

Status of Procurement Planning, Issues and Challenges, and Proposed Interventions: Basis for Effective Service Delivery at the Department of Agrarian Reform (DAR) in Masbate Province

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Abstract

This study examined the status of procurement planning practices, issues and challenges, and proposed interventions as a basis for effective service delivery at the Department of Agrarian Reform (DAR) in Masbate Province. Anchored on Thai's Public Procurement Theory, Osborne and Gaebler's Service Delivery Theory, Hood's New Public Management Theory, and the Input-Process-Output framework, the study employed a descriptive-survey research design. Data were gathered from thirty DAR Masbate employees directly involved in procurement planning using a validated researcher-made questionnaire and were analyzed through frequency count, percentage, weighted mean, standard deviation, and Pearson correlation. Findings showed that most respondents were female, married, aged 31–40 years, had 8–12 years of service, and were commonly assigned as BAC members and PPMP point persons. DAR Masbate demonstrated strong compliance with government procurement policies and guidelines, strong alignment with organizational goals, and strong timeliness and efficiency in procurement processes, while coordination and communication among units were generally rated agree. Issues and challenges were encountered only to a low extent, although limited qualified suppliers, insufficient training, and inaccurate cost estimates remained key concerns. The relationship between procurement planning practices and encountered challenges was weak and not statistically significant. The study concluded that DAR Masbate has generally strong procurement planning practices, but further improvement is needed in coordination, training, supplier engagement, cost estimation, monitoring, and digital procurement systems. The study supports SDG 8, SDG 9, SDG 11, SDG 16, and SDG 17 by promoting efficient public service delivery, institutional accountability, innovation, community support, and stakeholder collaboration. Its sustainability impact lies in strengthening governance, improving institutional processes, and supporting timely services for agrarian reform beneficiaries and rural communities.

Keywords: Agrarian Reform, DAR Masbate, Digital Procurement, Governance Sustainability, Procurement Planning, Public Procurement, Service Delivery, Supplier Management.

1. Introduction

Procurement planning is a critical administrative and governance function that supports the timely, transparent, and efficient delivery of public services. In government agencies such as the Department of Agrarian Reform (DAR), procurement planning directly affects the availability of resources needed to implement programs for farmers, agrarian reform beneficiaries, and rural communities. The literature emphasizes that weak planning, poor forecasting, insufficient coordination, inadequate personnel capacity, and limited technology adoption can lead to procurement delays, budget inefficiencies, weak accountability, and reduced service delivery performance. In the context of DAR Masbate, where procurement activities support agrarian reform implementation, land tenure improvement, parcelization, support services, and rural development initiatives, examining procurement planning practices is necessary to determine existing conditions, identify operational challenges, and propose interventions that can improve public service delivery.

Effective procurement planning is essential in ensuring that government agencies deliver timely and high-quality public services, particularly in agencies such as the Department of Agrarian Reform (DAR), whose mandate depends on the efficient allocation and utilization of resources. Weak or inadequate procurement planning has been associated with delays, inefficiencies, and poor procurement performance in government institutions (Kariuki & Wabala, 2020). In the Philippine context, inaccurate cost estimates, poor forecasting, and planning delays have been identified as major contributors to slow budget disbursement and delayed implementation of government programs (Philippine Institute for Development Studies [PIDS], 2020). At the global level, insufficient planning and limited transparency increase risks of mismanagement and corruption, thereby affecting timely and equitable service delivery (Kohler & Wright, 2020). Procurement also becomes more complex when sourcing goods and services across regions due to logistics challenges, supply chain disruptions, currency fluctuations, and cultural differences, which require careful and strategic procurement planning (Veridion, 2024). Irregularities and deficiencies in procurement procedures have likewise been linked to weaknesses in the planning stage,

showing the connection between inadequate planning and later process failures (Ungureanu & Enachi, 2022). Procurement has evolved from a transactional function into a strategic organizational activity that supports long-term performance and operational success (Procurify, 2025). Conducting procurement needs assessments and budgeting in accordance with planning procedures supports the timely delivery of quality goods, works, and services while reducing unnecessary operational costs and improving satisfaction among service recipients (Mgawe, 2023). Procurement therefore plays a pivotal role in supporting daily operations and strategic goals, although it continues to face several implementation challenges (Akirolabs, 2025). In line with its mandate, DAR seeks to provide responsive, effective, and accountable public service to agrarian reform stakeholders through a skilled and professional workforce capable of responding to current, emerging, and “new normal” challenges in program implementation (Department of Agrarian Reform, 2023).

The reviewed literature consistently establishes procurement planning as a foundational element of public service delivery. Governments rely on public procurement legislation to guide the acquisition of goods and services needed for public programs, especially in developing economies where public sector performance directly affects societal well-being (Manyathi, Burger, & Moritmer, 2021). Procurement planning initiates and shapes the procurement cycle by identifying organizational needs, allocating resources, and defining timelines (Althabatah, Yaqot, Menezes, & Kerbach, 2023). When properly implemented, it improves operational efficiency and service delivery; however, weak or poorly coordinated planning can cause delays, budget inconsistencies, and reduced organizational performance. Procurement budgets require comprehensive procurement plans, while procurement activities also require adequate budgetary support (Konneh, 2024). Thus, public sector organizations are encouraged to adopt planning tools and techniques that support informed procurement decisions (Nduhura, Nuwagaba, Molokwane, & Tshombe, 2021). Personnel competence is another major theme in the literature. Public procurement, employee capability, and strategic implementation influence public sector service delivery (Riak & Bill, 2022). When procurement personnel lack professional training or knowledge of regulations and procedures, procurement processes may become inefficient and non-compliant, thereby hindering service delivery (Keitany, 2024). Gender-responsive procurement policies may also support wider social objectives by expanding equitable opportunities in public sector supply chains (Oluka, Okoche, & Mugurusi, 2021). Continuous professional development strengthens procurement effectiveness, and years of service may influence how training and experience translate into improved outcomes (Jaffu & Changelima, 2023). Historically, public procurement was treated as a technical function, but current perspectives highlight its broader governance role in promoting effective government operations (Fazekas & Blum, 2021). The literature also emphasizes the need for policy compliance, planning discipline, transparency, capacity building, and technology integration. Appropriate procurement procedures, logistics management, and budget preparation are necessary for efficient and quality service delivery (Jackson & Ombui, 2020). Adherence to procurement plans is important because government resources are limited (Mehmood, 2021), while urgent requirements and interim budgets may disrupt annual procurement plans if not properly managed (Ansah & Normanyo, 2020). Well-executed procurement processes can improve organizational performance, service delivery, customer satisfaction, and revenue generation (Mujwiga, 2020). Procurement reforms that emphasize transparency, capacity building, and technology can streamline operations and reduce inefficiencies (Mbonigaba, 2020). Strengthening the skills of personnel in developing and executing procurement plans can further lead to more efficient, timely, and high-quality service delivery (Changelima & Mdee, 2023).

In the Philippines, public procurement serves as the government’s standard mechanism for acquiring goods and services and implementing infrastructure projects (Manlapas & Mantillas, 2024). Improving procurement performance requires the continuous development of procurement professionals because their competencies influence the quality, timeliness, and effectiveness of procurement processes (Castañeda et al., 2023). DAR, as an executive department of the Philippine government responsible for agrarian land redistribution, operates within a broader social and economic mandate (Wikipedia contributors, 2025). Agrarian reform requires beneficiary empowerment, dispute resolution, and the commitment of government, landowners, and farmers toward equitable and sustainable rural development (ResPicio, 2025). Although the DAR has made progress in land redistribution, implementation has been affected by administrative, political, and statistical limitations (Dy, 2021; Karaan, 2021), while the department’s historical role in land reform has remained central since it assumed major land reform functions by the mid-1990s (Aquilino, 2022). DAR programs such as parcelization and Land Tenure Improvement require efficient procurement because these initiatives depend on timely and accountable resource allocation. The parcelization program aims to distribute individual titles to agrarian reform beneficiaries (Castillo-Carandang et al., 2022), while modern cadastre and improved records management systems are needed to strengthen agrarian justice delivery and implementation efficiency (Galang, 2022). The Land Tenure Improvement program supports equitable access to agricultural resources and improved rural livelihoods (Talatagod, Gumapac, Samarca, & Pardillo, 2022). However, land use misgovernance has been linked to the absence of a national-level land use framework and lack of harmonization among sector-specific laws (Navarro, 2023; Limbo, 2020). Therefore, strong procurement policies and guidelines are necessary to ensure that resources for support services are efficiently allocated and properly managed. The Philippine procurement environment still relies largely on conventional methods, which may reduce responsiveness to operational and security demands (Bautista & Zheng, 2024). Streamlined procure-to-pay processes can improve efficiency and resource use (Ramos, 2024), while personnel competence remains necessary in preparing and executing procurement plans that are timely, transparent, and accountable (Rey, 2024). Clear procurement timelines support efficient completion

of activities for agrarian programs (Nisnisan & Salapa, 2024), while collaboration and accountability help prevent delays and inefficiencies (Castañeda et al., 2023). Procurement also requires careful planning, precise execution, and evaluation to achieve timely and satisfactory outcomes in DAR programs (Kassahun, 2021). Transparency and accountability strengthen procurement integrity and public trust (Gabriel & Castillo, 2020). Organizational communication further supports successful implementation by aligning personnel with policies, expectations, and program objectives (Ocampo, 2020), while communication satisfaction is linked to employee performance and service quality (Go, 2025). At the local level, the study is situated in Masbate Province, an island province composed of Masbate, Ticao, and Burias, with Masbate City as its capital and main commercial center. Masbate has a land area of 4,151.78 square kilometers and a 2020 population of 908,920 (Philippine Statistics Authority, 2020). It consists of 20 municipalities and one city distributed across three congressional districts (Wikipedia Contributors, 2025). Masbate City, where DAR Masbate is located, is a 2nd class component city with a reported population of 104,011 (Philippine Statistics Authority, 2025). Its urban and rural barangays provide a relevant setting for examining procurement planning within a provincial government agency context (Wikipedia contributors., 2025). The maps of Masbate Province, Masbate City, and the DAR Masbate office provide the spatial basis for the study locale (Google, n.d.; Paintmaps, n.d.). DAR Masbate is located in Barangay Nursery, Masbate City, where its provincial office supports land ownership services and rural community programs (Santos, 2022).

The study is anchored on Thai's Public Procurement Theory, Osborne & Gaebler's Service Delivery Theory, and Hood's New Public Management Theory. Thai's Public Procurement Theory emphasizes systematic procurement processes, transparent procedures, contract management, and continuous monitoring as essential elements that influence procurement efficiency, accountability, and performance (Thai, 2001). This theory is relevant because it provides a framework for evaluating how DAR Masbate plans, implements, and monitors procurement activities. Osborne & Gaebler's Service Delivery Theory focuses on the quality, accessibility, and timeliness of public services, emphasizing that effective service delivery depends on efficient administrative processes, organizational capacity, and responsiveness to citizens' needs (Osborne & Gaebler, 1992). This theory links procurement planning to service delivery outcomes because the quality and timeliness of DAR services are influenced by procurement efficiency. Hood's New Public Management Theory advocates the adoption of results-oriented management, decentralization, performance measurement, and resource optimization to improve public sector efficiency and accountability (Hood, 1991). This theory supports the study's focus on structured procurement planning, performance monitoring, and transparent resource use in improving service delivery. Conceptually, the study follows an Input-Process-Output framework. The inputs include the demographic profile of respondents, the status of procurement planning practices, issues and challenges encountered by personnel, the relationship between procurement planning and challenges, and proposed strategies or interventions. The process involves the use of survey questionnaires, data gathering, presentation, analysis, and interpretation. The outputs include summarized respondent profiles, classified procurement planning practices, identified challenges, determined relationships, and proposed interventions for strengthening procurement planning and improving service delivery. Feedback is incorporated to represent continuous improvement and program refinement.

Although previous studies have examined public procurement challenges, much of the literature focuses on general public sector procurement rather than the specific context of DAR Masbate. Poor planning and mismanaged contracts negatively affect public procurement performance (Panga & Mahuwi, 2020), while proper procurement practices, policies, and procedures positively influence service delivery (Among, 2020). Total quality management practices may strengthen procurement systems and support personnel capability (Awoke, 2021). Organizational context, environmental factors, and suitability of procurement methods also affect project outcomes (Noor, 2021). Corruption, fraud, and collusion remain major risks to procurement transparency, accountability, and efficiency (Mathiba, 2020; Taylor, 2022; Lyra, Damásio, Pinheiro, et al., 2022; Hassan, 2025). Lack of professionalism may further contribute to financial leakages and unethical procurement practices (Dube, 2025). Robust procurement planning that includes needs assessment, stakeholder engagement, user participation, and accurate cost estimation can mitigate inefficiency and improve service quality (Baraka & Mwalukasa, 2024). Local studies also point to the need for institutional strengthening, internal policy improvement, technology adoption, and capacity building. Strengthening the institutional setup, clarifying responsibilities, streamlining procedures, and establishing accountability mechanisms can improve procurement implementation (Ochoa, 2023). Agency-wide training can improve staff knowledge of procurement planning, compliance requirements, and digital tools, thereby reducing delays and inefficiencies (Navarro & Tan, 2020). Digital procurement can standardize processes, reduce manual errors, and support real-time monitoring (Magdaraog, 2023). Participatory governance can also enhance stakeholder engagement, transparency, and alignment of procurement decisions with public needs (Wilson, 2022). Despite these contributions, limited attention has been given to how procurement planning practices, issues, and challenges directly affect service delivery in DAR Masbate. This study therefore addresses the gap by examining the current status of procurement planning practices, identifying challenges, determining the relationship between planning practices and encountered issues, and proposing interventions to strengthen procurement and improve service delivery.

This study aligns with several Sustainable Development Goals that are naturally connected to procurement planning, public service delivery, rural development, governance, and institutional improvement. It supports SDG 1 – No Poverty and SDG

2 – Zero Hunger because DAR programs are linked to agrarian reform, land tenure security, farmer support, and rural livelihood improvement (DAR Region 6, n.d.; Department of Agrarian Reform, n.d.). It also supports SDG 8 – Decent Work and Economic Growth by examining procurement systems that affect operational efficiency, resource use, personnel competence, and support services for rural economic development. The study contributes to SDG 9 – Industry, Innovation and Infrastructure because it considers process improvement, technology adoption, and e-procurement as mechanisms for transparency, efficiency, and real-time monitoring (Magdaraog, 2023). It further relates to SDG 11 – Sustainable Cities and Communities because efficient procurement can help government agencies deliver services to communities, including rural and underserved areas. Most directly, the study supports SDG 16 – Peace, Justice, and Strong Institutions by emphasizing transparency, accountability, anti-corruption safeguards, compliance, and effective public administration (Kohler & Wright, 2020; Cembrano, 2025; Gabriel & Castillo, 2020). It also supports SDG 17 – Partnerships for the Goals because DAR's work involves coordination among national agencies, local leaders, personnel, beneficiaries, and stakeholders in advancing peace and development initiatives (Department of Agrarian Reform, 2025).

The study contributes to multidisciplinary sustainability by linking procurement planning with institutional, socio-economic, governance, and community sustainability. Institutionally, it provides evidence that can guide DAR Masbate in strengthening procurement policies, improving compliance, optimizing resources, and enhancing organizational performance. For DAR personnel, the study promotes capacity building, collaborative problem-solving, and professional development in procurement planning. For policymakers and government administrators, it offers a basis for improving transparency, accountability, service quality, and planning decisions. For the academic community, it contributes to research on public procurement, organizational efficiency, and government service delivery. For the general public and stakeholders, particularly farmers and agrarian reform beneficiaries, the study can support better quality, timeliness, and accessibility of public services. From a sustainability perspective, the study is relevant to socio-economic sustainability because procurement efficiency affects the delivery of programs that support farmers, rural communities, and agrarian reform beneficiaries. It contributes to policy and governance sustainability by emphasizing accountability, transparency, internal controls, audits, and participatory governance. It also supports technological and innovation sustainability by recognizing the role of e-procurement, digital monitoring, and process improvement in reducing inefficiencies. Finally, it contributes to community sustainability because improved procurement planning can help ensure that government resources are delivered in a timely and responsive manner to communities that depend on DAR programs and services.

2. Material and methods

2.1 Research Design

The study used a descriptive-survey research design to examine the existing procurement planning practices at the Department of Agrarian Reform (DAR) in Masbate Province. This design was appropriate because the study aimed to describe the present conditions of procurement planning, identify the issues and challenges encountered by personnel, and propose interventions to improve procurement outcomes and service efficiency. Descriptive research was used to systematically describe the characteristics, conditions, and relationships of the phenomenon based on gathered data, allowing the researcher to analyze and interpret procurement planning practices as they currently exist within the agency.

2.2 Locale of the Study

The study was conducted at the Department of Agrarian Reform (DAR) Masbate, located in Masbate City, the capital and only city of the province of Masbate, Philippines. Masbate is an island province composed of Masbate, Ticao, and Burias, strategically located near the center of the Philippine archipelago and politically part of the Bicol Region. It has a total land area of 4,151.78 square kilometers and a population of 908,920 based on the 2020 census (Philippine Statistics Authority, 2020). Masbate is composed of 20 municipalities and one city, with Masbate City serving as the provincial capital and main commercial center (Wikipedia Contributors, 2025). Masbate City is a 2nd class component city with a reported population of 104,011 people (Philippine Statistics Authority, 2025). The DAR Masbate Provincial Office is located in Barangay Nursery, Masbate City, and was selected as the study locale because it centrally manages procurement activities and reflects the operational realities of procurement planning in a provincial government office.

2.3 Respondents of the Study

The respondents of the study were thirty (30) DAR employees directly involved in procurement planning at DAR Masbate. These included personnel with procurement-related functions such as BAC members, PPMP point persons, BAC Technical Working Group members, project implementers, canvassers, development facilitators, planning and budget officers, an accountant, BAC secretariat, LTID survey unit head, PPBDD agriculture engineer, and STOD general services unit head. These respondents were selected because their roles and responsibilities were directly connected to procurement planning, making them appropriate sources of relevant and reliable data for the study.

2.4 Sample and Sampling Procedure

The study employed simple random sampling in selecting thirty (30) respondents from DAR employees involved in procurement-related functions at DAR Masbate. This sampling technique provided each qualified employee an equal chance of being selected, thereby reducing selection bias and improving the representativeness of the sample. All thirty (30) questionnaires distributed to the respondents were successfully retrieved, resulting in a 100% retrieval rate.

2.5 Research Instrument

A researcher-made questionnaire was used as the primary data-gathering instrument. The instrument was developed based on related literature and previously conducted surveys on procurement planning. To ensure content validity, the questionnaire was reviewed by selected colleagues who were not included as respondents, and their comments and suggestions were incorporated to improve the clarity, relevance, and appropriateness of the items. The questionnaire gathered data on the respondents' demographic profile, including age, sex, civil status, years of service in the agency, and involvement or role in procurement planning. It also assessed the status of procurement planning practices at DAR Masbate in terms of compliance with government procurement policies and guidelines, alignment of procurement plans with organizational goals and priorities, timeliness and efficiency of procurement processes, and coordination and communication among involved units and personnel. In addition, the instrument measured the issues and challenges encountered in procurement planning, the relationship between procurement planning practices and challenges, and the proposed strategies or interventions to strengthen procurement planning and improve service delivery. A 4-point Likert scale was used to measure the responses.

2.6 Data Gathering Procedure

The researcher first secured approval of the thesis proposal from the school thesis committee. Afterward, a permit to conduct the study was prepared, noted by the thesis adviser, and submitted to the Head of Office of DAR Masbate for approval and authorization to release the survey questionnaires. The survey instrument was prepared, reviewed, validated, revised, and finalized before distribution. Thirty (30) copies of the questionnaire were reproduced and administered to the selected respondents with the approval of the immediate head of office. The retrieval of questionnaires exceeded the expected one-month timeframe, which delayed data processing and manuscript preparation. After retrieval, the responses were tallied, analyzed, and interpreted with the guidance of an expert statistician. The findings served as the basis for the succeeding chapters of the manuscript, which were then submitted to the thesis adviser for review, corrections, comments, and suggestions before the final thesis defense.

2.7 Data Analysis Techniques

The study used frequency count and percentage to describe the demographic profile of the respondents. Weighted mean was used to determine the numerical representation of the status of procurement planning practices, the issues and challenges encountered by DAR Masbate personnel, and the proposed strategies or interventions to strengthen procurement planning and improve service delivery. Standard deviation was also used to support the interpretation of respondents' assessments. Pearson correlation coefficient was applied to determine whether a significant relationship existed between the status of procurement planning practices and the issues and challenges encountered by DAR Masbate personnel. These statistical tools provided an objective basis for describing current procurement practices, identifying major challenges, evaluating proposed interventions, and determining the relationship between procurement planning and implementation issues.

3. Results and Discussion

3.1 Respondent Profile

3.1.1 Age Profile

The results showed that most respondents were aged 31–40 years, comprising 11 out of 30 employees or 36.67%. This was followed by those aged 26–30 years with 8 respondents or 26.67%, while 5 respondents or 16.67% were 51 years old and above. The 41–45 and 46–50 age groups each had 3 respondents or 10.00%, while no respondent was 25 years old and below. This indicates that the majority of DAR Masbate employees involved in procurement planning are in their mid-career stage. The age distribution suggests a workforce with both energy and experience, where younger employees may contribute adaptability while older personnel may provide institutional knowledge, expertise, and mentorship.

3.1.2 Sex Profile

The results revealed that female respondents comprised the majority, with 20 out of 30 employees or 66.67%, while male respondents accounted for 10 employees or 33.33%. This finding suggests strong female representation among DAR Masbate personnel involved in procurement planning. Such distribution may influence workplace collaboration, participation, and decision-making dynamics. Moreover, implementing gender-responsive procurement policies has been shown to promote women's empowerment by providing equitable opportunities within public sector supply chains (Oluka, Okoche, & Mugurusi, 2021).

3.1.3 Civil Status Profile

The data showed that 20 respondents or 66.67% were married, while 10 respondents or 33.33% were single. No respondent was reported as widowed, widower, or separated. This indicates that the majority of procurement-related personnel are married, suggesting that many employees may have family responsibilities that could influence work-life balance. At the same time, the presence of single employees reflects a workforce with varied personal circumstances and life experiences.

3.1.4 Years of Service

The results showed that 11 respondents or 36.67% had served the agency for 8–12 years, followed by 8 respondents or 26.67% with 4–7 years of service. Seven respondents or 23.33% had served for 13 years and above, while 2 respondents or 6.67% each had less than 1 year and 1–3 years of service. This finding indicates that most respondents have substantial experience in the agency, particularly those with 8–12 years of service. The workforce reflects a combination of newer and long-serving employees, which may support institutional continuity, knowledge transfer, and organizational stability. Studies have shown that the years of service of procurement officers influence how training and experience translate into improved procurement outcomes, with more experienced personnel often demonstrating higher efficiency when supported by continuous professional development (Jaffu & Changelima, 2023).

3.1.5 Involvement or Role in Procurement Planning

The results showed that the largest groups of respondents were BAC members and PPMP point persons, each with 5 respondents or 16.67%. This was followed by BAC Technical Working Group members with 4 respondents or 13.33%. Project implementers, canvassers, and development facilitators each had 3 respondents or 10.00%, while planning/budget officers had 2 respondents or 6.67%. The accountant, BAC secretariat, LTID survey unit head, PPBDD agriculture engineer, and STOD general services unit head each had 1 respondent or 3.33%. This distribution shows that respondents came from different procurement-related roles, particularly BAC-related functions and PPMP preparation. The varied roles reflect a collaborative procurement structure in which planning, technical evaluation, financial oversight, documentation, and implementation responsibilities are shared across units to support transparency, efficiency, and accountability.

3.2 Status of Procurement Planning Practices

3.2.1 Compliance with Government Procurement Policies and Guidelines

The results showed that DAR Masbate's procurement planning practices were rated "Strongly Agree" in terms of compliance with government procurement policies and guidelines, with an overall weighted mean of 3.75. The highest-rated indicator was adherence to Government Procurement Policy Board guidelines for bidding procedures, with a weighted mean of 3.83. Procurement planning following the New Government Procurement Act of R.A. 12009 and its IRR, as well as transparency and accountability throughout procurement processes, both obtained weighted means of 3.80. The preparation and timely submission of procurement reports received a weighted mean of 3.57. These findings indicate that DAR Masbate demonstrates strong compliance with procurement rules and regulations. This suggests that the agency observes transparency, accountability, and proper procedures in procurement activities, thereby strengthening stakeholder trust and supporting effective project implementation. In this context, the success of these programs at DAR Masbate depends not only on policy directives but also on strong procurement policies and guidelines that guarantee resources are properly planned, allocated, and monitored, thereby supporting the agency's objectives and promoting sustainable agrarian development (Navarro, 2023; Limbo, 2020).

3.2.2 Alignment with Organizational Goals and Priorities

The results revealed that the alignment of procurement planning with organizational goals and priorities was rated "Strongly Agree," with an overall weighted mean of 3.64. The highest-rated indicator was the extent to which procurement activities support the agency's key programs and services, with a weighted mean of 3.73. Procurement plans aligned with available budgets and project timelines obtained a weighted mean of 3.67, while the reflection of strategic objectives in the Annual Procurement Plan received 3.60. The prioritization of procurement items consistent with approved projects obtained 3.57. This indicates that DAR Masbate's procurement plans are generally aligned with its goals, priorities, project timelines, and stakeholder needs. Such alignment supports efficient resource allocation, improved service delivery, and accountability in procurement processes. In today's increasingly interconnected environment, effective organizational communication is a key factor in determining an organization's success and long-term sustainability. Within organizations, communication serves as the primary mechanism for facilitating change, setting expectations, and aligning employees with the organization's core mission (Ocampo, 2020).

3.2.3 Timeliness and Efficiency of Procurement Processes

The findings showed that timeliness and efficiency of procurement processes were rated "Strongly Agree," with an overall weighted mean of 3.52. The highest-rated indicator was the preparation and approval of procurement plans before the start of the fiscal year, with a weighted mean of 3.77. Efficient utilization of resources followed with 3.53, while implementation of procurement activities as scheduled obtained 3.50. Minimization of delays through proper scheduling and coordination

received the lowest but still positive rating of 3.27. This suggests that DAR Masbate generally ensures timely and efficient procurement through planning, scheduling, and resource utilization. These practices contribute to transparency, accountability, proper use of government funds, and the agency's capacity to implement projects successfully. Furthermore, the continuous development of procurement professionals, whose competencies directly influence the quality, timeliness, and effectiveness of procurement processes, is a key factor in sustaining high performance and efficiency (Castañeda et al., 2023).

3.2.4 Coordination and Communication Among Units

The results showed that coordination and communication among units were rated "Agree," with an overall weighted mean of 3.24. Clear and consistent communication between implementers and procurement staff obtained the highest weighted mean of 3.33 and was interpreted as "Strongly Agree." Effective coordination among planning, budget, and procurement units received a weighted mean of 3.23, while regular coordination meetings to monitor procurement progress obtained 3.17. This indicates that coordination and communication among units are generally effective, although they remain areas for further improvement. Strengthening regular coordination, monitoring, and collaboration can support smoother procurement operations, timely project implementation, and stronger stakeholder engagement. In the context of DAR and public procurement, effective communication ensures that policies, guidelines, and program objectives are clearly understood and executed, enhancing coordination, minimizing delays, and improving the quality of services delivered. Studies also highlight a strong link between communication satisfaction, employee performance, and service quality outcomes, demonstrating that well-informed and engaged personnel are essential for the successful implementation of government programs (Go, 2025).

3.3 Issues and Challenges Encountered in Procurement Planning

The results showed that the issues and challenges encountered by DAR Masbate personnel in procurement planning were generally rated "Low Extent," with an overall weighted mean of 2.40. The highest-rated challenge was the limited number of qualified suppliers or contractors, with a weighted mean of 2.77 and interpreted as "High Extent." This was followed by insufficient training and capacity-building activities for procurement staff with 2.60, and inaccurate cost estimates in procurement plans with 2.57. Delays in the release of project funds, incomplete or unclear project specifications, frequent revisions of the procurement plan, shortage of qualified procurement personnel, and lack of coordination between units were rated lower and interpreted as occurring to a low extent. These findings suggest that while procurement challenges exist, their overall effect on procurement planning and implementation is limited. However, supplier availability, staff training, and accurate cost estimation remain priority areas for improvement. Strengthening coordination, communication, continuous monitoring, and proactive problem-solving can further reduce disruptions and improve procurement operations. These findings align with prior research indicating that procurement challenges in the public sector, such as poor planning and mismanaged contracts, can negatively affect project performance (Panga & Mahuwi, 2020). Studies have further emphasized that organizational context, environmental factors, and the suitability of procurement approaches influence project outcomes, even when procedures are established (Noor, 2021).

3.4 Relationship Between Procurement Planning Practices and Issues and Challenges

The correlation analysis showed a computed r-value of 0.348, indicating a weak positive linear relationship between the status of procurement planning practices and the issues and challenges encountered by DAR Masbate personnel. With 28 degrees of freedom, a 0.05 level of significance, and a critical r-value of ± 0.3610 , the computed r-value was lower than the critical value. Thus, the null hypothesis was accepted, indicating that the relationship between procurement planning practices and encountered issues and challenges was not statistically significant. This result implies that the current status of procurement planning practices does not have a strong or significant effect on the issues and challenges experienced by personnel. Variations in procurement planning practices do not necessarily correspond to delays, coordination gaps, or resource-related challenges. This suggests that other factors, such as staffing, supplier availability, and training, may play a more critical role in procurement challenges. Studies further suggest a significant relationship between the status of procurement planning practices and the issues and challenges encountered during implementation. Addressing these challenges through total quality management practices can strengthen the procurement system and ensure that personnel acquire the necessary skills to perform their roles effectively (Awoke, 2021).

3.5 Proposed Interventions and Strategies

The results showed that the proposed strategies or interventions to strengthen procurement planning and improve service delivery performance were rated "Very Highly Needed," with an overall weighted mean of 3.47. Conducting regular procurement training and capacity-building workshops obtained the highest weighted mean of 3.70. Strengthening coordination among planning, budget, and procurement units followed with 3.60. Enhancing supplier engagement and conducting regular market studies, as well as adopting digital or e-procurement systems, both obtained 3.50. Other

proposed strategies, including strict monitoring of procurement timelines, feedback mechanisms, bottleneck identification, stakeholder engagement, improved documentation, and performance monitoring, were also rated as very highly needed. These findings indicate that DAR Masbate personnel strongly endorse interventions focused on training, coordination, supplier engagement, digitalization, monitoring, feedback, and stakeholder participation. Implementing these strategies can help reduce delays, improve resource utilization, align procurement processes with organizational goals, and promote transparency, accountability, and continuous improvement. To further enhance procurement performance, public procuring entities should emphasize a robust procurement planning process, ensuring that key elements—such as needs assessment, stakeholder engagement, user participation, and accurate cost estimation—are thoroughly executed (Baraka & Mwalukasa, 2024). In addition, conducting agency-wide training programs equips staff with the necessary skills to manage procurement activities efficiently, comply with legal and regulatory requirements, and utilize digital tools effectively, thereby minimizing delays and inefficiencies which promote service delivery (Navarro & Tan, 2020).

4. Conclusion & Recommendations

The study concluded that DAR Masbate personnel involved in procurement planning were mostly female, married, aged 31–40 years, with 8–12 years of service, and commonly assigned as BAC members and PPMP point persons. DAR Masbate demonstrated strong compliance with government procurement policies and guidelines, clear alignment of procurement practices with organizational goals and priorities, and evident timeliness and efficiency in planning, scheduling, and resource utilization, although coordination and communication among units still require improvement. The issues and challenges encountered were generally perceived to occur only to a low extent; however, supplier availability, staff training, and accurate cost estimation remain areas needing attention. The relationship between procurement planning practices and the issues and challenges encountered was weak and not statistically significant, indicating that other factors such as staffing, supplier availability, and training may have greater influence on procurement-related difficulties.

It is recommended that DAR Masbate strengthen procurement planning by conducting regular inter-unit meetings, assigning clear tasks, and implementing systematic monitoring to improve coordination and timely project execution. The agency should conduct targeted training on procurement procedures, cost estimation, supplier management, and digital procurement tools to improve staff competency and reduce errors or delays. Digital procurement platforms, feedback mechanisms, updated supplier databases, and regular supplier assessments should also be implemented to improve transparency, efficiency, and resource utilization. Likewise, DAR Masbate should strengthen communication with internal units, suppliers, and beneficiaries, regularly review procurement processes, identify bottlenecks, implement corrective actions, and ensure that personnel remain updated on procurement policies, guidelines, and best practices.

The study was limited to DAR Masbate and covered only personnel directly involved in procurement planning, including administrative staff and other relevant employees. It did not include other DAR regional or provincial offices, nor did it assess procurement outcomes beyond planning practices. The study also did not examine financial audits, individual project performance, or broader organizational policies outside procurement planning; therefore, its findings and recommendations are applicable only to the data gathered from the identified respondents within DAR Masbate during the study period.

Compliance with ethical standards

The study was conducted in accordance with institutional ethical standards, ensuring voluntary participation, informed consent, confidentiality of respondents' information, and responsible handling of all research data. Ethical approval and necessary permissions were secured before data collection, and the authors declare no conflict of interest in the conduct and reporting of the study. All contributions were properly acknowledged, and the authors retain responsibility for the integrity, accuracy, and copyright ownership of the research output.

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