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Original article

Electronic procurement planning and procurement performance in Wakiso District Local Government, Uganda. A cross-sectional study.

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Abstract

Background:

Procurement planning is the first stage of the procurement cycle, so weaknesses in it are carried into later stages. This study examined the contribution of electronic procurement planning to procurement performance in Wakiso District Local Government.

Methodology:

A cross-sectional correlational design with a convergent mixed-methods approach was used. Fieldwork was carried out on 25–27 October 2026. Data came from 80 of 89 sampled staff (response rate 89.9%) through a five-point Likert questionnaire, from interviews with three key informants, and from a review of procurement records for FY 2021/22 to FY 2025/26. Analysis used descriptive statistics, Pearson and Spearman correlations, regression, and thematic analysis.

Results:

Most respondents were male (63.7%), aged 25–54 years (85.0%), held a bachelor's, postgraduate diploma, or master's degree (78.8%), and had used e-GP (92.5%). Electronic planning was rated moderate (M = 3.27) and procurement performance high (M = 3.54). Electronic planning was positively but weakly related to performance ($r = .358$, $p = .001$), explaining 12.8% of its variance. It was related most strongly to transparency and accountability ($r = .389$) and timeliness ($r = .350$), but not to value for money. Records showed that average requisition-to-award time rose from 95 to 110 days. Heads of user departments rated planning lowest (M = 3.05), compared with PDU staff (M = 3.71).

Conclusion:

Electronic procurement planning is positively but weakly related to procurement performance. Its contribution is limited when requisitions are late, plans are not updated, and inputs are inaccurate.

Recommendation:

The Chief Administrative Officer and the PDU should set an annual deadline for submitting requirements to the e-GP planning module, update plans whenever priorities change, and provide role-based refresher training. Budget coding should also be aligned with the IFMS.

Keywords: *Electronic Procurement Planning, Electronic Government Procurement, Procurement Performance, Local Government, Wakiso District*
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Background.

Procurement planning is the first stage of the procurement cycle, so weaknesses in it are carried into later stages. They appear as late starts, repeated revisions, and delayed awards. Electronic procurement planning is the use of digital systems to prepare, submit, approve, update and monitor procurement plans. It links procurement requirements to approved budgets, procurement schedules and available resources. Public procurement is one of the main channels through which government budgets become roads, health facilities, schools and other services. In Uganda, weaknesses in procurement have been most visible at the local government level. As far back as 2018, the PPDA reported that local governments averaged only about two bidders per contract, leaving little room to select the best provider. It also reported that many local governments were unable to absorb their budgets, which led to unfinished works, poor quality, and corruption.

The government introduced the electronic Government Procurement (e-GP) system to address the problems of a largely paper-based, semi-automated procurement system. Electronic transactions are also easier to trace, audit, and report on. Earlier reviews of Uganda's e-government systems described the e-GP as an electronic trail of procurements that facilitates planning, reporting and monitoring. The system has been rolled out in phases. After

an initial pilot, e-GP was extended to 36 government entities, followed by e-GP Version 2.0, which incorporates feedback from users of the first system. Entities operating under the system no longer advertise tenders in newspapers and can transact only with registered providers. The Ministry of Finance and PPDA have also moved to extend the system to 100 additional entities, covering the whole procurement cycle from planning and tendering to evaluation, award and contract management. Media reports indicate that manual procurement was to be phased out by 1 July 2026, with mandatory electronic procurement extending to all levels of government, including local councils. The planning module requires procuring entities to upload annual procurement plans to the system, making them publicly searchable, and to align them with the approved budget.

The system is intended to provide timely procurement information, improve coordination, and reduce the delays associated with manual planning (PPDA, 2026). Proper planning matters most at the local government level, because procurement activities must correspond with approved budgets and development priorities. Where requirements are consolidated late, or plans are not updated when priorities change, procurement starts late and the time from requisition to award lengthens. Wakiso District Local Government is one of Uganda's largest districts and surrounds the capital, Kampala. It must plan and deliver procurement for many service delivery units within approved budgets and fixed timelines. The district publishes its annual procurement plan and bid notices, which set out planned activities, procurement methods, funding sources and schedules from publication of bid notices to contract award. For example, the FY 2025/26 plan lists planned procurements such as the purchase of a district sanitary landfill, each with its method, funding source and activity dates. At the same time, bid documents were still issued and sealed bids delivered through the district's Procurement and Disposal Unit. The transition from manual to electronic procurement planning in the district is therefore recent, and it is not yet clear whether it is improving procurement performance. The areas of concern are efficiency, timeliness, transparency, accountability, compliance, and value for money. This study therefore set out to establish the contribution of electronic procurement planning to procurement performance at Wakiso District Local Government.

Methodology

Research Design

The study adopted a correlational research design using both quantitative and qualitative approaches (mixed methods). A correlational design is used to establish the nature, strength, and direction of the relationship between variables as they occur, without manipulating them (Creswell & Creswell, 2018). It was appropriate because the study sought to establish the relationship between electronic government procurement practices (electronic procurement planning, electronic contract award and management, and electronic invoicing and payment) and procurement performance at Wakiso District Local Government. The quantitative approach involved collecting numerical data through a structured questionnaire for correlation and regression analysis. The qualitative approach, through interviews and documentary review, provided explanations of how e-GP practices were being implemented at the district and helped to interpret the quantitative findings. The two approaches were integrated using a convergent design (Creswell & Creswell, 2018). The quantitative data from the questionnaire and the qualitative data from the interviews and documents were collected during the same fieldwork period and analysed separately, and the results were then brought together at the interpretation stage in three ways. First, the interview themes were presented alongside the correlation and regression results for each objective to explain why the relationships were positive but weak. Second, the documentary records were used to cross-check the respondents' perceptions of procurement performance, so that the two sources of evidence could confirm or qualify each other (triangulation). Third, the barriers named by the key informants and found in the documents were compared with the statistical findings to develop the discussion and the recommendations. The questionnaire data were collected at one point in time. Fieldwork was carried out from 25th to 27th October 2026.

Study Population

The study population comprised 95 staff of Wakiso District Local Government who are directly involved in the e-GP procurement cycle. They were the 20 staff of the Procurement and Disposal Unit (PDU), who operate the e-GP system; the 5 members of the District Contracts Committee, who approve procurement methods, evaluation reports and contract awards; the 30 staff of the Finance Department, who handle budget linkage, invoice verification and payment through the Integrated Financial Management System (IFMS); and the 40 heads of user departments, sections and units, who initiate procurement requirements and manage contract implementation. Administrative and other staff who do not take part in procurement were excluded because they would not provide relevant information on e-GP practices. The figure of 95 was obtained by counting, from the district staff establishment and the departmental staff lists, every officer who performs a defined role in the e-GP procurement cycle that the three objectives address. The inclusion criterion was a direct role at the planning stage (requisition and plan preparation by the heads of user departments, sections and units and the PDU), the contract award and management stage (the PDU and the Contracts Committee) or the invoicing and payment stage (the Finance Department). The four categories were then counted separately (20 + 5 + 30 + 40 = 95), so that every

stage of the cycle was represented by the officers who carry it out.

Sample Size

The sample size was determined using the Krejcie and Morgan (1970) table. Because the PDU staff (20) and the Contracts Committee members (5) are few and hold the most direct knowledge of the e-GP system, all of them were included through census. For the Finance Department staff (N = 30) and the heads of user departments, sections and units (N = 40), the table gives samples of 28 and 36, respectively. The planned sample was therefore 89 respondents. In addition, three key informants, namely the Head of the Procurement and Disposal Unit, the Chairperson of the Contracts Committee and the Chief Finance Officer, were purposively selected from within these categories for in-depth interviews. The number of respondents who actually took part is reported.

Table 1: Study Population, Sample Size and Sampling Techniques

Category of Respondents	Population (N)	Sample Size (n)	Sampling Technique
Procurement and Disposal Unit staff	20	20	Census
Contracts Committee members	5	5	Census
Finance Department staff	30	28	Simple random sampling
Heads of user departments, sections and units	40	36	Simple random sampling
Total	**95**	**89**	

Source: Wakiso District Local Government staff establishment (2025); Krejcie and Morgan (1970).

Sampling Techniques.

The study used census, stratified simple random sampling, and purposive sampling. Census was used for the PDU staff and the Contracts Committee members because the categories are small and every member is directly involved in e-GP transactions, so that sampling from such small groups would have left out key respondents. For the Finance Department staff and the heads of user departments, sections, and units, the population was first stratified by category, and simple random sampling (lottery method) was then used within each stratum, with the staff lists as sampling frames, so that every member had an equal chance of selection and each category was proportionately represented. Purposive sampling was used only to select the three key informants for the interviews, on the basis of their positions and their knowledge of e-GP implementation at the district.

Data Collection Methods.

The study used the questionnaire survey, interview, and documentary review methods to collect data. A structured questionnaire was administered to the selected respondents at Wakiso District Local Government using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. It collected quantitative data on electronic procurement planning, electronic contract award and management, electronic invoicing and payment, and procurement performance. The method was appropriate because it reaches many respondents in a short time, standardises the responses, and facilitates statistical analysis.

Interviews were conducted with the key informants who have specialised knowledge of procurement processes, namely the Head of the Procurement and Disposal Unit, the Chairperson of the Contracts Committee and the Chief Finance Officer. The interviews used a semi-structured guide to obtain detailed information on the implementation of e-GP practices, the challenges encountered, and their influence on procurement performance.

Documentary review was used to obtain supplementary information from procurement records and reports, including procurement plans, contract management records, payment records, procurement performance reports and audit reports for FY 2021/22 to FY 2025/26. The three methods made it possible to obtain both quantitative and qualitative information and to cross-check the questionnaire results against the records of the district (triangulation).

Data Collection Instruments

The study used three data collection instruments, namely a structured questionnaire, an interview guide, and a documentary review checklist.

Questionnaire: The structured questionnaire was used to collect quantitative data from the selected respondents. It consisted of closed-ended items measured on a five-point Likert scale from 1 = Strongly Disagree to 5 = Strongly Agree. It had five sections: Section A, background information; Section B, electronic procurement planning (10 items, B1 to B10); Section C, procurement performance (16 items, C1 to C16).

Interview guide: A semi-structured interview guide with 13 open-ended questions was used to collect qualitative information from the key informants. The questions covered the extent of use of e-GP, electronic planning, contract award and management, invoicing and payment, the challenges encountered, the effect of each practice on procurement performance, and recommended improvements.

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Documentary review checklist: A documentary review checklist was used to guide the review of procurement plans, contract records, invoices and payment records, procurement performance reports and audit reports, and to record the information that supported or qualified the questionnaire and interview findings.

Data Collection Procedures

The study first obtained an introductory letter from Team University and sought permission from the relevant authorities at Wakiso District Local Government to conduct the study. After permission was granted, the researcher identified the selected respondents and gave them information about the purpose of the study, confidentiality, and voluntary participation.

The researcher then administered the questionnaires to the selected respondents and arranged interviews with the three key informants. The completed questionnaires were collected after the agreed period, while the interviews were held at times and places convenient to the informants. The researcher also obtained permission to review the relevant procurement documents using the documentary review checklist.

After data collection, the researcher checked the questionnaires for completeness, organised the interview responses, and compiled the information obtained from the documents. The quantitative data were then coded and entered into statistical software for analysis, while the qualitative information was organised according to the major themes of the study.

Validity and Reliability of Instruments

Validity of Instruments

Validity is the extent to which an instrument measures what it is intended to measure. The questionnaire and the interview guide were submitted to the researcher's supervisor and to four other experts in procurement and project management, who assessed the items for relevance, clarity, consistency, and adequacy in relation to the study objectives. Each expert rated every item on a four-point relevance scale (1 = not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant), and ratings of 3 and 4 were counted as relevant. The Content Validity Index (CVI) was computed as the number of items rated relevant divided by the total number of items. A minimum CVI of 0.70 was adopted for accepting the instrument (Amin, 2005), and Polit and Beck (2006) regard a scale-level CVI of 0.90 or above as excellent. The CVI obtained for the questionnaire was 0.90, which met both standards. Items that the experts rated as not relevant (1 or 2) were removed or revised, and items that they found unclear, ambiguous, or double-barrelled were reworded. The researcher incorporated the experts' recommendations before the instruments were administered to the respondents.

Reliability of Instruments

Reliability is the consistency of an instrument in producing similar results under similar conditions. The questionnaire was pre-tested among 10 respondents from Mpigi District Local Government, which was not part of the actual study, and the internal consistency of the Likert-scale items was assessed using Cronbach's alpha coefficient (Cronbach, 1951). An alpha of 0.85 was obtained and was above 0.7, hence considered acceptable. The pre-test also helped the researcher to identify unclear questions: items that the pre-test respondents found ambiguous or difficult to answer were reworded, and any item that lowered the alpha coefficient was reviewed and revised or dropped, so that the final questionnaire was both clear and consistent. Cronbach's alpha was also computed for each scale using the data from the actual study, and the results are reported.

Data Analysis

The quantitative data collected through the questionnaires were checked for completeness, coded, and entered into statistical software for analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarise the characteristics of the respondents and their responses on the study variables. A score for each e-GP dimension and for each dimension of procurement performance was computed as the mean of its items, and the overall procurement performance score was the mean of the 16 performance items. The level of each variable was interpreted from the mean scores.

Table 2: Interpretation of Mean Scores

Mean score range	Level	Interpretation
1.00 – 1.80	Very low	Respondents strongly disagreed
1.81 – 2.60	Low	Respondents disagreed
2.61 – 3.40	Moderate	Respondents were neutral or undecided
3.41 – 4.20	High	Respondents agreed
4.21 – 5.00	Very high	Respondents strongly agreed

Source: Adapted from the five-point Likert scale interval of 0.80 [(5 − 1) ÷ 5].

Inferential statistics were used to examine the relationship between electronic government procurement practices and procurement performance. Pearson's correlation coefficient (r) was used to determine the strength and direction of the relationship between each of the three e-GP dimensions and procurement performance. The strength of a relationship

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was interpreted as follows: r of 0.00 to 0.19 is very weak, 0.20 to 0.39 weak, 0.40 to 0.59 moderate, 0.60 to 0.79 strong, and 0.80 to 1.00 very strong. Spearman's rank correlation was used to check the results.

The qualitative data from the interviews were analysed using thematic analysis, which involves familiarisation with the data, coding, grouping of codes into themes, and interpretation of the themes (Braun & Clarke, 2006). The responses were organised into themes corresponding to the study objectives. The documentary information was analysed through content review and, for the indicators of procurement performance, through the comparison of the figures for FY 2021/22 to FY 2025/26. It was used to supplement and cross-check the questionnaire and interview findings.

Ethical Considerations

The researcher obtained an introductory letter from Team University and permission from Wakiso District Local Government before collecting data. Respondents were informed about the purpose of the study, and their participation was voluntary, with the right to withdraw at any time without consequences.

The researcher obtained informed consent from all participants before administering the questionnaires or conducting the interviews. The identities of respondents and the information they provided were kept confidential and anonymous, and the data were used strictly for academic purposes. The researcher avoided falsifying, manipulating, or misrepresenting information and acknowledged all the sources used in the study. All the collected data and documents were stored securely and were accessed only for purposes related to the research.

Table 3: Planned Sample and Response Rate, by Category of Respondents

Category of respondents	Population (N)	Planned sample (n)	Questionnaires returned	Response rate (%)
Procurement and Disposal Unit staff	20	20	18	90.0
Contracts Committee members	5	5	3	60.0
Finance Department staff	30	28	25	89.3
Heads of user departments, sections and units	40	36	34	94.4
Total	**95**	**89**	**80**	**89.9**

Source: Primary data (2026);

Table 3 shows that 80 of the 89 planned respondents returned usable questionnaires, an overall response rate of 89.9%. The response rate was highest among the heads of user departments, sections, and units (94.4%), followed by the PDU staff (90.0%) and the Finance Department staff (89.3%). Only 3 of the 5 Contracts Committee members returned questionnaires (60.0%), so their views are thinly represented in the quantitative results. All three planned key informant interviews were held, giving a response rate of 100%. A response rate above 80% is generally adequate for a survey of this kind, and the 80 questionnaires were therefore used in the analysis.

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Results

Background Characteristics of the Respondents

Table 4: Background Characteristics of the Questionnaire Respondents

Characteristic	Frequency	Percent (%)
Category of respondent		
Heads of user departments, sections and units	34	42.5
Finance Department staff	25	31.2
Procurement and Disposal Unit staff	18	22.5
Contracts Committee members	3	3.8
Gender		
Male	51	63.7
Female	27	33.8
Prefer not to say	2	2.5
Age group		
35–44 years	25	31.2
45–54 years	22	27.5
25–34 years	21	26.2
55 years and above	8	10.0
Below 25 years	4	5.0
Highest level of education		
Bachelor's degree	29	36.2
Master's degree	25	31.2
Diploma	13	16.2
Postgraduate Diploma	9	11.2
Certificate	2	2.5
Other	2	2.5
Length of service at the District		
Less than 1 year	6	7.5
1–3 years	15	18.8
4–6 years	18	22.5
7–9 years	21	26.2
10 years and above	20	25.0
Used or participated in e-GP		
Yes	74	92.5
No	6	7.5
Year the respondent started using e-GP.		
2026	23	28.7
Before 2024	19	23.8
2025	16	20.0
2024	16	20.0

Source: Primary data (2026). n = 80. Respondents who had not used e-GP (n = 6) are excluded from the last block.

Table 4 shows that 42.5% of the 80 respondents were heads of user departments, sections, and units, 31.2% were Finance Department staff, 22.5% were PDU staff, and 3.8% were Contracts Committee members. Men formed 63.7% of the respondents and women 33.8%, and 2 respondents preferred not to state their gender. Most respondents were aged 25 to 54 years (85.0%). The respondents were well qualified: 78.8% held a bachelor's degree, a postgraduate diploma, or a master's degree. Most had served the district for four years or more (73.8%), so they could report on practices before and during the e-GP transition.

74 of the 80 respondents (92.5%) had used or taken part in the e-GP system, and 6 had not. Of the 74 users, 19 had started before 2024, 16 in 2024, 16 in 2025, and 23 in 2026, which shows that e-GP use at the district is recent and that 31.1% of the users started in the rollout year. The three key informants were the Head of the Procurement and Disposal Unit (KI01), the Chairperson of the Contracts Committee (KI02), and the Chief Finance Officer (KI03).

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Electronic Government Procurement Practices

Table 5: Respondents' Ratings of Electronic Government Procurement Practices

No.	Item	Mean	SD	Agree (%)	Neutral (%)	Disagree (%)	Level
Electronic procurement planning							
B1	The district prepares procurement plans electronically.	3.31	0.89	46.2	33.8	20.0	Moderate
B2	The district records procurement requirements electronically.	3.29	1.00	46.2	27.5	26.2	Moderate
B3	Electronic systems facilitate preparation of procurement plans.	3.33	1.03	43.8	33.8	22.5	Moderate
B4	Electronic systems facilitate scheduling of procurement activities.	3.26	1.06	41.2	33.8	25.0	Moderate
B5	Procurement plans are linked electronically to the approved budget (IFMS).	3.46	0.90	48.8	36.2	15.0	High
B6	Authorised staff can access procurement plans electronically.	3.20	0.95	37.5	41.2	21.2	Moderate
B7	Electronic planning reduces delays in starting procurement activities.	3.12	0.92	32.5	45.0	22.5	Moderate
B8	Electronic systems facilitate tracking of planned procurement activities.	3.34	0.99	37.5	47.5	15.0	Moderate
B9	Electronic planning improves the accuracy of procurement records.	3.21	0.98	33.8	46.2	20.0	Moderate
B10	Electronic planning supports compliance with procurement procedures.	3.19	1.02	38.8	35.0	26.2	Moderate
	Scale mean	**3.27**	**0.60**				**Moderate**

Source: Primary data (2026). n = 80. Agree = ratings 4 and 5; Disagree = ratings 1 and 2. Item wording follows Appendix II.

Table 5 shows that all three e-GP dimensions were rated at a moderate level. Electronic procurement planning had the highest mean (M = 3.27, SD = 0.60), followed by electronic contract award and management (M = 3.16, SD = 0.57), and electronic invoicing and payment had the lowest (M = 3.04, SD = 0.70). On the interpretation scale, the means fall in the moderate band, which indicates that respondents were, on average, undecided on whether each stage of procurement was carried out electronically and effectively.

The standard deviations show how much respondents' views differed. The scale score for electronic planning had a standard deviation of 0.60, which means that individual respondents' scores typically differed from the group mean of 3.27 by about 0.6 of a scale point. If the scores are roughly normally distributed, about two-thirds of respondents had planning scores between 2.67 and 3.87, that is, from the moderate to the high band. This is a moderate spread. It is smaller than the item-level standard deviations (0.89 to 1.06), because averaging ten items smooths out differences between individual items, and it shows that respondents broadly agreed that planning was partly established, although not uniformly: 15.0% scored it at the low level and 36.3% at the high or very high level.

Within electronic planning, the highest-rated item was "Procurement plans are linked electronically to the approved budget (IFMS)." (M = 3.46), and the lowest was "Electronic planning reduces delays in starting procurement activities." (M = 3.12). No item reached the high level of 3.41 or more by a wide margin, and the proportion that agreed with any item ranged from 28.7% to 48.8%, so a large share of respondents remained neutral or disagreed on each item.

Item B8, "Electronic systems facilitate tracking of planned procurement activities", had a high share of neutral responses (47.5%, against 37.5% who agreed and 15.0% who disagreed), the highest of any planning item. Four features of the e-GP rollout at the District may explain this. First, e-GP use was recent: 23 of the 74 users (31.1%) started in 2026, and 6 respondents had not used the system, so many had not yet used the tracking function enough to judge it. Second, tracking of planned activities is mainly done by the PDU, while the heads of user departments, sections, and units (42.5% of respondents) submit requirements but do not operate the planning module, and they rated electronic planning the lowest (M = 3.05; Table 4.13). Third, the informants said that plans were also tracked through the IFMS, spreadsheets, and electronic document storage and that entries were duplicated where systems were not

integrated (KI03), so respondents may have been unsure whether it was e-GP or the other tools that tracked the activities. Fourth, a neutral rating usually expresses uncertainty and not disagreement, and the same pattern appears for the other items about the results of planning (B7, 45.0%; B9, 46.2%). The neutrality therefore suggests that the tracking function was not yet well established or well understood, which supports the recommendation for role-based refresher training (Section 5.3).

Table 6: Distribution of Respondents by Level of Each Scale Score

Level of use	Planning	Procurement performance
Very low (1.00 – 1.80)	0 (0.0%)	0 (0.0%)
Low (1.81 – 2.60)	12 (15.0%)	3 (3.8%)
Moderate (2.61 – 3.40)	39 (48.8%)	31 (38.8%)
High (3.41 – 4.20)	26 (32.5%)	38 (47.5%)
Very high (4.21 – 5.00)	3 (3.8%)	8 (10.0%)

Source: Primary data (2026). n = 80; the level is based on each respondent's mean score for the scale.

Table 6 shows that the moderate level was the most common for all three e-GP dimensions: 48.8% of respondents were at the moderate level for planning, 42.5% for contract award and management, and 36.2% for invoicing and payment. The e-GP practices at the district were therefore only partly established, and the payment stage was the least developed.

Procurement Performance

Table 7: Respondents' Ratings of Procurement Performance

No.	Item	Mean	SD	Agree (%)	Neutral (%)	Disagree (%)	Level
Efficiency							
E1	Procurement activities use available resources efficiently.	3.51	1.02	47.5	38.8	13.8	High
E2	Procurement processes require minimal paperwork.	3.51	0.99	52.5	32.5	15.0	High
E3	Procurement transactions are processed efficiently.	3.48	1.02	47.5	35.0	17.5	High
E4	Procurement activities avoid unnecessary duplication.	3.61	0.89	61.3	25.0	13.8	High
	Dimension mean	**3.53**	**0.65**				**High**
Timeliness							
E5	Procurement activities are completed within prescribed timelines.	3.77	0.91	62.5	28.7	8.8	High
E6	Procurement processing delays are minimal.	3.52	1.01	51.2	32.5	16.2	High
E7	Contract awards are communicated within prescribed timelines.	3.56	0.85	52.5	37.5	10.0	High
E8	Supplier payments are processed within prescribed timelines.	3.62	0.97	60.0	27.5	12.5	High
	Dimension mean	**3.62**	**0.65**				**High**
Transparency and accountability							
E9	Procurement records are easily traceable.	3.69	0.89	63.7	26.2	10.0	High
E10	Procurement decisions are transparent.	3.40	0.96	45.0	37.5	17.5	Moderate
E11	Procurement activities are properly documented.	3.54	0.95	53.8	30.0	16.2	High
E12	Procurement officers are accountable for their decisions.	3.49	0.95	50.0	35.0	15.0	High
	Dimension mean	**3.53**	**0.62**				**High**
Compliance with PPDA regulations							
E13	Procurement activities comply with PPDA regulations and guidelines.	3.59	0.87	55.0	36.2	8.8	High

E14	Audit queries on procurement non-compliance have reduced.	3.40	0.96	40.0	45.0	15.0	Moderate
	Dimension mean	**3.49**	**0.75**				**High**
Value for money							
E15	Procured goods, works and services meet the required quality at reasonable cost.	3.51	1.02	56.2	27.5	16.2	High
E16	Procurement achieves value for money for the District.	3.45	1.01	50.0	28.7	21.2	High
	Dimension mean	**3.48**	**0.86**				**High**
	Overall procurement performance	**3.54**	**0.56**				**High**

Source: Primary data (2026). n = 80. Agree = ratings 4 and 5; Disagree = ratings 1 and 2.

Table 7 shows that procurement performance was rated at a high level overall (M = 3.54, SD = 0.56), which is higher than the rating of each of the three e-GP dimensions. Timeliness had the highest dimension mean (M = 3.62), followed by efficiency (M = 3.53), transparency and accountability (M = 3.53), compliance (M = 3.49) and value for money (M = 3.48), and all five were at the high level. The highest-rated item was "Procurement activities are completed within prescribed timelines." (M = 3.77) and the lowest was "Procurement decisions are transparent." (M = 3.40). Respondents were therefore more positive about the performance of procurement than about the extent to which it was carried out electronically. The ratings of value for money varied the most (SD = 0.86), with 16.2% disagreeing that goods, works and services meet the required quality and 21.2% disagreeing that procurement achieves value for money.

Documentary Evidence on Procurement Performance, FY 2021/22 to FY 2025/26

Table 8: Annual Procurement Performance Indicators, FY 2021/22 to FY 2025/26

Indicator	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Planned procurement packages (n)	210	224	238	246	260
Packages started in the planned month (%)	66.2	58.9	63.0	60.2	58.1
Contracts awarded (n)	128	137	145	152	160
Contracts completed on time (%)	71.7	69.8	73.8	68.6	66.0
Average requisition-to-award time (days)	95	102	98	105	110
Payment requests reviewed (n)	340	365	388	420	455
Payments made within 30 days (%)	65.9	61.9	66.0	61.9	58.0
Procurement complaints (n)	12	15	13	18	20
PPDA audit compliance score (%)	68	65	70	67	64
Packages with complete electronic documentation (%)	18	24	32	45	57

Source: Wakiso District Procurement and Disposal Unit records and audit reports (2026).

Table 8 shows that the District handled more procurement each year: the planned packages rose from 210 to 260, the contracts awarded from 128 to 160, and the payment requests reviewed from 340 to 455. Over the same period, the performance indicators did not improve. The average requisition-to-award time rose from 95 to 110 days, the share of contracts completed on time fell from 71.7% to 66.0%, the share of payments made within 30 days fell from 65.9% to 58.0%, the share of packages started in the planned month fell from 66.2% to 58.1%, complaints rose from 12 to 20, and the PPDA audit compliance score fell from 68% to 64%.

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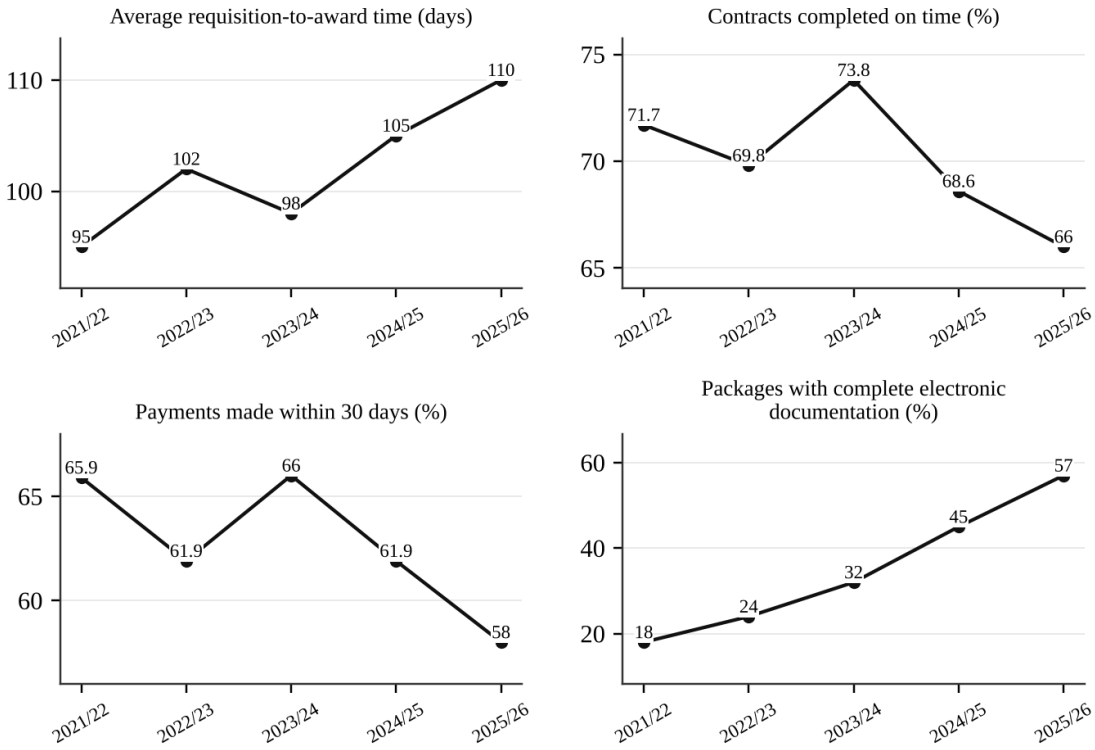
Figure 1: Trend in Selected Procurement Indicators, FY 2021/22 to FY 2025/26



Source: Wakiso District Procurement and Disposal Unit records (2026).

The share of packages with complete electronic documentation rose steadily from 18% to 57%, which shows that the electronic recording of procurement grew over the same five years. The rise was accompanied by a longer requisition-to-award time (r = .906, p = .034) and by more complaints (r = .922, p = .026), and its association with the on-time completion rate (r = -.751), the share of statutory timelines met (r = -.486) and audit compliance (r = -.462) was not significant. These correlations are based on five annual observations only, and they do not show that electronic documentation caused longer lead times. They show that the growth of electronic documentation at the district coincided with a rising workload and with no improvement in timeliness, which is consistent with the view that recording procurement electronically does not by itself shorten the cycle.

Table 9: Planned and Actual Procurement Cycle Days for Sampled Packages, by Financial Year

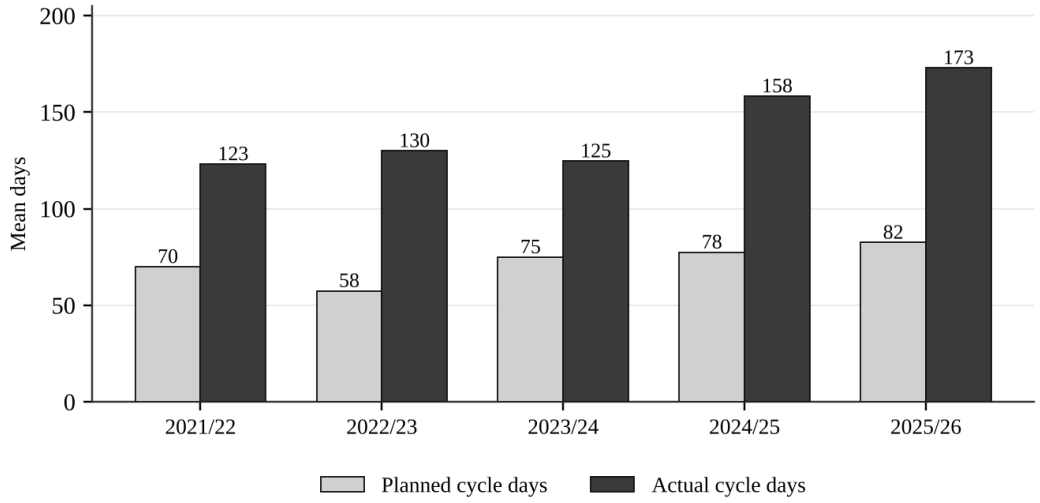
Financial year	Packages reviewed	Mean planned cycle (days)	Mean actual cycle (days)	Mean delay (days)	Complaint or review cases
FY 2021/22	6	70.0	123.2	53.2	1
FY 2022/23	6	57.5	130.0	72.5	0
FY 2023/24	6	75.0	124.7	49.7	1
FY 2024/25	6	77.5	158.3	80.8	1
FY 2025/26	6	82.5	173.0	90.5	2
All years	**30**	**72.5**	**141.8**	**69.3**	**5**

Source: Wakiso District Procurement Performance Report, 30 sampled packages (2026).

The Procurement Performance Report for 30 sampled packages (six for each financial year) gives the same picture at the package level. The actual cycle averaged 141.8 days against 72.5 planned, an overrun of 95.6%, and the mean delay was 69.3 days (SD = 35.1, range 12.0 to 120.0 days). The mean actual cycle lengthened from 123.2 days in FY 2021/22 to 173.0 days in FY 2025/26, and the mean delay increased from 53.2 to 90.5 days. 12 of the 30 packages were

awarded after delay, 1 was still pending at year-end, 17 were awarded, and 5 packages (17%) attracted a complaint or review case. Delay was not clearly tied to the e-GP stage: packages with complete files were delayed by 71.8 days on average, those with a minor gap by 58.6 days, and the two with a major gap by 107.5 days. Smaller packages were delayed longer than larger ones (r = -.424, p = .019), which suggests that low-value procurements, which use the simpler methods, were not processed faster.

Figure 2: Mean Planned and Actual Procurement Cycle Days for Sampled Packages



Source: Wakiso District Procurement Performance Report (2026).

The documentary review covered 674 records and reports over the five years: 293 invoice and payment records, 208 procurement and contract files, 144 contract management records, 24 internal and PPDA audit reports, and 5 annual procurement plans. The reviewers' notes recorded the following. Plans were revised after consolidation of requisitions and needed version control (FY 2021/22 to FY 2024/25). Procurement files showed incomplete supporting documents, repeated clarifications, and steps that extended beyond the schedule, while electronic filing was said to be needed to reduce duplicate copies. The audit reports repeated concerns about incomplete files, delayed milestones, and inconsistent evidence of follow-up, although the FY 2025/26 reports noted an action tracker, periodic compliance reviews, and clear assignment of responsibilities.

Electronic Procurement Planning and Procurement Performance

Electronic procurement planning was positively and significantly related to overall procurement performance (r = .358, 95% CI [.150, .535], p = .001), and the relationship was weak. Spearman's rank correlation gave the same result (ρ = .376, p < .001). Electronic planning accounted for 12.8% of the variance in procurement performance when taken alone, and in a simple regression, each one-point increase in the planning score was associated with a 0.33-point increase in performance (β = .358, p = .001).

Table 10: Pearson Correlations between e-GP Practices and Procurement Performance

Procurement performance measure	Planning
Overall procurement performance	.358**
Efficiency	.274*
Timeliness	.350**
Transparency and accountability	.389**
Compliance with PPDA regulations	.232*
Value for money	.154

*Source: Primary data (2026). n = 80. * p < .05; ** p < .01 (two-tailed)*

Table 10 shows that electronic planning was significantly related to timeliness (r = .350), transparency and accountability (r = .389), efficiency (r = .274), and compliance (r = .232), but not to value for money (r = .154, p = .174). The strongest dimension-level relationship was with transparency and accountability, which agrees with the view that electronic plans make schedules and requirements visible to those who monitor them (Basheka, 2008; Konneh, 2024).

The key informants described how electronic planning worked at the District and what limited it. The Head of the Procurement and Disposal Unit explained that "user departments submit requirements which are consolidated against budget ceilings; procurement staff then prepare or update the procurement plan electronically," and that "an electronic plan makes schedules visible and helps identify overdue actions. Benefits decline when requisitions arrive late or planned activities are not updated" (KI01). The Chairperson of the Contracts Committee agreed that "electronic records improve visibility, but changes in priorities may require revisions" (KI02), and the Chief Finance Officer said that "budget linkage and clear scheduling reduce repeated follow-up, although funding and approval delays remain" (KI03). The e-GP system was used alongside the IFMS, spreadsheets for internal tracking and electronic document storage, and duplicate entry occurred "where systems are not integrated" (KI03).

The barriers named were intermittent connectivity, limited hands-on and refresher training, late departmental submissions, incomplete specifications, inconsistent budget coding and a mix of electronic and paper processes (KI01, KI02, KI03). The informants therefore described electronic planning as useful but dependent on timely requisitions, accurate data entry and prompt decisions. This explains why the relationship in the survey was positive but weak, and why the documentary review found that plan revisions and late updates reduced the usefulness of schedules. The evidence supports the first objective: electronic planning is positively related to procurement performance, mainly through timeliness, transparency, and accountability, but its contribution is limited where the inputs to the plan are late or inaccurate.

Differences between Groups of Respondents

Table 11: Comparison of Scores between Groups of Respondents

Comparison	Test	Planning	Procurement performance
Respondent category (4 groups)	ANOVA F (p)	5.60 (.002)	2.22 (.093)
Gender (women and men)	Welch t (p)	0.06 (.954)	0.37 (.714)
Length of service (5 groups)	ANOVA F (p)	1.22 (.311)	2.08 (.091)
Year e-GP use started (4 groups)	ANOVA F (p)	0.89 (.452)	0.73 (.539)
Used e-GP (74) and did not (6)	Welch t (p)	0.70 (.506)	-1.20 (.277)

Source: Primary data (2026). p-values in brackets.

Table 11 shows that the clearest difference between groups was in the rating of electronic planning by category of respondent ($F = 5.60$, $p = .002$, $\eta^2 = .181$). PDU staff, who prepare the plans, gave the highest rating (M = 3.71), and the heads of user departments, sections, and units gave the lowest (M = 3.05); the difference was significant (Welch t = 4.38, $p < .001$). The difference suggests that those who operate the planning module saw more electronic planning than those who submit requirements to it. Respondents' ratings of contract award and management, invoicing and payment, and procurement performance did not differ significantly by category (all $p > .05$).

Women and men did not differ in their ratings of planning, contract award and management, or procurement performance, but the 74 respondents who had used e-GP rated invoicing and payment higher (M = 3.09) than the 6 who had not (M = 2.47; p = .025), while the non-users rated contract award and management higher (M = 3.65 against 3.12; p = .045). Length of service and the year of starting to use e-GP were not significantly related to any score. The mean procurement performance of respondents with less than one year of service (2.95) was lower than that of the other groups, but the group had only 6 members, and the difference was not significant (p = .091).

Discussion

Electronic Procurement Planning and Procurement Performance

Electronic procurement planning was positively and significantly related to procurement performance (r = .358, p = .001), although the relationship was weak, and it was strongest for transparency and accountability and for timeliness. This agrees with the view that planning is central to accountable and timely procurement in Ugandan local governments (Basheka, 2008) and with the finding that planning is strongly related to service delivery in a public institution in Uganda (Konneh, 2024). It also supports the expectation of the TOE framework that a technology produces results when it is used within the organisation's processes (Tornatzky & Fleischer, 1990). The relationship was not stronger because, as the key informants explained, the benefits of an electronic plan decline when requisitions arrive late, plans are not updated, or inputs are inaccurate, which is consistent with Croom and Brandon-Jones (2007),

who found that the impact of e-procurement depends on how it is implemented and used. The finding that planning had no significant relationship with value for money suggests that planning mainly affects the process of procurement rather than what the entity finally receives.

Conclusion

Electronic procurement planning is positively and significantly related to procurement performance in Wakiso District Local Government, but the relationship is weak. It is related mainly to transparency and accountability and to timeliness. Its contribution is limited when requisitions are late, plans are not updated, and inputs are inaccurate.

Limitations of the Study.

It was cross-sectional and correlational, so it shows relationships and not cause and effect. The questionnaire measured perceptions, which may have been affected by social desirability, and the ratings of procurement performance were more favourable than the district's records. Only 3 of the 5 Contracts Committee members returned questionnaires, so their views are thinly represented, and the six respondents who had not used e-GP were too few to compare reliably with the users. The sample came from one district headquarters, so the results may not apply to other districts. The three dimensions explained about a quarter of the variance in procurement performance, so other factors that were not measured also matter, and the alpha coefficients of the shorter performance dimensions were low, so the overall performance score was used as the main measure. The documentary trends rest on five annual observations and a sample of 30 packages, and the correlations based on them are indicative only. The study also relied on the opinions of three key informants for the qualitative evidence.

These limitations affect how the findings should be used. Because the design was correlational and cross-sectional, the results should be read as associations between e-GP practices and procurement performance and not as proof that e-GP caused the performance observed. Because performance was partly self-reported and the sample was small, the strength of the relationships may be somewhat overstated or unstable, and the results for the smaller groups should be treated as indicative. Because the study was carried out in one district during the early years of e-GP, the findings can be generalised only to local governments with similar conditions and similar stages of rollout, and should be tested in other districts and after e-GP has matured.

Further research should use longitudinal or before-and-after designs, once e-GP has been in use for longer at local governments, to test whether changes in e-GP use lead to changes in lead time, on-time completion, payment time and complaints. It should include suppliers and bidders, whose experience of electronic bidding and payment was not covered, and should measure the technological, organisational and environmental conditions of the TOE framework directly, such as infrastructure, skills, management support and funding, to test whether they moderate the relationships found here. Comparative studies of several districts, and analysis of package-level data from the e-GP system itself, would allow the effect of e-GP on lead time and cost to be estimated more precisely.

Recommendation

The Chief Administrative Officer and the Procurement and Disposal Unit should require that all procurement requirements are submitted to the e-GP planning module by a set date each year, and should update plans in the system whenever priorities change. Objective one found that electronic planning was related to procurement performance ($r = .358$), and especially to transparency and accountability ($r = .389$) and timeliness ($r = .350$), but that its benefit declined when requisitions were late and plans were not updated, and the heads of user departments who submit the requisitions rated planning lowest ($M = 3.05$ against 3.71 for PDU staff). The recommendation addresses the problem that only 58.1% of packages were started in the planned month in FY 2025/26 and that the average lead time had risen to 110 days.

The Contracts Committee and the Procurement and Disposal Unit should name a contract manager for each contract, require signed documents, inspection reports, and variations to be uploaded within a stated number of days, and review the contract register every month. Objective two found that electronic contract award and management was the strongest predictor of performance ($\beta = .321$) and was related to efficiency ($r = .324$) and value for money ($r = .320$), and the informants and the records showed that tracking worked where a named contract manager uploaded evidence promptly. The recommendation addresses the problem that the share of contracts completed on time had fallen to 66.0% and complaints had risen to 20.

The Chief Finance Officer should strengthen the coordination of the e-GP system and the IFMS, so that budget codes, invoices, and payment records agree and are entered once, should track invoice ageing monthly, and should reject incomplete invoices at submission. Objective three found that invoicing and payment was the least developed stage ($M = 3.04$, with 32.5% of respondents at the low or very low level) and was significant only when the other two dimensions were controlled, and the records showed that payments within 30 days fell from 65.9% to 58.0% because of incomplete documents, duplicate entry and approval bottlenecks. The recommendation addresses this decline in payment timeliness.

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List of abbreviations

e-GP: Electronic Government Procurement
FY: Financial Year
IFMS: Integrated Financial Management System
M: Mean
p: Probability value
PDU: Procurement and Disposal Unit
r: Pearson's correlation coefficient

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Conflict of interest.

There is no conflict of interest.

Availability of data.

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

Authors contribution.

SN conceptualized the study, developed the methodology, carried out the investigation, and wrote the original draft.
MM provided supervision, validation, and writing, review, and editing
All authors approved the final version of the manuscript and agreed to be accountable for the work.

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