carrying out this investigation, a number of limitations are likely to be met. These limitations obstructed the speed at which the study was carried out. These included;

The major limitation of the research was inadequacy of financial resources. Visiting the different libraries for data collection several times may turn out to be expensive in terms of transport

There was mounting pressure from the administration for students to complete the research on schedule which affected the quality of research

The study required a lot of time to be dedicated to collecting substantial data from one respondent to another making observations, continuous review of literature, data analysis and report writing

Some of the targeted respondents were not be willing to set aside time to respond to the investigator's questions thus somehow ended up frustrating the researcher's efforts to collect substantial data. The researcher also faced a problem of some rude and hostile respondents.

3.9 Ethical considerations

It is important during the process of research for the researcher to understand that participation is voluntary; participants were free to refuse to answer any question and may with draw any time.

Another important consideration, involved getting the informed consent of those going to be met during the research process, which involved interviews and observations bearing in mind that the area bear unfamiliar respondents.

Accuracy and honesty during the research process is very important for academic research to proceed. The researcher treated the project with utmost care, in that there was no temptation to cheat and generate research results, since it jeopardized the conception of research.

Personal confidentiality and privacy is very important since the dissertation is public. If individuals have been used to provide information, it is important for their privacy to be respected. If private information had been accessed then confidentiality had to be maintained (Stephen, P. 2012).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

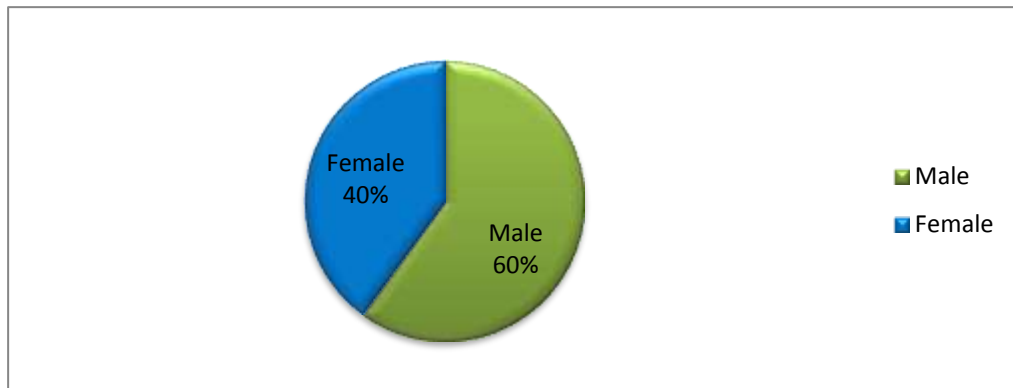
4.1 Introduction

The chapter dealt with study investigations on procurement practices and service delivery in Mogadishu City. Three objectives guided the study: to examine the roles under taken by stakeholders during Procurement in Mogadishu city, to establish the influence of procurement practices on service delivery in Mogadishu city, to establish the relationship between Procurement practices and Service Delivery Mogadishu city. Accordingly data generated and was presented to reflect these objectives.

4.2 Demographic characteristic

4.2.1 Gender of respondents

Figure 4.1; Shows the gender of the respondents

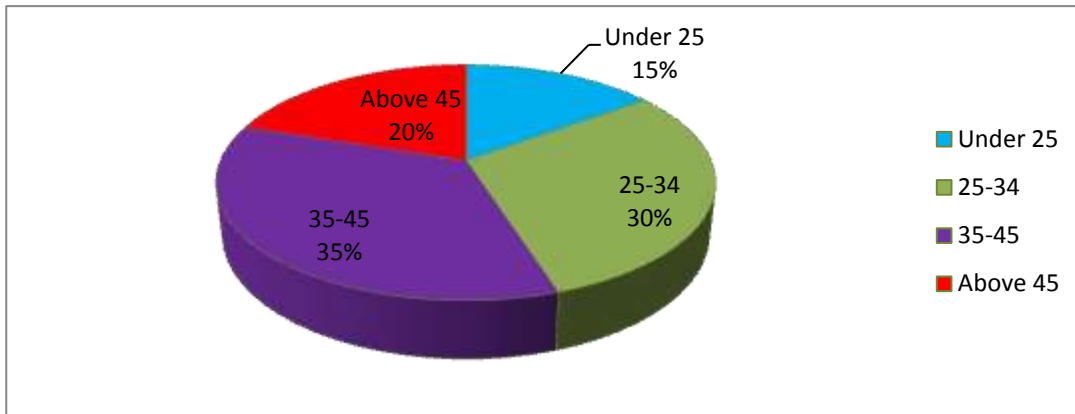


Source; Primary Data (2019)

According to figure 4.1, the biggest percentage of the respondent's represented by 60% were found to be males whereas 40% of the respondents were found to be females. This implies that male respondents who actively took part in the study were more than the female respondents in the study. This was expected to guide the researcher on understanding the most active age group in regards to procurement practices and service delivery in Mogadishu city.

4.2.2 Age of the respondents

Figure 4.2: Shows the age of the respondents

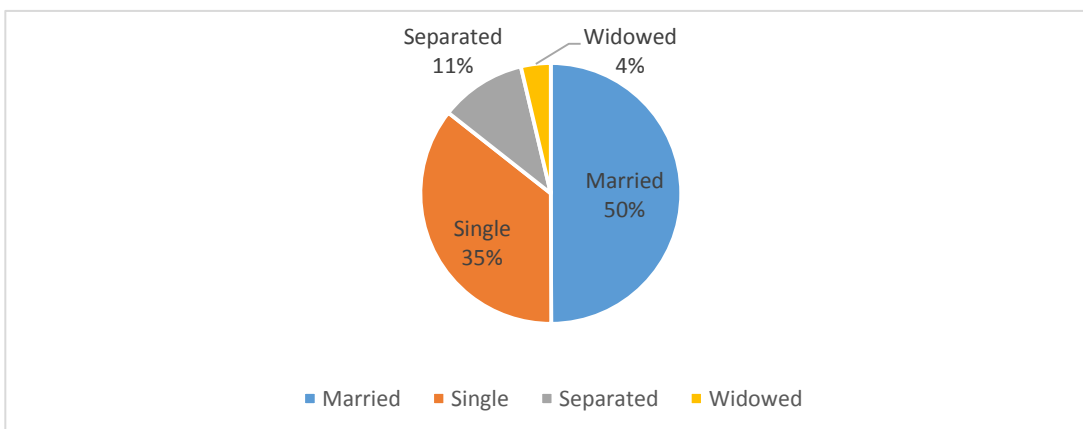


Source; Primary Data (2019)

According to the research findings in figure 4.2, regarding the age of the respondents under 25 years were 15%, 25-34 years were represented with 30%, 35-45 years were represented 35% and lastly 45 years were represented with 20%. This implies that majority were mature people and new different procurement practices which are the best as regards to service delivery in Mogadishu city as showed in the previous figure.

4.2.3 Marital status

Figure 4.3: Shows the marital status of the respondents

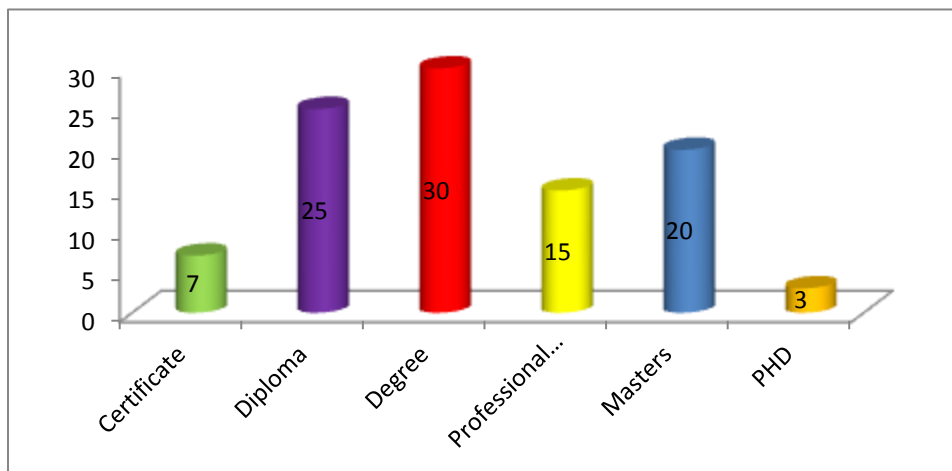


Source; Primary Data (2019)

According to the research findings, in figure 4.3 regarding the marital status were that 50% revealed that they were married people these were followed by 35.7% of the respondents who said they were single whereas 10.7% of the respondents said they has separated with their partners and lastly was 3.7% of the respondents who revealed that they were widows. This implies that married respondents who took part in the study were more than other status that were involved in the study.

4.2.4 Level of education

Figure 4.4: Shows the level of education of respondents

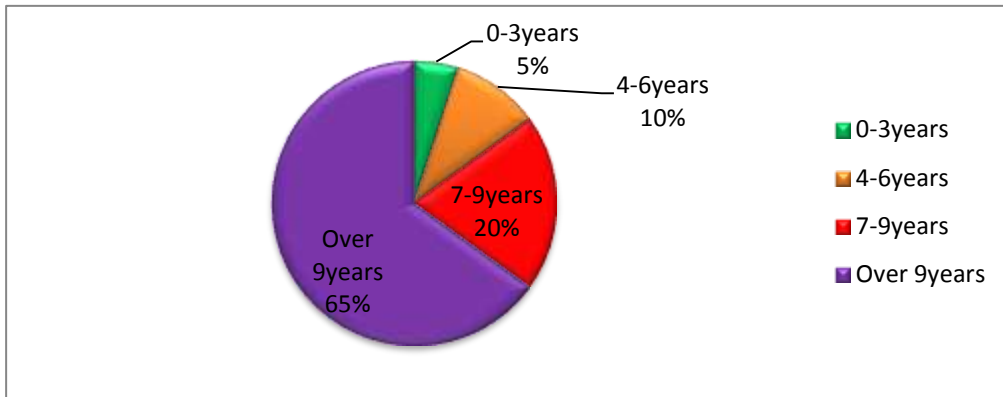


Source; Primary Data (2019)

According to the research findings in figure 4.4 regarding the level of education of respondents, results showed that those who had attained the certificate were 7% and for those who had attained diplomas were 25% whereas degree holders were 30%, professional qualifications were 15%, masters degree were 20% and lastly PhD accounted for 3%. This implies that degree respondents who were among those who took part in the study and were more than any other qualification that participated in the study.

4.2.5 Periods stay in Mogadishu city

Figure 4.5: Shows the periods stay in Mogadishu city



Source; Primary Data (2019)

According to figure 4.5, it was found out that the biggest percentage of the respondents represented by 65% were found to have stayed in Mogadishu city for over 9 years whereas these were followed by 20% of the respondents who had stayed in Mogadishu Somalia for years between 7-9 lastly but not the least 10% of the respondents revealed that they had stayed in Mogadishu city for years between 4-6 and lastly 5% of the respondents said they had stayed in Mogadishu city for between 0-3 years implying that the biggest percentage had leaved in Mogadishu city and had settled with their families and for that matter they had clear hopes that service delivery in Mogadishu city would improve through proper procurement practices.

4.3 Role of Procurement Practices in Mogadishu Local Government

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.1:

Table 4.1: Role of procurement practices in Mogadishu city Somalia

Statement	Mean	Std. Deviation	Response mode
Procurement practices helps in Local Government Activities	2.9712	1.53570	Agree
Budgeting for the Local Government determines service delivery in Mogadishu	2.7404	1.26947	Agree
Supply selection is essential in Local Government Activities	2.9327	1.39531	Agree
Ordering and purchasing accountability also helps local government development	3.2981	1.53838	Strongly agree
Timely delivery and on point also determines when and what to deliver for the community	3.5000	1.32928	Strongly agree
Average mean	3.0884	1.41362	

Source: Primary Data (2019)

According to the study findings in table 4.1 on the role of procurement practices, the findings show that majority of the respondents strongly agree with order and purchase with a mean of 3.29 and timely delivery for some services with a mean of 3.50 compared to other factors for procurement practices.

According to a respondent in the Local Government, ... some of the critical success factors for both project and contract management is being qualified workforce, clear processes, relationships, resources, leadership and policies all of which have a direct impact on an organization's project management and contract management processes as well as resulting outcomes.

On this same observation, Nadiope (2005) is of the view that most governments lack trained procurement personnel; a fact that may add to the procurement practices problems. We argue that procurement staffs need to offer technical advice to the accounting officers on the appropriate contract management framework and the kind of people that ought to be in charge. Where such are missing, then the procurement staff take some blame.

Successful and efficient procurement practices are those that meet the needs of the company's stakeholders, achieve optimum conditions and value in regard to the allocation of scarce tax payers resources (best value for money), ensure rational and efficient of funds available, stimulate valuable competition and manage the risk and potential liabilities to the buyer thus improving service delivery. Among the key stakeholders are the suppliers.

Therefore, based on the above analysis, it is suggested that procurement practices have a great impact on the overall performance of the procurement systems in the Local Government Authorities, which has been supported with the experience and facts from the Local Government departments. Hence, the reform process should not be an end to itself but rather be flexible, strategic and continuous in order to harmonize the implementation of procurement procedures with the aim of removing bureaucracies, unethical practices, interferences and political influence whilst improving performance and enhancing achievement of value for money.

4.4 Extent of service delivery in Mogadishu city Somalia

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.2:

Table 4.2: Extent of service delivery in Mogadishu city Somalia

	Statement	Mean	Std. Dev	Response mode
1.	Corruption hampers the provision of services since funds meant for these services are embezzled.	4.45	1.23	Agree
2.	In Mogadishu local government, the provision of better infrastructures such as roads and electricity has lagged being over years	4.74	3.01	Strongly agree
3.	The local government is unable to deliver services to residents because of lack of finances to buy the services.	4.65	2.10	Strongly agree
4.	It is a challenge to get the right service provider with the equipments to do the job well.	4.45	2.32	Strongly agree
5.	Poor communication with communities in Mogadishu has also hampered the delivery of services in the area.	4.72	1.65	Strongly agreed
6.	The town council faces a challenge of limited skilled personnel to meet the rising needs of local people.	4.22	2.71	Strongly Agree
7.	Priorities are misplaced because projects are done not according to or as demanded by the people.	4.33	2.19	Strongly Agree
	Average mean	4.50		Strongly Agree

Source: Primary data, (2019)

The results shown in table 4.2 reveal that, respondents strongly agreed that corruption hampers the provision of services since funds meant for these services are embezzled was represented with mean=4.45, strongly agreed and a Std Dev of 1.23.

During in-depth interviews with.

Local government official had this to say;

“Mogadishu city has been hampered by corrupt officials in terms of development, officials who act with impunity have gone on to hinder service delivery in various sectors”

From respondents also, it was agreed that in Mogadishu local government, the provision of better infrastructures such as roads and electricity has lagged behind over years as represented with mean= 4.74, strongly agree and Std Dev of 3.01 in table 4.2 above.

One local government officials revealed;

“Constructs within the procurement sector have been mishandled which has resulted into poor infrastructure in the city. This has been observed where roads and some electricity project have been delayed to completion due to poor contractors”.

Responses strongly agreed that local government is unable to deliver services to residents because of lack of finances to buy the services was as follows mean= 4.65, strongly agreed and a Std of 2.10.

During in-depth interviews with one of the local government official;

“National budget has been very small in most sectors in Mogadishu city which has made it difficult for the services to delivered because of the few finances allocated to the city projects”.

Respondents also revealed that it was a challenge to get the right service provider with the equipments to do the job well was represented with mean= 4.45, strongly agreed and a Std of 2.32 in the table 4.2.

During in-depth interviews with the procurement official;

“Also lack of the good service providers to handle the supply of good equipments has affected service delivery in the city”

An analysis on whether poor communication with communities in Mogadishu has also hampered the delivery of services in the area was represented with mean=4.72, strongly agreed and a Std Dev of 1.65.

During in-depth interviews with the one official;

“Yes due to the country’s security situation the link of government with community has been hampered. In that, holding meetings in public places has been a problem for leaders in most part of the city due to security reasons”.

Respondents on whether the Mogadishu city council faces a challenge of limited skilled personnel to meet the rising needs of local people was represented with mean 4.22 strongly agreed and a Std Dev of 2.71.

During in-depth interview with the local government official reveals that;

“This is also part of the challenges facing service delivery in Mogadishu city, though the government makes effort in hiring expatriates in enforcing service in the city activities”

Also on whether priorities are misplaced because projects are done not according to or as demanded by the people was as follows with mean 4.33 strongly agreed and a Std Dev of 2.19.

During in-depth interviews

“of course the public have got their choices and priorities which can’t be fulfilled according to their way. Reason being the city administration has got they way how they handle practices”.

The results shown in table 4.2 reveal the average mean 4.50 strongly agree which significant in the in the way that the influence of procurement practices on service delivery in Mogadishu city Somalia was concerned.

4.5 Relationship between procurement practices and service delivery Mogadishu city Somalia

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.3:

Table 4.3; Frequency of the relationship between procurement practices and service delivery Mogadishu city Somalia

	Item	Mean	Std Dev	Response mode
1	Procurement practices sets in motion the entire procurement process of acquiring services in local government.	4.78	3.01	Strongly Agree
2	Procurement practices facilitates efficient and effective service delivery in public sector organization.	4.92	1.91	Strongly Agree
3	Procurement practices helps to achieve the maximum value for expenditures on services to be delivered.	3.23	1.11	Agree
4	There is a relationship between procurement practices and service delivery.	4.30	2.01	Strongly Agree
5	Each user department prepares a multi annual work plan based on the approved budget	4.74	2.01	Strongly agree
6	Each entity in the LG defines its procurement requirements	4.65	2.10	Strongly Agree
7	The procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots.	4.31	2.02	Strongly agree
8	The procuring unit brings about integration of the diverse decision and activities during procurement practices.	4.45	0.71	Strongly agree
9	The accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for.	4.01	2.71	Agree
10	The citizens assist the town council to accurately decide on which services to expand and provide.	4.39	2.06	Strongly agree
11	The citizens also work with NGOs, CBOs and political parties to develop proposals for the council to consider during practices	4.21	2.3	Agree
	Average mean	4.13		Agree

Source: Primary data, (2019)

Frequencies in table 4.3 indicate that; respondents strongly agreed with (mean=4.78 strongly agreed and a Std Dev of 3.01) that procurement practices sets in motion the entire procurement process of acquiring services in local government.

During in-depth interviews

“After the budget approval, council sit analyses the budget which include all what will be done in the entire financial to ensure service delivery in the city is attained”.

Respondents also strongly agreed that procurement practices facilitates efficient and effective service delivery in public sector organization (mean=4.92 strongly agreed and a Std Dev)

During in-depth interviews

“Practices is very vital in all procurement activities, without that proper service delivery can be difficult”

Also respondents agreed that, there is need to prioritize and enhance the implementation of the structure plan (mean=3.23 agreed)

During in-depth interviews

“Structure plan is vital in early stages of procurement which sets every activity and direction of all the programs in a specified period of time and can also help the planner to operate within the same budget”

Table 4.3; indicate that the average means 4.17 strongly agreed which was a phenomenal response from the respondent on as far as the strategies to improve sustainable waste management in ways that are environmentally responsible, socially accountable and economically was concerned.

Also there was need to use regulations that are believed to be high for the urban poor population like building codes and standards (mean=4.30 strongly agreed)

During in-depth interviews

“Regulations are very important in handling procurement activities and other service delivery duties to the community because they help in guiding and controlling all those responsible”

According to the study findings on table 4.4 on the frequencies of the roles undertaken by stakeholders during Procurement practices in Mogadishu city Somalia as regards to each user department prepares a multi annual work plan based on the approved budget was represented with mean of 4.74, std Dev of 2.01 and the response mode of strongly agree.

As one of the key Procurement official/Budget committee member had this to say;

“As a department we analyze the approved budget then out of our analysis it is where we base to prepare an annual work plan which is all aimed at ensuring service delivery in Mogadishu city”.

Also on the frequencies of the each entity in the LG defines its procurement requirements was represented with mean 4.65, Std Dev of 2.10 and the response mode of strongly agree.

“A local government official revealed that;

“An entire local government is composed of many departments and entities with which each of these demand for its own requirements meant to operate them, while procurement is done all is ensured to support each of them with an aim of improving service delivery in the city”.

Further findings on the procuring entity being responsible for dividing requirements allocated to a single procurement process into separate lots was represented with mean 4.31, std Dev 2.02 and the response mode of strongly agree.

One official from the procurement department had this to say;

“The entire city administration has got so many departments which are responsible for handling different duties and obligations. So while allocating

items to use many considerations are taken which mostly suit the city budget approved”.

According to the study findings on table 4.1 responses on the procuring unit brings about integration of the diverse decision and activities during procurement practices was represented with mean 4.45, Std Dev 0.71 and the response mode of strongly agree.

A local government official revealed that;

“Procurement department unites all administrative sectors in the city, this is through ensuring all material used in these sectors are available and enough to ensure good service delivery is maintained in the city”

Findings revealed that the citizens assist the city council to accurately decide on which services should be provided to expand the city was represented with mean 4.01, Std Dev 2.71 and response mode of agree.

Local government official

“Citizens opinion is very vital in the success of every service delivery, because they are a litmus paper to use to know whether the service provided is either good or bad”

Findings also on the citizens also work with NGOs, CBOs and political parties to develop proposals for the council to consider during practices was represented with mean 4.39, Std Dev 2.06 and the response mode strongly agree.

4.6 Pearson Correlations of the Variables

Pearson Correlations were derived by assessing the degree of variations in the independent variable (procurement practices) and the dependent variable (service delivery) vary.

Table 4.4: Correlation analysis between procurement practice and service delivery in Mogadishu city

		Procurement practices	Service delivery
Procurement practices	Pearson Correlation	1	.703
	Sig. (2-tailed)		.000
	N	104	103
Service delivery	Pearson Correlation	.703	1
	Sig. (2-tailed)	.000	
	N	104	104

Source: Primary data, (2019)

A strong positive relationship ($r=.703$, $p<0.01$) was established because .703 is close to 1, with a p-value of 0.000 which is less than 0.01 implying that a positive relationship that was significant at 0.01 level existed between procurement practices and service delivery. Therefore an alternative hypothesis (H_i) was retained and it was concluded that there was a significant relationship between procurement practices and service delivery in Mogadishu city Somalia.

4.7 Multiple regression

This section intended to examine the multiple regression on procurement practices and service delivery and a single linear regression was used to analyze and fulfill this objective;

Table 4.5: Regression analysis on procurement practice and service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.167	.134	1.52388

a. Predictors: (Constant), Procurement Practices

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.541	4	11.635	5.010	.001 ^a
	Residual	232.221	100	2.322		
	Total	278.762	104			

a. Predictors: (Constant), Procurement Practices

b. Dependent Variable: Service Delivery

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.412	.528		6.464	.000
	Procurement Practices	-.295	.110	-.255	-2.683	.009

a. Dependent Variable: Job Performance

Source: Primary data, (2019)

Regression analysis results in the Model Summary table revealed that procurement practices covered 40.9% on service delivery in this was indicated by r-squared of 0.167 implying that procurement contributes to service delivery in Mogadishu. The ANOVA table indicated that procurement significantly affects the service delivery and this was indicated by the F value=5.010 and Sig-value=.001, since the sig. value (0.000) which is less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that procurement practices have really contributed to service delivery in Mogadishu.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter mainly dealt with discussion of findings, conclusions and recommendations related to the procurement practices and service delivery in Mogadishu city, Somalia as the case study. The focus was on roles under taken by stakeholders during Procurement in Mogadishu city Somalia, on the influence of procurement practices on service delivery in Mogadishu city Somalia and on the relationship between Procurement practices and Service Delivery Mogadishu city Somalia.

5.2 Discussions of the findings

5.2.1 Demographic Characteristics

Under the demographic characteristics of respondents, the study considered gender, age, marital status, level of education, period of respondents stay in Mogadishu city and from the study the following findings were revealed;

From the study, it was found out that the biggest percentage of the respondents were found to be males and followed by respondents who were females. The study also revealed the respondent's age to be under 25 years represented with 15%, 25-34 years were represented with 30%, 35-45 years were represented 35% and lastly 45 years were represented with 20%.

As regards to the marital status the biggest percentage revealed that they were married people these were followed by respondents who said they were single followed by the respondents who had separated with their partners and lastly respondents who revealed that they were widows.

Findings also revealed that \ the level of education of respondents, showed that those who had attained the certificate were 7% and for those who had attained diplomas were 25% whereas degree holders were 30%, professional qualifications were 15%, masters degree were 20% and lastly PhD accounted for 3%.

From the field findings, it was found out that the biggest percentage of the respondents were found to have stayed in Mogadishu city for over 9 years followed by respondents who had stayed in Mogadishu Somalia for years between 7-9 lastly but not the least respondents who had stayed in Mogadishu city for years between 4-6 and lastly were respondents who had stayed in Mogadishu city for between 0-3 years.

5.2.2 Role of Procurement practices in Mogadishu city Somalia,

Stakeholder's role in procurement practices is very vital and is one of the primary functions of government with the potential to contribute to the success of government operations and improved service delivery in Mogadishu city. Also stakeholders in procurement practices affects service delivery, the study found out that Procurement practices by the stakeholders sets in motion the entire procurement process of acquiring services in local government setup like that of Mogadishu city.

The study found out that a unit increase in procurement practices by the stakeholders would lead to an increase in service delivery in that a better procurement plan which involved stakeholders leads to better delivery of services while poor practices without stakeholders hampers the delivery of services. Therefore, procurement practices is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery in the city of Mogadishu kind.

Findings also revealed that each user department of the stakeholders prepares a multi annual work plan based on the approved budget. In a similar way, According to section 96 of the PPDA regulations (2006), each user department should prepare a multi-annual rolling work plan for procurement based on the approved budget, which is submitted to

the procurement and disposal unit to facilitate orderly execution of annual procurement activities. A procurement plan is integrated into the annual and multi-annual sector expenditure programme to enhance financial predictability, accounting and control over procurement budgets.

The study also found out that the procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots. The findings were in line with Agaba & Shipman, (2017) who revealed that defining each entity in the local government and its procurement requirements, identify all of the items they need to procure, 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.

The accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for. In the same way, the citizens assist the town council to accurately decide on which services to expand and provide. And relatedly Basheka, (2008), stated the aggregation of requirements takes into account, the market structure for the items required, items which are of a similar nature and which are likely to attract the same potential bidders, the optimum size and type of contract to attract the greatest and most responsive competition or the best prices, items which are subject to the same method of procurement and bidding conditions, items which shall be ready for bidding at the same time, items which shall be subject to the same conditions of contract, potential savings in time or transaction costs, the appropriate size of contract to facilitate the application of any preference and reservation schemes, and the optimum number and size of contracts to facilitate management and administration of contracts by the procuring and disposing entity.

5.2.3 Extent of Service delivery in Mogadishu city Somalia

Further findings on the sustainable procurement practice influencing service delivery, was examined in the light of environmental degradation, climate change, resource depletion, and persistent global poverty, the supply chain management profession is increasingly called upon to contribute to broader organizational goals of sustainable development through the inclusion of social and environmental criteria within procurement processes.

Findings revealed that in Mogadishu city, the provision of better infrastructures such as roads and electricity has lagged being over years. In the same way, According to the Proceedings of National Investment Conference, (2013), the provision of better infrastructures has lagged being over years. There are poor roads and inadequate electricity supply and hence Uganda still stands in need of better infrastructures

From the field questionnaire, it was found out that corruption hampers the provision of services since funds meant for these services are embezzled. Similarly not noted, public procurement, at the local government level, is believed to be one of the principle areas where corruption in Uganda takes place ("National Public Procurement Integrity Baseline Survey," 2016). Corruption is disastrous to the sound functioning of any government department. Corruption has been an intractable problem in many developing countries; especially where it has become systematic to the point where many in government have a stake.

It was also found out that the local government is unable to deliver services to residents because of lack of finances to buy the services. In the same way, Bailey, (2012) noted that despite the increase in the total amount of funds available to local government in Uganda, its economic and financial profile is still poor as compared to the development programme it is expected to carry out. This situation is not unconnected to the mismanagement and embezzlement of these funds by the local councils. Ahmed (2015) further noted that many local governments in Uganda, however, are unable to deliver services to residents. He said this might be because of lack of finances or lack of capacity

to provide a good service at an affordable price. So local governments should find other ways to ensure that the services are improved and reach the people most in need of them.

5.2.4 Relationship between Procurement practices and Service Delivery Mogadishu city Somalia

The contribution of procurement policy in facilitating an efficient and effective service delivery in the public sector organization is generally undisputed in both developed and developing countries. In order to understand the working of the local governments when it comes to policy and its implication, it was very important to understand how the procurement policy works within the local government. The study therefore, sought to establish the relationship between procurement policy and Service Delivery in Mogadishu city Somalia. The study found out that procurement policy has a significant strong positive relationship with Service Delivery in that an increasing level of procurement policy by a unit would improve the levels of Service Delivery

Based on the empirical findings of the research, nature and the magnitude of the procurement practices in the Local Government include: procurement practices, budgeting, supply selection, ordering and delivery. The study found out that the following roles of each user department which prepares a multi annual work plan based on the approved budget, each entity in the LG defines its procurement requirements, the procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots, the procuring unit brings about integration of the diverse decision and activities during procurement practices, the accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for, the citizens assist the town council to accurately decide on which services to expand and provide, the citizens also work with NGOs, CBOs and political parties to develop proposals for the council to consider during planning and also Citizen representatives play a great role in the evaluation of potential service providers.

This is in line with Lamoureux (2016) *who argues that true resilience from supply challenges comes from attacking supply chain constraints from all the angles and having operational, tactical, and strategic plans to deal with it.* The professionals must be seen as champions of efficiency and effectiveness and must acknowledge the challenges and their various forms, and their sources. In the previously published research, Davison and Sebastian (2009a) established the likelihood of contract problems for a given type of contract, and which type of contract is likely to encounter the most problems.

5.3 Conclusions

In many developing countries like Somalia, governments do not have the financial and technical capacity to effectively exercise such oversight and control functions, track and report on allocation, disbursement and use of financial resources. Political and bureaucratic leakage, fraud, abuse and corrupt practices are likely to occur at every stage of the process as a result of poorly managed expenditure systems, lack of effective auditing and supervision, organizational deficiencies and lax fiscal controls over the flow of public funds. As revealed, budgetary allocations and subsidy is a major obstacle for the delivering of electricity to rural communities. However, if the organization revenue collection is enough as revealed by the findings, procurement practices as well as expenditures control matter most. Moreover, the market determines whether or not socioeconomic objectives of procurement are accomplished; whether or not a governmental entity can fulfill its needs; the timeliness of fulfillment; and the quality and costs of purchased goods, services, and capital assets. Under a perfect competition market, “a buyer is able to achieve a solid value with little or no effort”. However, majority of the respondent remain neutral when it comes to market hampering the practices decision but agreed to materials availability. That means that other issues are hampering the practices decision and indeed 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 like Somalia. Its contribution can be at both central and local

government levels of public sector management. However, the policy should be flexible as procurement is an evolving profession. In practice and theory, these laws should be clear, consistent, comprehensive, and flexible. It was revealed that this is not the case when it comes to the procurement operation in Mogadishu city Somalia.

Furthermore, budgetary allocation is an issue for the implementation as this was revealed by the findings. The lifestyle of rural communities has a strong effect on the electricity sector but, the findings revealed that this is not considered. This come from the back ground of drought as result of declines in rainfalls cause by deforestation. The lower reservoir water levels and reduces hydropower affect electricity distribution. These findings strongly revealed that procurement policy, procurement practices and sustainable procurement practices implemented by the company are the factors influencing their service delivery to the Somalia society.

5.4 Recommendations

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

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.

Government of Somalia should increase its evolving subsidy to the city's operation. This will make it easier for the inclusion of social programs that include the rural/urban communities. This will also help for the realization of the MDG's goals and the nation reaching its economic objectives faster.

The Mogadishu city should include sustainable procurement criteria within its procurement and contracting decisions.

To ensure entities maximize purchasing efficiency and effectiveness, loss of professional turnover should be reduced. This can be done through establishing clear roles and procedures within the procurement processes. 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.

Government should increase its subsidy to the company's operation. This will make it easier for the inclusion of social programs that include the rural/urban communities. This will also help for the realization of the MDG's goals and the nation reaching its economic objectives faster.

Mogadishu city Local Government should address the use of appropriate procurement methods by primarily basing on the stipulations of the procurement legal framework, this will help to explain the rationale for the inclusion of key components in the solicitation document, elaborating on how these components work together to make the process effective within Mogadishu city Local Government.

Mogadishu city Local Government should develop high quality plans whereby procurement officers should plan to combine all the budgets of the different departments and procure at once as a way of reducing the expenses involved in procurement and this can help to save a lot of money and later improves service delivery.

Preparation of annual procurement plan should involve all concerned parties from all levels in public sectors in coordination with procurement department, whatever planned should clearly circulated to everyone especially user departments who initiate the process and decision makers who approved the process to take off. It is advised that whenever the plan needs adjustment it must be recorded and updated, to ensure its success on implementation.

The decision makers should adhere to the annual procurement as planned, rather than approves and left on shelves; they should take it as a compass to whatever approving, in

case there is a need for adjustment of the plan, it must be updated accordingly to the plan to eliminate difference in relation to actual.

5.5 Contribution to knowledge

The study contributed to knowledge since it shows that among the procurement methods, open tendering should be the appropriate procurement method to be applied since it accounted for the biggest effect on service delivery in Mogadishu city local government. One of the most prominent findings from this study is the fact that it has provided evidence to support the fact that procurement practices can improve the state of service delivery in Mogadishu city local government. Another important revelation that can be attributed to this study is that it is now clear that procurement practices is somehow lacking, little is done through to improve service delivery in Mogadishu city local government.

5.6 Suggestions for Further Research

Further research should be carried out on other local government's district in Somalia. Further research should also be carried out on the quality of services delivered for the public. Finally further studies should focus on the challenges and constraints affecting procurement practices and service delivery for local government's districts and city in Somalia.

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APPENDICES

Appendix I: Self-Administered Questionnaire

SELF-ADMINISTERED QUESTIONNAIRE FOR THE RESPONDENTS IN MOGADISHU SOMALIA

Dear Respondent,

My name is **SHAFI' I KHALIF**, a student of Kampala University pursuing a Master's Degree of Business Administration. This questionnaire is designed to collect information aimed at finding out "*procurement practices and service delivery in Mogadishu city Somalia*". The information obtained will be strictly for academic purposes and it will be treated with utmost confidentiality. I kindly request you to fill this questionnaire. Thank you very much for your time and co-operation

Section A: Demographic data (Tick in the appropriate box provided)

1. Your age

Under 25	25-34	35-45	Above 45

2. Gender

Male	Female

3. Marital status

Single	Married	Divorced	Widowed

4. For how long have you been in Mogadishu city?

0-3years	4-6years	7-9years	Over 9years

5. What is the highest level of education you have attained?

Certificate	Diploma	Degree	Professional qualification	Masters	PHD

6. Could you please rate the service provided by the Mogadishu local government?

Very good	Good	Bad	Very bad

SECTION B: Role of Procurement Practices

Evaluate the following statements by ticking the appropriate alternative of your choice.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	2	3	4	5

Procurement practices helps in Local Government Activities	1	2	3	4	5
Budgeting for the Local Government determines service delivery in Mogadishu					
Supply selection is essential in Local Government Activities					
Ordering and purchasing accountability also helps local government development					
Timely delivery and on point also determines when and what to deliver for the community					

SECTION D: Extent of service delivery in Mogadishu City Somalia

Evaluate the following statements by ticking the appropriate alternative of your choice.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	2	3	4	5

	Statement	1	2	3	4	5
1	Corruption hampers the provision of services since funds meant for these services are embezzled.					
2	In Mogadishu local government, the provision of better infrastructures such as roads and electricity has lagged being over years					
3	The local government is unable to deliver services to residents because of lack of finances to buy the services.					
4	It is a challenge to get the right service provider with the equipments to do the job well.					
5	Poor communication with communities in Mogadishu has also hampered the delivery of services in the area.					
6	The town council faces a challenge of limited skilled personnel to meet the rising needs of local people.					
7	Priorities are misplaced because projects are done not according to or as demanded by the people.					

**Section E: Relationship between procurement practices and service delivery
Mogadishu City Somalia**

Evaluate the following statements by circling/ticking the appropriate alternative of your choice.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1	2	3	4	5

	Statement	1	2	3	4	5
1	Procurement practices sets in motion the entire procurement process of acquiring services in local government.					
2	Procurement practices facilitates efficient and effective service delivery in public sector organization.					
3	Procurement practices helps to achieve the maximum value for expenditures on services to be delivered.					
4	There is a relationship between procurement practices and service delivery.					
5	Each user department prepares a multi annual work plan based on the approved budget.					
6	Each entity in the LG defines its procurement requirements					
7	The procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots.					
8	The procuring unit brings about integration of the diverse decision and activities during procurement practices.					
9	The accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for.					
10	The citizens assist the town council to accurately decide on which services to expand and provide.					
11	The citizens also work with NGOs, CBOs and political parties to develop proposals for the council to consider during practices					
12	Citizen Representatives also play a great role in the evaluation of potential service providers					

Thank you for your participation

Appendix II: Interview guide for the Mogadishu city officials and budget committee members

Dear Respondent

My name is **SHAFI KHALIF MOHAMED**, a student of Kampala University pursuing a Master's Degree of Business Administration. This questionnaire is designed to collect information aimed at finding out "*procurement practices and service delivery in Mogadishu city*". The information obtained will be strictly for academic purposes and it will be treated with utmost confidentiality. I kindly request you to fill this questionnaire. Thank you very much for your time and co-operation

You are kindly requested to respond to this questionnaire by providing the most accurate answers to the questions project.

1. Your age
2. Gender
3. Marital status
4. For how long have you been in Mogadishu Local government area?
5. What is the highest level of education you have attained?
6. Could you please give a brief overview of the service delivery system in Mogadishu Local government from the last three years to date?
7. What are the roles under taken by stakeholders during Procurement in Mogadishu city Somalia?
8. What is influence of procurement practices on service delivery in Mogadishu city Somalia?
9. What is the relationship between Procurement practices and Service Delivery Mogadishu city Somalia?

Thank you for your participation