



## PROCUREMENT PROCESSES IN A GOVERNMENT HEALTH SERVICE AGENCY: EFFICIENCY, TRANSPARENCY, AND STRATEGIC OUTCOMES

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### ABSTRACT

This study assessed the procurement processes of the Department of Health – Western Visayas Center for Health Development (DOH-WV CHD) in terms of efficiency and transparency, and examined their impact on the attainment of the agency’s strategic outcomes. A descriptive research design was utilized, with data collected via a researcher-made questionnaire from 60 respondents involved in procurement-related functions. Findings revealed that procurement efficiency was generally high while there is minor delay in execution of completion phases. In terms of procurement transparency, all indicators were rated “excellent” which reflected a highly transparent procurement system. Regarding strategic outcomes, achievement of health program targets was also rated “excellent”; while timeliness of program implementation, budget utilization, and quality of procured goods and services were rated “very satisfactory”. Overall, the findings showed that efficient and transparent procurement processes contribute positively to the attainment of strategic objectives. However, improvements are needed in post procurement activities.

**Keywords:** *Procurement Processes, Government Health Service Agency, Strategic Outcome*

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## INTRODUCTION

Public procurement plays a vital role in government service delivery, particularly in the health sector where timely and transparent acquisition of goods and services directly affects population health outcomes. In the Philippines, the Department of Health (DOH) is mandated to ensure equitable access to quality health services, supported by effective governance mechanisms including procurement systems.

The Department of Health – Western Visayas Center for Health Development (DOH WV CHD) implements various health programs and projects aligned with national and regional strategic objectives. The efficiency and transparency of its procurement processes are critical to the successful execution of these programs, especially in ensuring timely delivery of medicines, medical supplies, equipment, and health-related services.

Despite the existence of Republic Act No. 9184, otherwise known as the Government Procurement Reform Act, challenges related to procurement delays, compliance issues, and transparency concerns persist across government agencies. These challenges may potentially hinder the attainment of strategic objective outcomes of DOH WV CHD.

This study assessed the level of procurement efficiency and transparency in DOH WV CHD and examines their impact on the attainment of its strategic objective outcomes.

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## MATERIALS AND METHODS

### Research Methodology

This chapter discusses the research design, respondents of the study, sampling design, data gathering procedure, research instrument, data analysis and statistical tools.

### Research Design

This study utilized a descriptive research design to assess procurement efficiency and transparency and determine the attainment of strategic outcomes of Department of Health Western Visayas Center for Health Development (DOH WV CHD).

### Research Method

This study employed a quantitative research approach using a descriptive design to systematically gather and analyze numerical data in describing the variables relevant to the study

The respondents were selected through purposive sampling based on their direct or indirect involvement in the procurement process of the agency. Participants will be intentionally chosen because they have actual experience, participation, or exposure—either as direct implementers or as individuals indirectly involved in procurement-related activities. This ensures that the respondents are capable of providing informed and relevant insights about the procurement process.

Data were collected using a structured questionnaire with close-ended items. The responses were analyzed using mean and standard deviation to determine the average

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perceptions of the respondents and to assess the variability of their answers regarding the procurement process.

### Respondents of the Study

The respondents consisted of 60 DOH-WV CHD Plantilla employees involved in the procurement activities, including Bids and Awards Committee (BAC), its Technical Working Group and Secretariat; Supply Officers, Finance, End-users.

### Sampling Design

The researcher used a purposive sampling design wherein the target population consisted of 160 personnel of Department of Health Western Visayas Center for Health Development who are directly or indirectly involved in procurement processes. Purposive sampling is a population sampling process in which a researcher selects research participants based on their presence in a population of interest, characteristics, experiences, or other criteria (Straton, 2024).

This study employed a non-probability sampling technique guided by the sample size determination approach of Lohr (2010). The sample size was computed using a finite population correction formula appropriate for studies involving proportions and known population sizes. A 95% confidence level and a 10% margin of error were adopted to ensure an acceptable level of precision in the estimates. The computation assumed maximum variability in the population, which is typically represented by a proportion value of 0.5.

Given a total population of 160 individuals, the initial sample size was first estimated and subsequently adjusted using the finite population correction factor. The resulting

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computation yielded a final required sample size of 60 respondents. This adjustment was necessary because the initial estimate was relatively large in relation to the population size.

The 60 respondents were selected based on their knowledge on procurement process and policies and directly or indirectly involved in procurement process.

## Research Instrument

This study utilized a structured survey questionnaire as the primary research instrument to gather quantitative data on respondents' perceptions of procurement processes within a public health organization. The instrument was designed to measure three major domains: (1) procurement efficiency, (2) procurement transparency, and (3) attainment of organizational strategic outcomes.

The questionnaire employed a five-point Likert scale, ranging from 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, to 5 – Strongly Agree, to quantify the level of agreement of respondents on each statement. According to Boone and Boone (2012), Likert-type scales are widely used in social science research as they allow attitudes and perceptions to be measured in a standardized and statistically analyzable form.

The questionnaire was divided into three main parts: 1) procurement efficiency which evaluates the effectiveness of procurement planning, bidding and evaluation, contract implementation and delivery, and payment and post-procurement activities. It includes indicators such as timeliness of procurement planning, efficiency of bidding processes, compliance with timelines under procurement laws, quality and timeliness of deliveries, and effectiveness of payment systems. 2) Procurement transparency which assessed the level of

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transparency and accountability in procurement processes. It focuses on the availability of procurement information, compliance with procurement laws and guidelines such as Republic Act No. 9184 (Government Procurement Reform Act), accountability mechanisms, and stakeholder participation in procurement activities. And 3) Attainment of DOH WV CHD Strategic Outcomes which determines the extent to which procurement activities contribute to organizational goals, particularly in terms of program implementation timeliness, budget utilization efficiency, quality of procured goods and services, and achievement of health program targets.

The design of the questionnaire was anchored on established principles of public procurement and governance.

Republic Act No. 9184 (2003) and its Implementing Rules and Regulations emphasize the principles of transparency, competitiveness, streamlined procurement processes, and accountability, which serve as the foundation for the indicators used in this study.

### **Validity of the Research Instrument**

To ensure the validity of the instrument, the questionnaire was developed based on established literature, legal frameworks, and procurement performance indicators commonly used in public sector evaluations. Content validity was ensured through expert review and alignment with procurement standards under RA 9184. The draft was presented to the panel of experts in the field of research. The eight-point criteria for content validation are reflected in (see Appendix D). All recommended corrections and adjustments from the panel are incorporated into the final version of the questionnaire prior to assessing its reliability.

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## Reliability of the Research Instrument

To assess the reliability of the research instrument, a pilot test was conducted using the questionnaire administered to thirty (30) Contract of Service of DOH WV CHD who have knowledge in procurement process and directly or indirectly involved in procurement. The data collected from the pilot test were analyzed for reliability using Cronbach's alpha to calculate the reliability coefficient.

The reliability analysis was conducted by a professional statistician, resulting in Cronbach's alpha coefficients for Procurement Efficiency of 0.87 for Procurement Planning, 0.92 for the Bidding and Evaluation Process, 0.90 for Contract Implementation and Delivery, and 0.84 for Payment and Post-Procurement Activities (see Appendix B).

In terms of Procurement Transparency, the coefficients were 0.94 for Availability of Procurement Information, 0.87 for Compliance with Procurement Laws and Guidelines, 0.86 for Accountability Mechanisms, and 0.82 for Stakeholder Participation (see Appendix B).

For the attainment of DOH WV CHD strategic outcomes, the coefficients were 0.81 for Timeliness of Program Implementation, 0.78 for Budget Utilization, 0.85 for Quality of Procured Goods and Services, and 0.93 for Achievement of Health Program Targets ((see Appendix B). These coefficients were considered acceptable and demonstrated the instrument's reliability, validity, and suitability for the intended purpose(see Appendix B).  
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## Data Gathering Procedure

Permission to conduct the study was secured from DOH WV CHD management. Questionnaires were distributed electronically. Responses were collected, tallied, and analyzed.

## Data Analysis

The study used a quantitative descriptive approach to analyze the level of procurement efficiency, procurement transparency, and the attainment of strategic outcomes. Data collected were encoded, tabulated and analyzed using appropriate statistical tools.

## Statistical Tools

The following statistical tools were used in the study:

**Mean.** It is used to determine levels of efficiency, transparency, and outcomes.

**Standard Deviation.** This is utilized to determine the homogeneity and heterogeneity of the responses.

## RESULTS AND DISCUSSIONS

This study assessed procurement processes of the Department of Health - Western Visayas Center for Health Development (DOH-WV CHD) in terms of efficiency and transparency of the said processes and determine their impact on the attainment of the CHD's strategic outcomes.

The study shows that in terms of procurement efficiency; procurement planning and bidding and evaluation processes were rated "excellent", indicating a high level of competence in the preparatory phases of procurement. In contrast, contract implementation and delivery,

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as well as payment and post-procurement activities, were rated “very satisfactory”, suggesting the presence of minor delays during execution and completion stages.

While in terms of procurement transparency all indicators including availability of procurement information, compliance with procurement laws and guidelines, accountability mechanisms, and stakeholder participation—were rated “excellent”. This demonstrates that the agency maintains a highly transparent and accountable procurement system.

For the strategic outcomes, the achievement of health program targets was rated “excellent”, reflecting the effectiveness of procurement processes in supporting organizational goals.

Meanwhile, timeliness of program implementation, budget utilization, and quality of procured goods and services were rated “very satisfactory”, indicating generally positive outcomes with some areas for improvement.

## Conclusion

Based on the findings of the study, the following conclusions are drawn:

DOH-WV CHD demonstrates a high level of procurement efficiency, particularly in procurement planning and bidding processes, which are essential for effective resource allocation and compliance with established standards. The agency also maintains a highly transparent procurement system, as evidenced by its strong adherence to procurement laws, accessibility of information, accountability mechanisms, and active stakeholder participation.

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These efficient and transparent procurement practices significantly contribute to the achievement of strategic outcomes, especially in meeting health program targets and ensuring quality service delivery.

However, despite this generally strong performance, minor inefficiencies are observed in contract implementation, delivery, and post-procurement processes, which slightly affect timeliness and overall execution.



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