

The association between procurement budgeting and performance of procurement and disposal units in uganda ministry of defense and veteran affairs (modva). A cross-sectional study.

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ABSTRACT

Background

Procurement planning is the process of determining the procurement funding of an entity, timing, and acquisition of funds such that operations are met as required efficiently. This study aimed to assess the association between procurement budgeting and the performance of procurement and disposal units in the Uganda Ministry of Defense and Veteran Affairs (MODVA).

Methodology

The study adopted a cross-sectional study design and a selected size of 44 was used. Primary data was collected from procurement officers and staff from the accounts/ finance department using both questionnaires and an interview guide. Secondary data was mainly obtained from annual reports, manuals, the PPDA Act, 2003, policy guidelines, and journals among others. The data analysis was done using regression and correlation models to test the predetermined hypotheses of this study.

Result

The majority (34)42.9% of the respondents were procurement staff, (28)80% had been in service with the PDU for a period ranging between 1-5 years. There was a correlation coefficient of 0.262(*) and its significance level is 0.000. This implies that the performance of MODVA's PDU is attributed to procurement budgeting, MODVA's PDU is significantly dependent on procurement budgeting by 71.6%, as 49% of the respondents agreed that procurement budgeting and planning are influenced by the market environment.

Conclusion

Procurement budgeting has a positive significant relationship with the performance of the MODVAs' PDU. This was because procurement needs assessment budgeting makes a good procurement plan, which inherently leads to timely delivery and appropriate spending of available resources in an acceptable budget.

Recommendation

The government should also consider recognizing individual procurement officers/staff and PDUs who/which perform above standards. This will motivate them to do their best and as well will inspire and motivate others to improve their performance levels.

Keywords: Procurement budgeting, Procurement and Disposal units, Ministry of Defense and Veteran Affairs (MODVA), Uganda

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BACKGROUND

Procurement planning involves determining an entity's funding requirements, timing, and acquisition processes to ensure operations are carried out efficiently (Arrowsmith &

Hartley, 2002). Public procurement focuses on how public sector organizations utilize taxpayers' money for goods and services (Hall, 2009). Globally, government organizations in many developed nations allocate between 24% and 59% of their GDP to procuring goods and services (OECD,

2021). For instance, public procurement expenditure in the UK amounted to £1,157.3 billion in FYE 2023 (OECD, 2024). In contrast, public procurement in Africa often suffers from poor implementation, which hinders economic development. In Nigeria, corruption and bureaucratic inefficiencies have been significant obstacles to developing road infrastructure in the northern region (Edward, 2009).

In industrialized nations, public procurement accounts for 24% to 59% of GDP (OECD, 2024). In regions like the Middle East and Africa, including Uganda, central government procurement ranges between 18% and 21%, highlighting the critical role public procurement plays in national economies (Statista.com, 2024). Public procurement carries significant economic and political implications, making it essential for the process to be efficient and cost-effective. Achieving this requires all stakeholders—including government entities, procuring agencies, suppliers, professional associations, academia, and the public—to understand the procurement process comprehensively (Odhiambo, 2003).

In developing nations like Uganda, public procurement often represents the largest domestic market. Governments are responsible for delivering goods, works, and services to meet citizens' needs. The necessity for public procurement laws and well-defined systems arises from the unique nature of public procurement as a business operating within a national and political framework (Edward, 2009). To address procurement challenges strategically, many countries now develop annual procurement plans to guide their procurement processes effectively (Mahmood, 2010). Beyond delivering public goods and services, public procurement also serves broader objectives, including stimulating economic activity, protecting domestic industries, enhancing sectoral competitiveness, and addressing national disparities (Bolton, 2006).

Effective public procurement funding is essential for quality public services and good governance, particularly in defense and security. The UK public sector, for example, spends over £1,157.3 billion annually on goods and services to support public services (OECD, 2024). In Uganda, the National Budget for FY 2024/25, approved on May 16, 2024, increased from UGX 52.7 trillion in FY 2023/24 to UGX 72.1 trillion, representing a 36% rise. This includes UGX 3.88 trillion allocated to the Ministry of Defense and Veterans Affairs (National Budget Abstract 2024/25). To ensure value for money and meet user needs, governments must adhere to high professional standards when spending public funds, managing the procurement lifecycle from needs identification to supplier selection and post-contract management, including disposal (Bolton, 2006).

The PPDA Act (2003), as amended, mandates that public procurement must be economical and efficient, ensuring

purchases are market-driven and generate savings. Practices such as over-invoicing, wastage, unplanned spending, and poor-quality procurements must be avoided. Procurement plans must align with budgetary processes and rely on realistic cost estimates derived from regularly updated market research databases, by public procurement guidelines and regulations (PPDA Act, 2003). These provisions aim to institutionalize results-based budgeting and enhance financial management capacity to meet regulatory standards and customer needs. For the UPDF as a Procurement and Disposal Unit (PDU), this requires developing procurement budgets that incorporate value-for-money principles as outlined in the PPDA Act (2003), as amended. This study examined the association between procurement budgeting and the performance of procurement and disposal units in the Uganda Ministry of Defense and Veteran Affairs (MODVA).

METHODOLOGY

Research design

This study adopted a Cross-Sectional study design. In with Kothari (2004), cross-sectional data was collected mainly using questionnaires and structured interviews that helped capture quantitative and qualitative data at a single point in time. This involved the researcher comparing two different groups within the same parameters. The cross-sectional study design enabled a researcher to closely examine the data within a specific context. Whereas other research designs like case study design were partially used, the cross-sectional survey design was chosen because it is time-saving also less costly since a researcher went to the field once. This involved the use of questionnaires as a quantitative approach and interviews as a qualitative approach.

Study Population

Target population

A population refers to an entire group of individuals, events, or objects having a common observable characteristic (Mugenda and Mugenda, 2003). The population of the study comprised about 50 people (staff specifically within the MODVA's PDU). The researcher selected this population because it was at the center of all issues raised in this study regarding the performance of the PDU and so they were believed to have answers to this research questions. The population included; officials in the PDU, and key officials in the finance and administration department. Sekaran, (2005) also asserts that a target population is a group of individuals, objects, or items from which samples are taken for measurement or it is an entire group of persons or elements that have at least

one thing in common. Given the nature and scope of this study, the population provided a representative sample that in turn provided reliable data in respect of the subject under study.

Determination of the Sample Size

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A sample is a portion or part of the population of interest. Mugenda and Mugenda, (2003) assert that sampling is part of the statistical practice concerned with the selection of individuals or observations intended to yield some knowledge about a population of concern, especially for statistical inferences. Based on the (Krejcie & Morgan, 1970) table, the sample size of this study was 44 respondents and, of these, 37 were questionnaire participants while 7 were interviewees.

Sampling Techniques and Procedure

The study employed probability-based sampling and non-probability sampling techniques.

Probability-based Sampling

Using the simple random sampling technique, the researcher selected respondents from user departments at the MODVAs' PDU as recommended by (Kothari, 2004). These included Procurement and Logistics Officers from the MODVA headquarters (including procurement officers and user department staff members). By this technique, all members in user departments stood an equal opportunity to be selected and included in the sample size. A sample will therefore be selected using a probabilistic algorithm. These respondents were categorized according to user departments. In probability-based sampling, the first step was to decide on the population of interest, that is, the population the researcher wanted the results about, the second step involved establishing a frame – listing all the units of that population and selecting a sample from the frame using algorithm (Orodho, 2005).

In this study the geographical area (MODVA headquarters Mbuya Kampala) was selected first, the MODVAs' PDU as the dwelling inside this area was selected, and, finally, people mainly working within the PDU at MODVA headquarters were randomly selected. Respondents were categorized according to sections and positions in terms of hierarchy and based on responsibility.

Non-probability-based Sampling

With non-probability sampling, population elements are selected based on their availability and authority to provide key information on the subject under study (Kothari, 2004). In this case, the researcher employed the purposively selected technique in the case of key respondents especially

some key officials from the finance and Administration department and senior procurement officials (Head of procurement/chairperson and secretary contracts committees). This is because the researcher intentionally wanted to choose the size and content of this sample to maximize the results of the study. In making the selections, the researcher chose not only which people to include in this study, but what times, venues, or interactions about the study subject.

Specific to this study, the researcher adopted a convenience sampling technique to select the sample primarily based on what the researcher can access within the available time frame and resources.

Data Collection Methods

The questionnaire method, interviewing, and documentary review analysis were used to collect both primary and secondary data. Self-administered questionnaires and interview methods enabled the researcher to collect primary data while documentary review analysis enabled the researcher to collect secondary data.

Questionnaire Method

The questionnaire was used to collect primary data from lower cadre staff in the procurement department and some key user departments. This method was opted because it is a cheaper and quicker way of data collection from a range of respondents in the shortest time possible. According to Mugenda and Mugenda (2003), structured or close-ended questions are easier to analyze since they are in an immediate usable form. They are easier to administer as possible answers follow each item. Since this study was time bound this category of questionnaire was useful to the study and helped to ease the task at hand for the researcher.

Interview Guide

Interviews are discussions, usually one-on-one between an interviewer and an individual, meant to gather in-depth information on a specific set of topics (Mugenda and Mugenda, 2003). Interviews can be conducted in person or over the phone. According to Kothari (2004), interviews are often used in mixed-method studies to generate confirmatory results. Interview data often gather more in-depth insights into participant attitudes, thoughts, and actions (Kendall, 2008).

An interview guide was used to conduct face-to-face interviews and enable the collection of primary data from key respondents from the MODVA PDU. According to Mugenda and Mugenda (2003), face-to-face interviews provide in-depth data, which is not possible to get using a questionnaire. Brookhart & Durkin (2003) observe that interviewers can take advantage of the interview situation

to get further clarification on a response given by the respondent thereby enriching the research findings. Therefore, the 7 interviews done were key in establishing the relationship between procurement planning and the performance of the PDU at MODVA.

Page | 4 **Documentary Review/Analysis**

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning to an assessment topic (Brookhart & Durkin, 2003). According to Lai & Waltman (2008), analyzing documents incorporates coding content into themes similar to how focus groups or interview transcripts are analyzed. Secondary data was obtained through the use of both published and unpublished data. Kothari, (2004) states that when the researcher utilizes secondary data then he/she has to look into various sources where he is certain to obtain the data. For the researcher to avoid problems associated with the collection and analysis of original data, a review of relevant documents to gather data from previous works was done, which helped in the compilation of findings and gave credibility to the findings. The researcher reviewed reports at the MODVAs' PDU and other relevant online reports, journals, newspaper articles, and Uganda National Budget abstracts. All this is aimed at easing the researcher's work. According to Mugenda and Mugenda, (2003), using this method helps the researcher to avoid duplication of work done by other researchers. These documents were accessed from the PDU at the Ministry of Defense and Veteran Affairs, different libraries, online (internet), journals, and other research.

Data Collection Instruments

Three instruments were used; questionnaires, interview guide, and documentary review checklist.

Questionnaires

A questionnaire is a formulated written set of questions to which respondents record their answers, usually within closely defined alternatives. A set of questionnaires was administered to respondents from MODVAs' PDUs. The questionnaire was composed of purely structured questions whose variables were measured on a 5-point Likert scale (5 Strongly Agree, 4 Agree, 3 Not Sure, 2 Disagree, and 1 Strongly Disagree). The 5-point Likert scale was the most appropriate way to formulate the different questions for measuring different variables. This enabled quantitative data collection and made it possible to collect adequate data and opinions from respondents quickly. Questionnaires were preferred because the target respondents were literate and experienced in responding to

written questions. The researcher chose the questionnaire as an instrument because the study was virtually descriptive and the tool was an efficient method of data collection. Questions in the research questionnaire were developed based on the research objectives and guided by the hypotheses, conceptual framework, and literature reviewed. The following steps were followed when designing and administering the questionnaire; defining the objectives of the study, defining the target respondents and methods to reach them, designing the questionnaire, pilot testing the questionnaire and finally administering it and compiling the findings.

Interview guide

Mugenda and Mugenda (2003) stated that an interview schedule is a set of questions that the interviewer asks when interviewing. Open-ended interviews were carried out to supplement the questionnaires. Due to the busy schedules of the workforce at the MODVAs' PDU, purposive selection interviews were conducted with key respondents predominantly to collect information from the key procurement officials in the PDU. Since interviews allow full expression of respondents' opinions, the researcher was able to obtain in-depth information. Questions in the interview guide were developed based on the research objectives and guided by the hypotheses, conceptual framework, and literature reviewed.

Documentary analysis checklist

The documentary review checklist was used to collect secondary data from various sources that included records and reports from the MODVAs' PDU, Auditor General's annual reports, journals, and articles among others. This data was analyzed from 2020 to 2024 to establish the procurement planning and performance of the PDU. According to Amin (2005), documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

Data sources

Primary source

The study used primary data. This was collected from the sample size under study. The source was used because it could provide first-hand and reliable information where information was collected using self-administered questionnaires and the interview guide.

Secondary source

Secondary data was obtained through the review of documents that included annual, biannual, and periodic reports from the PDU, Office of the Auditor General, other research reports, journals, newspapers, and others. In the secondary analysis of qualitative data, good documentation could not be underestimated as it provided the necessary background and the much-needed context both of which made re-use a more worthwhile and systematic endeavor (Kothari, 2004). Secondary data was obtained through the use of published and unpublished documents. This was done to prevent duplication and augment the research findings.

Validity and Reliability

Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Amin, 2005). It is also the degree to which results obtained from analysis of the data represent the phenomenon under study (Mugenda and Mugenda, 2003). To ascertain the validity of the instrument, the Content Validity Index (CVI) of each questionnaire was computed to determine the validity by using the formula:

$$CVI = \frac{\text{Total number of items rated as valid}}{\text{Total number of items on the instrument}} \times 100$$

Validity Pretest Results for Questionnaire

The content validity test was computed using two expert judges namely Judge 1 and 2 and yielded results over and above 0.70. The recommended validity is 0.70(70%), Krejcie and Morgan (1970), therefore given that the values of content validity (Assessment of Procurement Needs = 0.823; Procurement Budgeting = 0.891; Compliance with Procurement Planning Procedures = 0.822 and Performance of PDUs 0.835) for all the variables were above the recommended value 0.70, the instrument was declared valid.

Validity Pretest Results for the Interviews Guide

These validity test results were computed using the Content Validity Index (CVI). The CVI test revealed that both the independent and dependent variables had the following validity test results; procurement needs assessment was 0.833, procurement budgeting was 0.811, compliance with procurement planning procedures was 0.802, and performance of PDUs was 0.804. All these variables had validity test results over and above the standard value of

0.70 (70%). This implies that all items in the interview instruments were valid.

Reliability

According to Mugenda and Mugenda (2003), reliability is the degree to which research instruments yield consistent results of data after repeated trials. In testing reliability errors are the deviation from true measurements because have not been effectively addressed by the researchers. The instrument was pre-tested with a sample of ten (10) respondents from the Ministry of Energy and Mineral Development to help the questionnaires have the same meaning of questions to all the respondents. The researcher computed the information from the field using Statistical Package for Social Science (SPSS) computer software. According to Mugenda and Mugenda (2003), the recommended reliability test should range between 0.70 and above. Based on the Cronbach's Alpha Coefficient test results conducted by the researcher, the scales for all the variables were above the standard value of .70 as seen in the results.

Reliability Pretest Results for Questionnaire

The CVI test revealed that both the independent and dependent variables had the following reliability test results; procurement needs assessment was 0.889, procurement budgeting was 0.879, compliance with procurement planning procedures was 0.854, and performance of PDUs was 0.866. All these variables had reliability test results over and above the standard value of 0.70 (70%). This implies that all items in the interview instruments were reliable.

Reliability Pretest Results for the Interview Guide

The CVI test revealed that both the independent and dependent variables had the following reliability test results; procurement needs assessment was 0.799, procurement budgeting was 0.798, compliance with procurement planning procedures was 0.800, and performance of PDUs was 0.810. All these variables had reliability test results over and above the standard value of 0.70 (70%). This implies that all items in the interview instruments were reliable.

Procedure of Data Collection

The letter of introduction was obtained from the Team University School of Graduate Studies confirming that the researcher is ready to do research. The letter was used to introduce the researcher to the respondents especially, key procurement, Finance, and Administration officials at the

MODVA PDU offices. After obtaining authority from the Ministry of Defense, the researcher then personally administered the questionnaires to help clarify difficult questions, save time, and ensure quick response. The researcher then picked the completed questionnaires from the respondents personally for analysis.

Data Analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information collected. Sekaran, (2003) asserts that there are three objectives in data analysis; getting a feel for the data, testing the goodness of the data, and answering the research question. The process involved organizing data in a meaningful pattern; editing, coding, and thematic presentations (Mugenda and Mugenda, 2003). Data analysis therefore involved both quantitative and qualitative analysis.

Quantitative data analysis

After gathering data from questionnaire schedules, they were checked adequately for reliability and clarification. The data was analyzed using quantitative techniques, whereby the findings were presented in the form of frequency and percentage distribution tables, descriptive statistics, charts, and regression tables. The data collected was entered into a computer and analyzed using Statistical Package for Social Scientists (SPSS). The software packages enabled the researcher to analyze the data into percentages, means, and standard deviations.

Regression analyses were computed to give various outputs like the model summary, the ANOVA table, and coefficients results among others. This was used to make interpretations and discussions of the study and upon which conclusions were drawn. The results were presented in the form of frequency tables and charts.

Qualitative Data Analysis

The qualitative data gathered was analyzed in the following way. Data from each respondent was read several times to identify common themes that relate to the research questions. Common ideas and patterns that appeared repeatedly in the data were identified and coded into themes according to each research question.

The data was continuously manually analyzed throughout the research using the themes and code categories. During this process, a list of key beliefs, opinions, ideas, statements, and attitudes expressed for each theme of the interview was made. The statements were coded in the left margins of the interview reports and comments were put on the right-side margin and further categorized. Answers from different respondents were compared to establish the most occurring and quite similar responses. The data was

summarized in a narrative form and most importantly presented in chapter four. Relevant and reviewed literature was also used to triangulate the findings of the study.

Measurement of variables

Procurement Planning

Procurement planning, which was the independent variable was measured using the CobiT framework. In other words, a five-scale point Likert reliability rating system was used ranging from strong agreement represented by 1 to strong disagreement represented by 5 and, these were held constant. This was done through the assessment of responses from the different respondents based on a five-scale point reliability rating scale system (the CobiT framework) as recommended by Mugenda and Mugenda, (2003).

Procurement Performance of MODVAS' PDU

Procurement performance was also measured according to the CobiT framework using the five-scale point Likert reliability rating system. However, being the dependent variable, it was further measured using the average relative reliability, the weighted average reliability rating (WARR), whereby each indicator of service delivery was assigned a weight ranging from 5 to 1 in ratings of strongly agree, agree, not sure, disagree, and strongly disagree and; very dissatisfied, dissatisfied, uncertain, satisfied and very satisfied as recommended by Mugenda and Mugenda, (2003).

Ethical Considerations

According to Saunders et al. (2003), ethical considerations in research concern the dilemmas that arise over the proper way to execute research, more specifically not to create harmful conditions for the subjects of inquiry, humans, in the research process. The researcher therefore ensured that respondents' informed consent was obtained through a letter that specified what the research was about, including laid down procedures the participants expected to follow. The researcher also will ensure objectivity, integrity, anonymity, and confidentiality by withholding the respondent's names.

Informed Consent

Verbal consent was sought from the respondents after the explanation of the study topic to them. The respondents were assured of their right to freely consent. Confidentiality was assured to the respondents and the participants in the study. Code numbers were used instead

of patient names as an assurance that no one else would know from whom the information was collected.

RESULTS

Findings on the Background Characteristics

This part of the chapter covers the distribution of respondents by category, sex, age group, level of education, role in the MODVAs' PDU, period of service in the PDU, and term of employment.

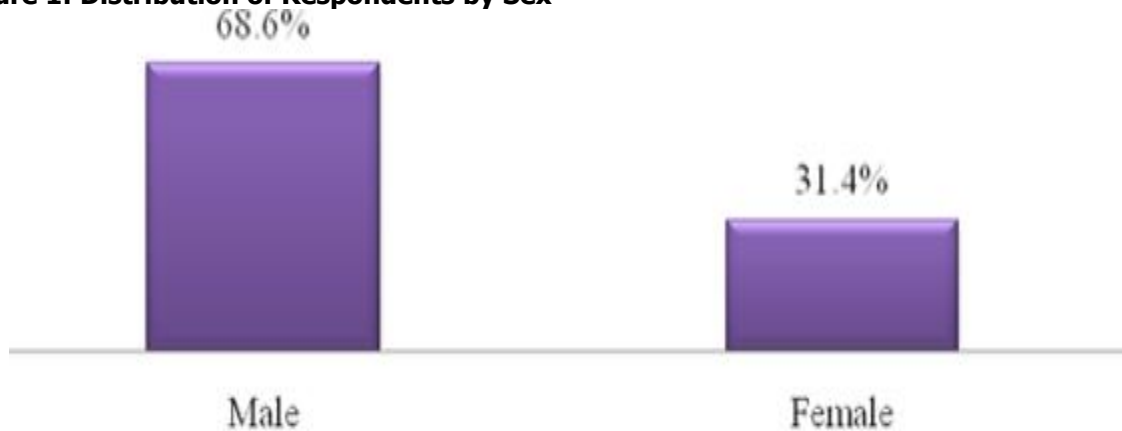
Table 1: Respondents' Background Characteristics

Category	Frequency	Percentage
Respondents' Distribution by Category		
Procurement officials	34	90
Finance and Administration officials	8	10
Total	42	100
Respondents' Distribution by Sex		
Male	24	68.6
Female	11	31.4
Total	35	100.0
Respondents Distribution by Age Group		
20 and below	1	2.9
21-29 Years	13	37.1
30-39 Years	21	60.0
Total	35	100.0
Respondents Distribution by Level of Education		
Diploma	5	14.3
Degree	23	65.7
PGD/Masters/Others	7	20.0
Total	35	100.0
Respondents' Distribution by Marital Status		
Single	14	40.0
Married	18	51.4
Others	3	8.6
Total	35	100.0
Respondents Distribution by Period of Service at the MODVA PDU		
Less than 1 Year	2	5.7
1-5 Years	28	80.0
6-10 Years	5	14.3
Total	35	100.0
Respondents Distribution by Term of Employment		
Temporary	8	22.9
Contract	17	48.6
Permanent	10	28.6
Total	35	100.0

Source: Primary Data (2024)

Figure 1: Distribution of Respondents by Sex

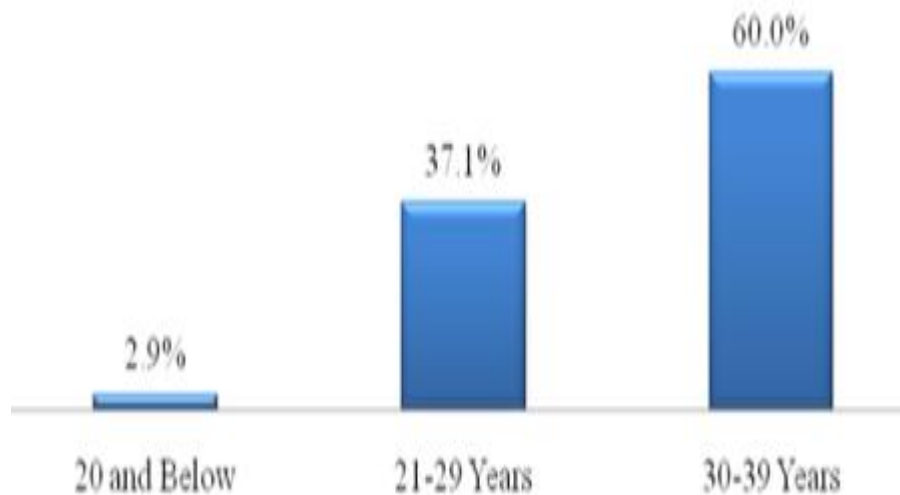
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Source: Primary Data (2024)

Figure 1: shows that, 24 representing 68.6% were male while 11, representing 31.4% were female, indicating that in this study, there was a gender imbalance in respondents' representation because more males significantly participated than female respondents.

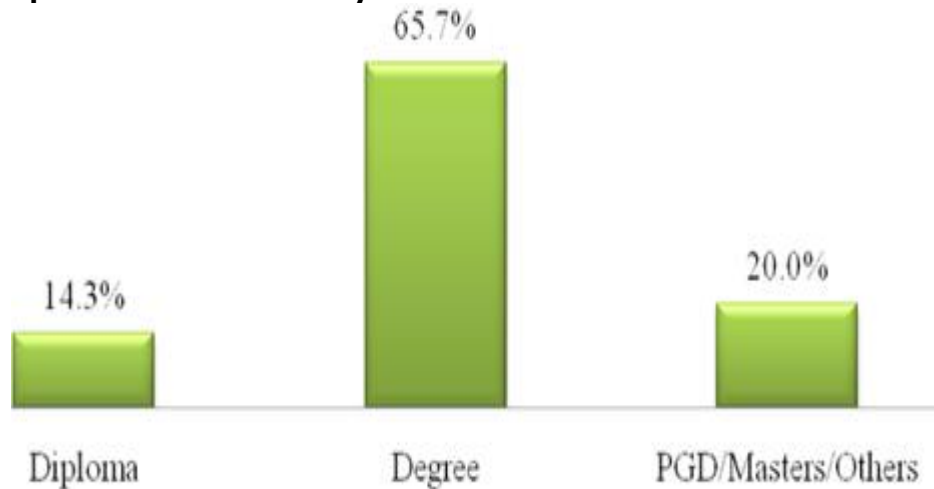
Figure 2: Respondents' Distribution by Age Group



Source: Primary Data (2024)

Figure 2, shows that the majority (21) of the respondents, representing 60% were aged between 30-39 years, 13 representing 37.1% were between 21-29 years of age and 1 (2.9%) was in the age of 20 years and below. The majority of the participants in this study were mature enough to provide reliable information regarding the subject under study given their age thus, giving an assurance on the reliability of the study findings.

Figure 3: Respondents' Distribution by Level of Education N=35

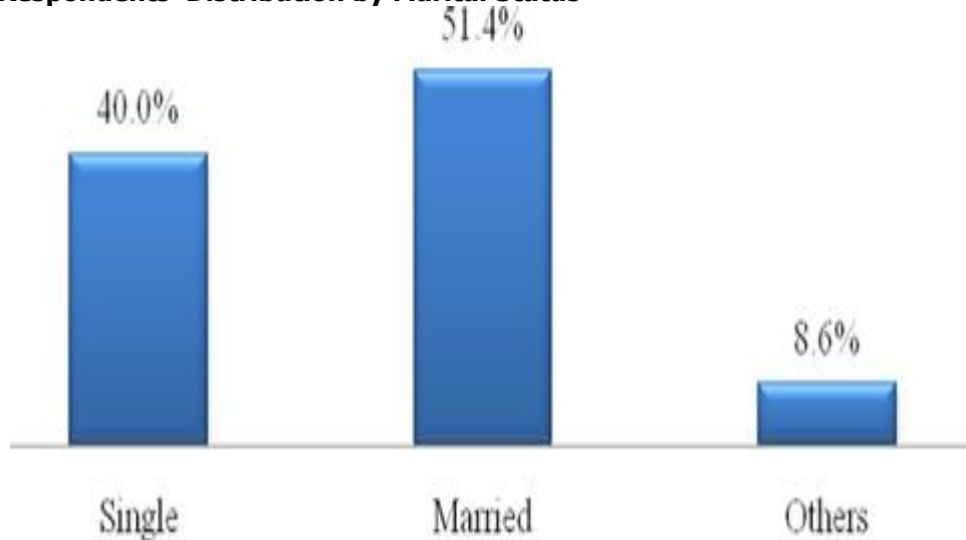


Source: Primary Data (2024)

Figure 3: shows that the majority (23), representing 65.7% were Bachelor's degree graduates; 7, representing 20% had an additional qualification of a Post Graduate Diplomas, Master's Degree, or other professional certificate/qualification, and; 5 of the respondents representing 14.3% were Diploma graduates. This indicates

that all respondents in this study had an acceptable level of education. This therefore implies that the MODVAs' PDU had competent staff that could understand the subject under study and provide relevant and reliable information needed for this study.

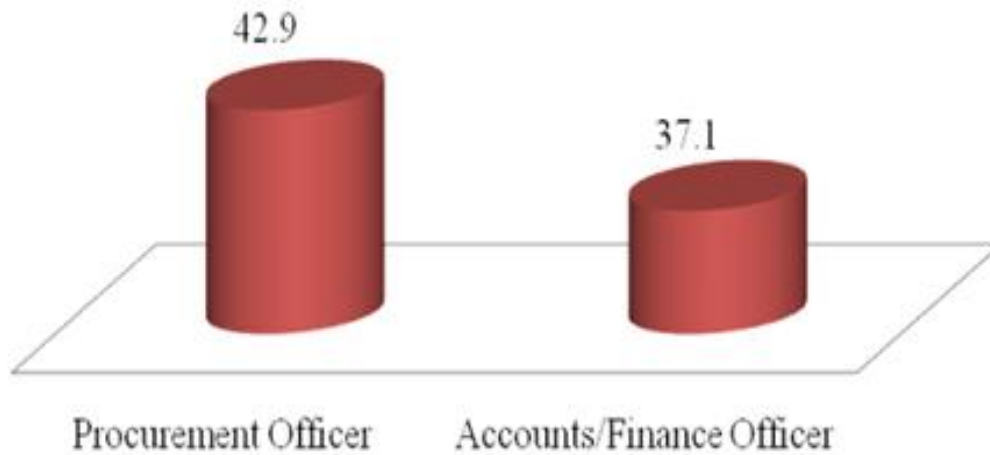
Figure 4: Respondents' Distribution by Marital Status



Source: Primary Data (2024)

Figure 4: shows that the Majority (18) of these, representing 51.4% were married; 14, representing 40% were single whilst 3, representing 8.6% were of other marital status.

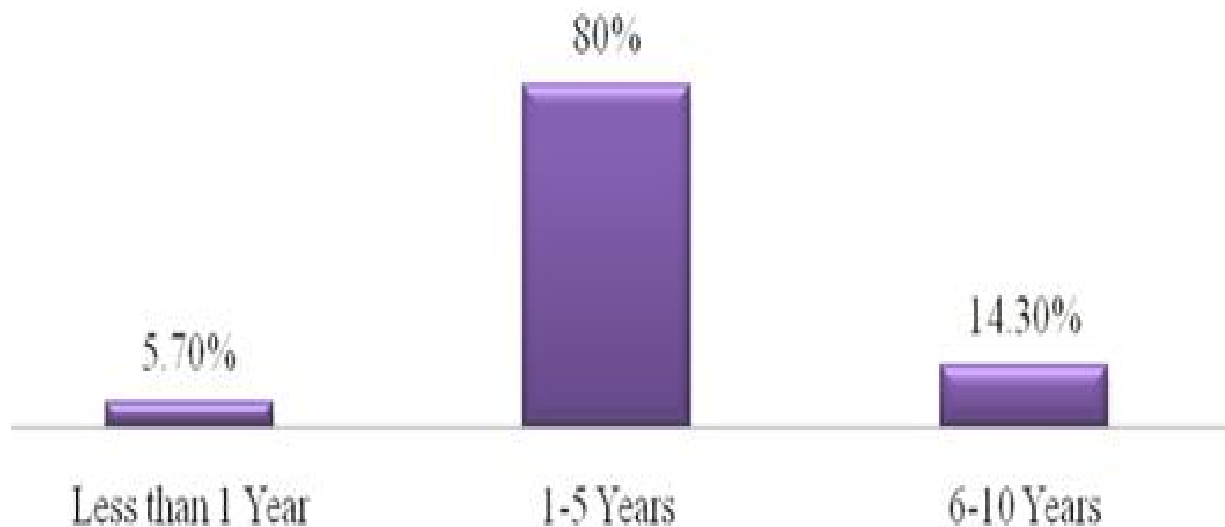
Figure 5: Respondents' Distribution by their Role in the MODVAs' PDU N=35



Source: Primary Data (2024)

Figure 5: shows that the majority (34), representing 42.9% were procurement staff within the PDU; 8, representing 37.1% were from the accounts/finance office.

Figure 6: Respondents' Distribution by their Period of Service in the PDU N=35

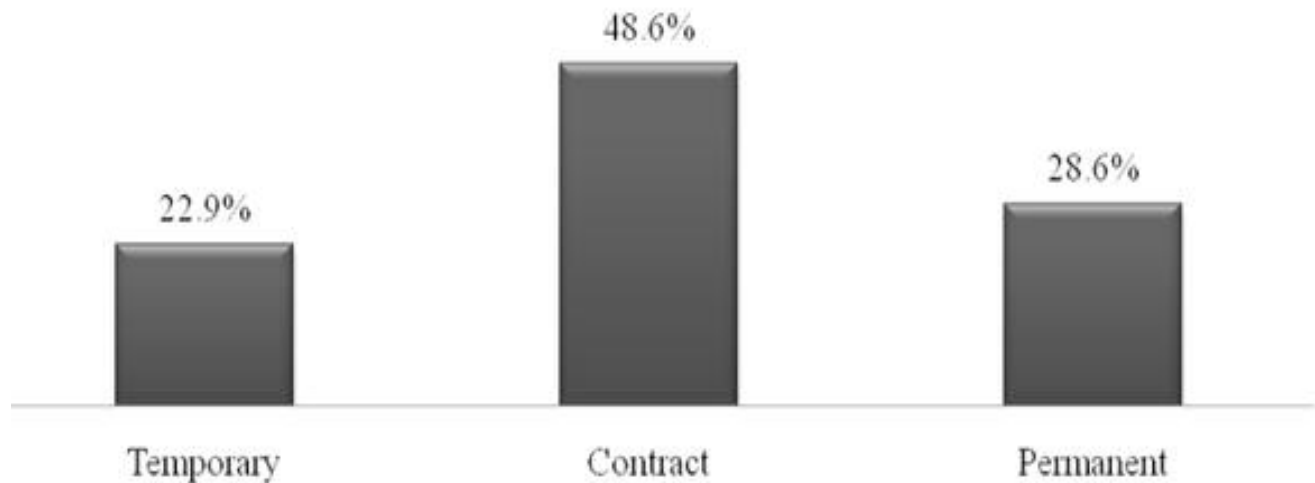


Source: Primary Data (2024)

Figure 6: shows that the majority (28) representing 80% had been in service with the PDU for a period ranging between 1-5 years; 5, representing 14.3% had served between 6-10 years whilst 2, representing 5.7% had worked with the PDU for less than 1 year. The study

covered respondents who had enough experience in public procurement, especially with the PDU, which gives assurance that the information provided is reliable and valid for the study.

Figure 7: Respondents' Distribution by Term of Employment N=35



Source: Primary Data (2024)

Figure 7: shows that the majority of the respondents, (17) representing 48.6% were on contract with the PDU; 10, representing 28.6% were permanent employees of the PDU whilst 8, representing 22.9% were staff members of the PDU. The majority of the staff in the PDU are on contract while others are temporary. This implies that they are hypothetically most likely to act in accordance and in

compliance with the PPDA Act 2003 to secure their position in the PDU.

The relationship between procurement budgeting and the performance of the PDU at the MODVA

Table 2: Respondents' Opinion on Cost Estimation at the MODVAs' PDU

	SA	A	NS	D	SD
Cost Estimation is Dependent on the Prevailing Market	25(71%)	7(20%)	3(9%)	0(0%)	0(0%)
Cost Estimation is Dependent on the Market Database	12(34%)	17(49%)	0(0%)	6(17%)	0(0%)
Cost Estimations are Conducted after the Annual Budget	4(11%)	15(43%)	10(29%)	6(17%)	0(0%)
The cost Estimation process is Managed by PDU officers	4(10%)	18(51%)	2(5%)	6(18%)	5(16%)
The cost Estimation process is by PPDA Act 2003	13(37%)	5(14%)	6(17%)	8(23%)	3(9%)

Source: Primary Data (2024)

Table 2, shows that the majority of the respondents agreed that procurement cost estimation at MODVA PDU is dependent on the prevailing market, market database, and annual budget and is managed by MODVA's PDU officers by the PPDA Act 2003. The general implication in this table is that the higher the frequency and percentage the bigger the number of respondents who either strongly agreed, agreed, disagreed, strongly disagreed, or were not sure about the preconceived statement regarding the variables under study.

In line with the above descriptive analysis results, a procurement officer from the MODVAs' PDU asserted that; *"It is true, that market prices dictate the cost estimation done by the PDU and about the available database. He also noted that the annual budget plays a very important part in cost estimation because it is the basis for the PDU's acceptable spending as required by the PPDA Act 2003."*

another respondent from the accounts/finance department said;

"The process of cost estimation at the PDU is managed by procurement officers at the PDU."

Table 3: Respondents' Opinion on Market Intelligence at the MODVAs' PDU

	SA	A	NS	D	SD
The market environment determines procurement planning	11(32%)	12(31%)	2(6%)	6(17%)	5(14%)
Works, goods, and services within the local market are limited	12(31%)	17(51%)	4(11%)	2(7%)	0(0%)
Market intelligence is conducted by competent PDU officers	10(29%)	12(31%)	8(26%)	2(6%)	3(8%)
Market intelligence is by the PPDA Act 2003	14(40%)	8(23%)	6(17%)	4(11%)	3(9%)
There is transparency in the market intelligence process	10(29%)	15(43%)	0(0%)	7(19%)	3(9%)

Source: Primary Data (2024)

Table 3: shows that the majority of the respondents agreed that the market environment determines procurement planning at MODVA's PDU; works, goods, and services within the local market are limited; market intelligence is conducted by competent PDU officers; by the PPDA Act 2003 and there is transparency in the process. The general implication in this table is that the higher the frequency and percentage the bigger the number of respondents who either strongly agreed, agreed, disagreed, strongly disagreed or were not sure about the preconceived statement regarding the variables under study.

In line with the above descriptive analysis results, one procurement official from the MODVAs' procurement department said;

"Yes, all procurements are determined by the prevailing market environment however, many times, we find a challenge with our local market because it does not have

most of the goods and services that the PDU needs to procure, yet, as a PDU, we have to adhere to the requirements of the PPDA Act, 2003."

On the issue of whether the market intelligence is conducted by PDU officers and in compliance with the PPDA Act, all interviewees informed this study that, MODVAs as PDUs have its staff responsible for market intelligence and comply with the PPDA Act, 2003. For instance, one respondent from the procurement department had this to say;

"As a PDU, we handle our procurement process, market intelligence is one of our key activities and is transparently conducted and managed by our competent team of staff as required by the public procurement laws, policies, regulations, and guidelines."

Table 4: Respondents' Opinion on Procurement Budget and Work Planning at the MODVAs' PDU

	SA	A	NS	D	SD
Procurement budgeting and planning are influenced by the market environment	17(49%)	9(26%)	6(17%)	3(8%)	0(0%)
Procurement activities planning is dependent on an annual budget	14(40%)	10(29%)	8(23%)	3(8%)	0(0%)
Annual budget plays an important role in planning	18(51%)	15(43%)	2(6%)	0(0%)	0(0%)
Procurement budgeting and planning is managed by the PPDA Act 2003	21(60%)	14(40%)	0(0%)	0(0%)	0(0%)
Procurement budgeting and planning is conducted by competent PDU officers	5(14%)	28(80%)	0(0%)	2(6%)	0(0%)

Source: Primary Data (2024).

Table 4: shows that, the majority of the respondents agreed that procurement budgeting and planning are influenced by the market environment; all procurement activities planning is dependent on the annual budget and; that this plays an important role in planning; it was also agreed that

procurement budgeting and planning is managed by PPDA Act 2003 conducted by competent PDU officers. The general implication in this table is that the higher the frequency and percentage the bigger the number of respondents who either strongly agreed, agreed, disagreed,

strongly disagreed, or were not sure about the preconceived statement regarding the variables under study.

From the interviews, various respondents had more or less identical views. They all seemed to agree with their counterparts who participated in this study through structured questionnaires. Taking the example of one official from the PDU, budgeting, and performance complement each other. This female respondent from the finance department precisely noted that;

“Budgeting and performance complement each other.”

Additionally, a male respondent from the MODVA procurement department said;

“Budgeting and performance have got a very good relationship, especially in procurement irrespective of whether public or private because procurement works towards the budgeting and performance accordingly.”

It was, however, noted that there was a weakness in the two variables, which one of the respondents from the procurement department decried noting that;

“Whereas it can be a good relationship it needed improvement to expatiate the process.”

Even one respondent from the accounts/finance department explained that;

“Good budget management helps in improving performance because it leads to timely deliveries given that the procurement process is done within the stipulated schedules and cost estimations.”

Hypothesis Testing

There is a significant relationship between Procurement Budgeting and Performance of MODVA's PDU.

The hypothesis was verified using the Pearson Correlation coefficient and the results of the hypothesis test.

Table 5: Correlation Matrix for Procurement Budgeting and Performance of MODVA's PDU

Correlations			
		Procurement Budgeting	Performance of MODVA's PDU
Procurement Budgeting	Pearson Correlation	1	.262*
	Sig. (2-tailed)		.000
	N	35	35
Performance of MODVA's PDU	Pearson Correlation	.262*	1
	Sig. (2-tailed)	.000	
	N	35	35
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2024)

Table 5: shows that the correlation coefficient is 0.262(*) and its significance level is 0.000. This implies that the performance of MODVA's PDU is attributed to procurement budgeting. This therefore means that there is a positive significant relationship between procurement budgeting variables and the performance of PDUs in Uganda.

According to these results, procurement budgeting which is explained by cost estimation, market intelligence, and budget and works planning influences the performance of MODVA's PDU in terms of its compliance with the PPDA Act 2003, spending within acceptable budget and delivery time. Therefore, the alternative hypothesis that was earlier postulated is upheld.

Table 6: Regression Analysis for Procurement Budgeting and Performance of MODVA's PDU Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.744 ^a	.716	.700	.7041

a. Predictors: (Constant), Procurement Budgeting

Source: Primary Data (2024)

Table 6: shows the R and R2 values. The R-value is 0.744, which represents the simple correlation and, therefore

indicates a moderate degree of correlation. The R2 value of .716 indicates how much of the dependent variable

(entrepreneurship skills) can be explained by the independent variable (business performance). The standard error of the estimate is .7142 and the adjusted R square value of .716 implies that 71.6% variances in the performance of MODVA's PDU are attributed to procurement budgeting. In other words, MODVA's PDU is significantly dependent on procurement budgeting by 71.6%.

DISCUSSION OF RESULTS

Concerning the effects of procurement budgeting on the performance of the MODVA's PDU, the findings showed that there is improvement in acceptable budgetary spending and delivery time, quality of products and services; there is also improved relationship with suppliers and, compliance to the PPDA Act 2003. The findings indicated that when the procurement procedures are compiled, they lead to timely delivery and acceptable budget spending within the PDU. Based on the above results it was confirmed that MODVAs' PDU budgeting and planning are in compliance with the PPDA Act 2003 and are significantly responsible for the PDU's spending and timely delivery performance. From the regression model, a unit increase in Resource allocation will lead to a 0.172 increase in procurement performance at the MODVAs' PDU which implies that budgeting and resource planning accounts for 17.2 % of variations in procurement performance of the PDU. It therefore, suffices to note that that even though the PDU complies with the prevailing public procurement planning procedures and methods required, this could not only affect its compliance with the law but also lead to unwanted delays in delivery time and quality of goods/ works and services. In addition, it was also established that while market intelligence is done based on the available market database, some of the goods and services are limited in the local market, a thing that was found to have a significant effect on the delivery time. Mamiro (2010) agrees with these findings and concludes that one of the major setbacks in public procurement is poor planning and management of the procurement planning processes, which include needs that are not well identified and costs, which not well estimated, unrealistic budgets and inadequacy of the skills of staff responsible for procurement planning. The study found that there was poor procurement performance in terms of delivery time characterized by delays, which hampers greatly on the PDU's overall performance.

CONCLUSION

Despite the fact there are aspects in the public procurement planning variables that seem to be positively insignificant in influencing the procurement performance of the MODVAs' PDU, there are variable indicators that are negatively related to the performance of the PDU. Going

forward, the implication of procurement needs assessment, budgeting, and compliance with procurement planning procedures and methods are of significance in the procurement performance of the MODVAs' PDU and other PDUs in Uganda. It is therefore, hereby concluded that the Government through its PPDA needs to make its MODVAs' PDU independent empowering its PDU officers to independently conduct and handle the entire process of procurement planning involving procurement needs assessment and budgeting in compliance with the PPDA Act, 2003.

RECOMMENDATIONS

Given that procurement budgeting involves cost estimation, market intelligence, and budget work planning, the PDU needs to strictly comply with the PPDA Act, 2003 because, less of this, the government is liable to lose public funds due to unacceptable budgets, increased costs/ prices of works, goods and services coupled with poor quality and delays in delivery time. In this regard, the government ought to strictly monitor, inspect, and improve its periodical audit of the PDUs in Uganda to improve the procurement performance of the PDUs. Further, the government should revise procurement laws, policy guidelines, and regulations that govern and guide PDUs in Uganda to ensure that acceptable performance, value for money, and procurement by the law with of winning public trust in the government. The government should also consider recognizing individual procurement officers/staff and PDUs who/which perform above standards. This will motivate them to do their best and as well will inspire and motivate others to improve their performance levels.

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LIST OF ABBREVIATIONS

MODVA: Ministry of Defence and Veterans Affairs
GoU: Government of Uganda
PDEs: Procurement and Disposal Entities
PPDA: Public Procurement and Disposal of Public Assets Authority
PPDA Act: Public Procurement and Disposal of Public Assets Act, 2003.
PDU: Procurement and Disposal Unit
SPSS: Statistical Package for Social Scientists
SSA: Sub-Saharan Africa
UGX: Uganda Shilling.

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CONFLICT OF INTEREST

The authors declare no conflicting interest.

AVAILABILITY OF DATA

Data used in this study is available upon request from the corresponding author.

AUTHORS CONTRIBUTION

MK designed the study, conducted data collection, cleaned and analyzed data, and drafted the manuscript and SM supervised all stages of the study from conceptualization of the topic to manuscript writing and submission.

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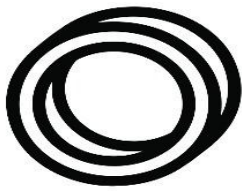
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