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**PROCUREMENT MANAGEMENT AND SERVICE DELIVERY IN PUBLIC SECTOR  
INSTITUTIONS IN UGANDA**

**CASE STUDY: CIVIL AVIATION AUTHORITY UGANDA**

A dissertation presented to

**FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT**

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## **DEDICATION**

I dedicate this piece of work to my family especially my husband Okanya John Kokas and my sons Okanya Adriano and Okanya Antonio who accepted me as a family absentee during this course and all other family members who had to stand in for me when I was away in school

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## **ABBREVIATIONS AND ACRONYMS**

<b>AO</b>	:	Accounting Officer
<b>MOFPED</b>	:	Ministry of Finance, Planning and Economic Development
<b>CAA</b>	:	Civil Aviation Authority
<b>GDP</b>	:	Gross Domestic Product
<b>OECD</b>	:	Organization for Economic Co-operation and Development
<b>PDU</b>	:	Procurement and Disposal Unit (PDU)
<b>PMBOK</b>	:	Project Management. Body of Knowledge
<b>PPDA</b>	:	Public Procurement and Disposal of Public Asset Authority
<b>KPMG</b>	:	Kontea Procurement Management group
<b>CTB</b>	:	Central Tender board
<b>PDE</b>	:	Procurement and Disposal Entity

## **ABSTRACT**

The study was on procurement management and service delivery in public sector institutions in Uganda, a case of Civil Aviation Authority Uganda. In spite of CAA's commitment to adopting good procurement management principles, CAA still experiences complains relating to service delivery and no conclusive research has been carried out to ascertain the effect of procurement management on service delivery. The study sought to achieve the following objectives; to assess the effect of procurement planning, procurement solicitation, and contract administration on service delivery in public sector institution of Uganda. The study used a cross sectional study research design. Out of 66 selected respondents, 57 employees at CAA participated in the study. The study used both qualitative and quantitative techniques to collect and analyze data. The study findings revealed that procurement planning has a strong positive significant effect on service delivery (Beta= .312, Sig. < .001). The study further revealed that solicitation has a moderate positive significant effect on service delivery (Beta= .288, Sig. < .004). In addition, contract administration has a strong positive significant effect on service delivery (Beta= .554, Sig. < .000). It was concluded that beginning the procurement process with planning and full commitment of top management to the procurement planning process in the CAA is vital for improved service delivery. Carrying out due diligence before contract is awarded, adhering to time limits/deadlines for tender and awarding contracts to the best evaluated bidder leads to improved service delivery. It was further concluded that tracking all key aspects of the procurement process and conducting supplier appraisals facilitate improved service delivery at CAA. The study recommends thorough needs assessment by the respective departments/unit managers for the required goods and services. The study recommends that CAA should strictly adhere to the timelines and deadlines for each activity during the procurement process. The study further recommends that CAA should pay supplier/contractors within the agreed time.

## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **Introduction**

This study addresses the phenomenon of Public Procurement Management and Service Delivery in the public sector institutions of Uganda. Public Procurement Management which is the independent variable is measured in form of procurement planning, supplier solicitation and contract Administration. Service delivery the dependent variable is measured in terms of timeliness, value for money and cost effectiveness. In the subsequent sections of this chapter, the following issues are presented: background of the study, statement of the problem, purpose of the study, objectives and research questions of the study, scope of the study, significance, justification, conceptual framework and operational definition of terms and concepts used in the study.

#### **1.1 Background to the study**

Cankwo, Obanda & Pule (2015) argue that public procurement management is a key factor in delivering quality and timely services to citizens of the country because it helps to meet government's objectives of saving time and money to benefit and live up to stakeholders' expectations for services like , infrastructures, education and health. Thai (2001) argue that the earliest procurement order, dates between 2400 and 2800 B.C, it was written on a red clay tablet found in Syria. The order was for "50 jars of fragrant smooth oil for 600 small weights in grain". Generally, Public procurement involves more than purchasing and ranges from needs

identification where, scope of work and costs are determined, tendering phase in which offers are evaluated, then the implementation phase for contracts.

Cankwo, Obanda and Pule (2015) state that globally, public procurement management is increasingly under pressure to go beyond implementation of policies and procedures and produce results. Callender and Mathews (2000) noted that in all countries in the world, estimates of the financial activities in public procurement are believed to be responsible of 10% – 30 % of GNP and in Europe, public procurement accounts for 16.3% of the GDP. The European Union (2015) and its partners released the Sustainable Public Procurement principles through its 10YFP Programme which assist them in gaining a common understanding of procurement to achieve value for money and generating benefit.

Kabaj (2003) argues that poor procurement governance has been one of the major stumbling blocks to the economic development of Africa where countries have not paid adequate attention to proper management of public resources. “As public procurement accounts for a substantial portion of the taxpayers’ money (approximately 12% of GDP and 29%) governments are expected to carry it out efficiently to ensure quality of service delivery and safeguard the public interest” (OECD, 2016). However, Agaba and Shipman (2007) noted that by the late 1990s the failure of the existing procurement systems to cope with the expansion in procurement requirements to deliver services had become generally accepted among African governments and donor partners hence the need for reforms.

Edgar (2006) argues that Uganda’s public procurement system before the inception of the PPDA reforms of 2004 was typical managed like any other African countries that were once British colonies. Odhiambo and Kamau (2003) noted that in this system, procurement was centralized,

with contracts above a threshold of US\$1,000 being awarded by a CTB as per regulations of 1977. Although these arrangements offered the advantages of consolidated purchasing and central control, the CTB was unable to keep pace with the expansion of government activities. The Development Assistance Committee (2005) concluded that there was a consequential backlog of tender submissions, bureaucratic delays, corruption, inadequate procurement knowledge and expertise hence an obstacle to development and effective service delivery. “Uganda spends over 55% of her budget on public procurement” (PPDA, 2012); this is equivalent to Shs. 6,000 billion or \$ 2.4 billion of the year 2012 government budget. Mark Keith Muhumuza (2015) reported that at least 60% of government revenue is spent on various projects, most of which are done through the public procurement process. Cankwo, Obanda and Pule (2015) argued that procurement is central to achieving efficiency in public expenditure and service delivery. The procurement reforms that were recommended in 2001 in Uganda in the Country Procurement Assessment Report were; the abolition of the CTB; enactment of a procurement Law, the PPDA Act, 2003; establishment of a policy regulation body, contract committees and procurement units in procuring entities; harmonization of central and local government regulations; incorporation of procurement plans in sector investment programs; preparation of standard bidding documents and restoration of professionalism in the procurement function to ensure competitiveness, fairness, transparency, and non-discrimination to all potential providers of goods, services and works.

Kalinzi (2014) reveals that despite all the awareness in form of training, recruitment and research in the field, the procurement sector is continuing to exhibit unethical procurement behaviors of corruption and conflict of interest especially at the public Sector institution level. The newly introduced Contract Committees and procurement units are being blamed for introducing

dilatory processes and creating bureaucracy in other procurement entities. Sabiiti (2005) noted that the government would save 330 billion shillings by eliminating losses incurred through corruption in public procurement. During the debate to scrap tender boards from local governments, a member of parliament, Johnson Nkuuhe (2005) is reported to have expressed doubt that corruption would be wiped out from the tender process because Accounting Officers would use other methods to influence tenders. This scenario gives the increasing strategic importance of public procurement in Public sector institutions of Uganda.

The NSDS (2008) revealed that the government has the obligation to provide services to its citizens and to steer economic growth and development through the provision of public services. The NSDS further noted that in service delivery, the system must view tax payers as customers; this therefore calls for placing a high priority on delivery of personalized efficient customer service. Strengthening service delivery was a key strategy to achieve the Millennium Development Goals by 2015 such as eradication of extreme poverty and hunger, achieving universal primary education and ensuring environmental sustainability. “Such services should meet a minimum quality standard” (Development Assistance Committee, 2010).

The PPDA Act (2003) which manages and regulates public procurement was in 2014 amended with the objectives to ensure efficiency, transparency, accountability and guarantee the confidence of the public in the procurement process by establishing the PPDA Tribunal. Rwothungeyo (2014) notes that these amendments will better position the government to advance efficiencies and enhance accountabilities in the purchase of goods and services. The study will therefore aim at establishing the relationship between Public Procurement management and Service Delivery in public institutions of Uganda.



Schiavo-Campo & Sundaram (2000) argued that procurement was becoming important at public sector institution level. The PPDAA report (2012) indicated that there are challenges in the management of procurement, mainly in public sector institutions like CAA, where complaints about substandard works like the cleaning services, loss of funds and suppliers failing to complete contracts. Rwothungeyo (2012) also observed that government at times pays for no work done or very shoddy work and sometimes contracts are not delivered on time. . Oluka and Basheka (2014) argued that this has affected the government's ability to deliver quality services to the population who use the Airport services. The study therefore established the relationship between Public Procurement Management and Service Delivery in public sector institution of Uganda and taking Civil Aviation Authority as the case study. Procurement management was limited to planning, solicitation & contract Administration, while service delivery was restricted to cost, timeliness and value for money

## **1.2 Statement of the problem**

The government of Uganda in the year 2003 created the Public Procurement and Disposal Authority (PPDA) to oversee and regulate the operations of public procurement and disposable entities in Uganda through PPDA Act (MOFPED, Report, 2015). Ugandan public procurement prior to the inception of the PPDA reforms in 2012 was typically managed like any of the many African countries that were colonized by the British (Odhiambo & Kamau, 2003). However, Obicci (2015) argued that the procurement system is shrouded with corruption, fraud, inefficiency and conflict of interest which threaten its very legitimacy This prompted the 1997 public procurement reforms to help streamline a better management, hence the formation of PPDA Act (2003). The Civil Aviation Authority subsequently adopted PPDA Act in the year 2004 and has been operating under this Act with the aim of transforming service delivery in the

organization through good procurement planning, solicitation and contract Administration in order to improve on the quality of goods and services delivered, in addition, CAA has also put in place the quality Assurance team as well as involved the end-users department in the verification of goods and services before being accepted. In May 2015 the new vision newspaper reported about the sorry state of Entebbe international Airport which resulted into a constitution of a committee of inquiry to investigate how the Airport cleaning services and other related contracts were procured (New Vision Paper, 2015). In spite of CAA's commitment to adopting good procurement management principles, it still continues experiences complains relating to service delivery (CAA Annual Audit Report 2015).

### **1.3 Objectives of the study**

#### **1.3.1 Main objective**

To assess the effect of procurement management and service delivery in public sector institutions in Uganda.

#### **1.3.2 Specific objectives**

- i. To assess the effect of Procurement Planning on service delivery in public sector institutions of Uganda
- ii. To analyze the effect of procurement solicitation on service delivery in public sector institutions of Uganda
- iii. To examine the effect of contract Administration on service delivery in public sector institutions in Uganda

## **1.4 Research Questions**

The study aimed at answering the following research questions;

- i. What is the effect of procurement planning on service delivery in public sector institutions in Uganda?
- ii. What is the effect of procurement solicitation on service delivery in public sector institutions in Uganda?
- iii. What is the effect of contract Administration on service delivery in public sector institutions in Uganda?

## **1.5 The scope of the study**

### **1.5.1 Context scope**

The study focused on procurement management as independent variable and service delivery as dependent variable. Procurement management was limited to procurement planning, solicitation, and contract Administration while service delivery was limited to time, and value for money

### **1.5.2 Geographical scope**

The study was conducted at the headquarter office of Civil Aviation Authority Uganda, located at Entebbe international airport and it was where all procurement activities are done for the entire organization. (CAA Procurement Report, 2013).

### **1.5.3 Time scope**

The researcher considered data covering a period of four years from 2013 to 2016. This is because it is within the time PPDA Act and its Regulations (2003) got reforms and its amendments in 2014, hence its enactment and implementation.

### **1.6 Significance of the study**

The study may extend a frontier of knowledge to organizations intending to obtain effective procurement management through new approaches to service delivery, by assessing the procurement planning practices. The study enabled the identification of tools that are used in procurement planning in organizations to improve performance. By analyzing procurement solicitation practices the study established the extent to which organizations comply with the recommended procurement solicitation criteria to ensure fairness , competition and value for money procurement and by examining the effect of contract Administration practices the study document the extent to which organization are complying with the provisions of PPDA Act on contract Administration .

The study may extend the frontiers of knowledge by contributing to the understanding of the influence of procurement management on service delivery hence benefiting future researchers and academicians in the topic.

Overall the study may provide reliable information to guide the design of interventional measures to improve efficiency and effectiveness in use of public resources to enhance service delivery also the study may help the researcher fulfill her requirements for the award of a Master degree in Business Administration.

## 1.7 Justification of the Study

CAA Annual Report , 2013 found out that most goods delivered were still below acceptable standard leading to untimely completion of projects , also the irregularities as reported in Daily Monitor newspaper, 2015 that the persistent poor projects performance associated with low value for money due to shoddy works, overestimated budget costs and time overruns by the contractors, furthermore the failure to adhere to the PPDA Act, 2003 and Regulations as reported in CAA annual procurement Audit report 2014 , hence a justification that Procurement management has some gaps, therefore the main reason for carrying out this research was to establish the effects of procurement management and services delivery in Civil Aviation Authority as explained above.

**Procurement** is the act of finding, acquiring, buying goods, services or works from an external source, often via a tendering or competitive bidding process (PPDA Act 2003). The process is used to ensure the buyer receives goods, services or works at the best possible price, when aspects such as quality, quantity, time, and location are compared.

**Public procurement** means, the acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means, of any type of works, services or supplies or any combination for the people (PPDA Act, 2003).

**Public procurement management** as described by the PPDA Act, 2003 refers to the process of planning, directing and controlling public procurement activities in order to provide goods, services and works to the people. This involves; identifying the goods and services to be procured, agreeing on delivery timeframes and methods, receiving the goods and services from suppliers, approve supplier payments, review supplier performance against contract and identify and resolve supplier performance issues.

**Supplier solicitation;** this is defined as a process of analyzing and comparing current suppliers with the newly acquired ones with the aim of selecting one who will satisfy the requirements of the procurement department. Youssef et al (1996) defines supplier solicitation as a process of choosing the right supplier which involves much more than scanning a series of price lists depending on a wide range of factors such as value for money, quality and reliability and services. Lyson (2000) looks at supplier solicitation as a systematic approach of identifying source supplier with who to transact business. According to Weber et al (1991), he suggested that in today's competitive operating environment, it is impossible to successfully produce low cost and high product without satisfactory vendors

**Service delivery** as described by Chen and Janice (2014) is the distribution of basic resources citizens depend on like, infrastructure, health services and housing among others. Better services are delivered to people through procurement activities of proper sourcing for service providers, better procurement planning and proper contract administration. Unfortunately, the government's delivery and upkeep of these resources is unreliable - greatly inconveniencing or endangering whole community hence poor service delivery. Service delivery as it suggests, refers to the actual policy implementation/ or delivery, and the agencies doing so.

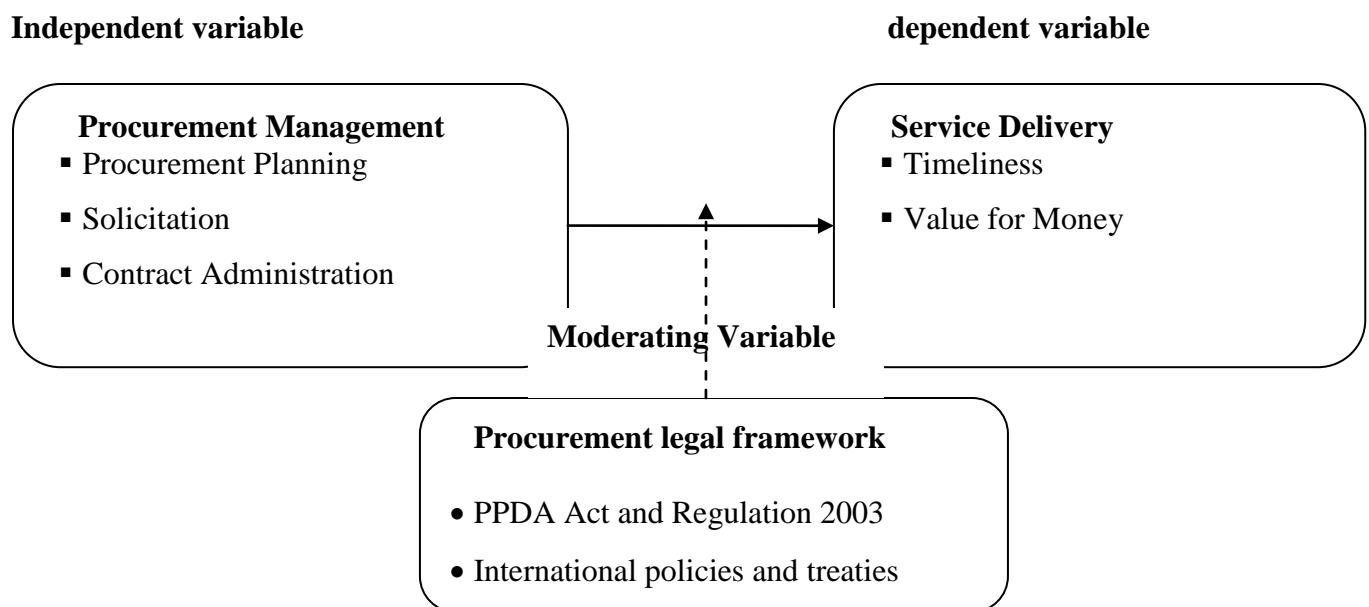
### **1.9 Conceptual Framework on Public Procurement Management and Service Delivery**

Odhiambo, & Kamau, (2013) described a conceptual framework as a conceptualization of the relationship between variables in the study and it is shown diagrammatically. According to Kombo and Tromp (2004), a concept is an abstract or a general idea inferred or delivered from specific instance that symbolizes several interrelated ideas. "A concept does not need be discussed and understood" (Smyth, 2004). As cited by Warren et al (2006) conceptual

framework can be defined as a set of broad idea and principles taken from relevant field of enquiry and used to structure a subsequent presentation. Previous studies have identified a number of factors that influence service delivery. However, these three factors including procurement planning, supplier solicitation and contract Administration as depicted below were identified as having major influence on service delivery in public procurement management of public sectors of Uganda

### 1.9.1 Conceptual framework

**Figure 1.1 Conceptual frame work showing how procurement management affects service delivery.**



*Source: Odhiambo, & Kamau, (2013) as well as Adeyemi, (2010) and modified by the Researcher.*

Public procurement management in the dimensions of procurement planning, supplier solicitation and contract administration with guidance of the legally and ethically accepted practices from PPDA Act (2003), and other International and local procedures and policies

ensure that goods and services are delivered at the best price, quality and on time to attain the best service delivery hence the relationship between public procurement management and service delivery. Also, throughout the public procurement, contract administration in terms of development; timely monitoring and performance management follow proper procurement planning, regulations and policies set out in the PPDA Act (2003) and international regulations to ensure better delivery of goods and services to the public.

In reference to Figure 1.1 above, Adeyemi (2010) argued that public procurement should aim at involving all stakeholders, that is throughout planning, supplier solicitation and contract administration and ensure that goods and services be acquired at a cost-effective rate to maintain a sustainable performance in public procurement. Also, Odhiambo and Kamau (2013) noted that procurement planning is one of the primary functions of procurement with a potential of more efficient and effective in the delivery of public services in consideration for international obligations in mind besides the economy.

### **1.10 Conclusion**

Worldwide the effect of procurement management continues to be recognized as key to success of organizational service delivery. Failure to have a fair, transparent and non-discriminatory procurement system in the organization implies no value for money and hence hindrance to service delivery which exposes millions of lives to risk. Therefore it is critical that organizations have sound procurement system in place.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter deals with related literature review of other authors on the topic under study and reviews contemporary publications on public procurement management practices in relation to service delivery. It reflects the objectives of the research with regards to public procurement management and services delivery in Uganda and particularly CAA. It begins by examining the theory, the concept of public procurement management in relation to service delivery prior to examining the objectives of the study and varying moderating variables. Efforts have also been made to discuss how public institutions use procurement management to achieve their goal of service delivery

#### **2.1 Theoretical framework**

Hunja (2011) argued that good research should be grounded on theory hence the researcher was guided by the stewardship theory and agency theory

##### **2.1.1 Stewardship Theory**

The Stewardship Theory was first proposed by Donaldson in 1991 and reviewed by Davis in 1993; Donaldson (1991). The stewardship theory states that company owners appoint executives to act as stewards to protect their interests and make decisions on their behalf and their sole objective is to create and maintain a successful organization so that the shareholders / stakeholders prosper. Karns (2011) defines a steward as someone who protects and takes care of

the needs of others. Donaldson (1991) argues that managers or executives of a company are stewards of the owners, and both groups share common goals. On the same argument, Civil Aviation Authority is a government entity, where its leaders like the board of directors, Managing Director and other directors are elected and appointed and are subjected to serve people's interests and hence stewards of the people.

Karns (2011) notes that the firm's purpose is to contribute to humanity by serving customers, employees and the community; This theoretical basis for the service delivery outcomes of public procurement management in public sector institutions as a government entity was founded on the stewardship theory whereby at the center of the theory's foundation is the concept that the business is here to serve rather than produce a profit as is in Civil Aviation Authority. However, Karns notes that, to be able to serve, the firm must be able to sustain itself economically and this theory promotes efficient use of resources through working with stakeholders. The economic benefit for the principal in a principal-steward relationship results from lower transaction costs associated with the lower need for economic incentives and monitoring. Therefore, managers/leaders of CAA are not supposed to be motivated by personal needs and desires, but rather to see themselves as stewards with the same motives and objectives as the people they serve hence better service delivery. Integrity, justice and respect are the core values of the entity and serve as the foundation for the leaders' actions on all decisions. Donaldson suggests that underlying this philosophy of service is the perception that management is composed of trustworthy individuals working together with all levels of employees and other stakeholders (customers, suppliers, donors and the communities) who share the same philosophy. Decisions are made by management based on the perception of what is best for the group rather than the individual. The more groups are satisfied, the greater the financial and good will rewards.

### **2.1.2 Criticism to the Steward theory**

Donaldson (1991) notes that the stewardship focused firm aligns itself with the needs of stakeholders and through risk taking and innovation attempts to improve the life of others utilizing a business approach through providing education, health services and developing infrastructure. However, in practice entity managers resort to dominance in terms of individualism methodology, narrow-defined motivation model, disregarding organizational structures and promoting personal ideologies hence resulting to conflicts between the people and leaders, vote of no confidence in leaders and public strikes due to poor service delivery

### **2.1.3 Relevancy of the Stewardship theory**

Donaldson (1991) notes that the stewardship theory is used to understand the relationship between stewards and principals; The steward represents the principal in managing particular organizational transactions and is expected to represent the best interests of the principal in providing services without regard to self-interest. Donaldson (1991) holds that there is no conflict of interest between managers and owners, and that the goal of governance is precisely to find the mechanisms and structure that facilitate the most effective coordination between the two parties. Therefore, the public and CAA should seek to improve these situations through proper corporate policies, laws and regulations hence improved service delivery.

## **2.2 Actual review**

### **2.2.1 Overview of Procurement management and service delivery**

The topic of public procurement management broadly encompasses management functions of planning, organization, and leadership, staffing, controlling, and communicating procurement processes and activities across the spectrum of the upstream supply chain activities of both public and private organizations. These public procurement management activities affect the delivery of service to the customers as the downstream of the supply chain. Therefore, The Charles Kaliinzi (2016) argues that the procurement function is central to the country's development which calls for professionalism, vigilance and commitment by those involved for good service delivery.

CIPS (2017) describes procurement as the process concerned with developing and implementing strategies to manage an organization's spend portfolio in such a way as to contribute to the organization's overall goals and to maximize the value released and/or minimize the total cost of ownership. OECD (2015) states that public procurement process is the sequence of activities starting with the assessment of needs through contract awards and final payment; it further notes that public procurement remains the government activity most vulnerable to waste, fraud and corruption due to the size of the financial flows involved.

Obanda, (2010) argued that public procurement management relates to the management of procurement activities such as drafting specification (of goods, works and services); selecting and contracting of suppliers with the objective to meet public service. It is majorly constituted of pre-procurement and actual procurement activities. The Project Management Institute (2007)

points out that, pre-procurement or pre-bidding activities are those activities performed by organizations in preparation for a given procurement which include needs assessment, procurement planning, drafting solicitation documents, budgeting, confirmation of funds, determining procurement method and conducting market research, among others. Actual procurement relates to those activities involving the actual contracting of a bidder which include; conducting preliminary evaluations, financial evaluations, technical evaluation, negotiations, award of contract and debriefing unsuccessful bidders.

In Uganda, the public procurement function is clearly documented under the PPDA Act (2003) in order for every public entity to follow as a mechanism of promoting compliance and effective service provision. According to KPMG International (2012) procurement in most public sectors organizations is largely tactical in nature, whereby the focus is normally on supplier selection and contract award. This is because the tactical procurement level is the most sensitive in the procurement process, since it is what determines the quality of a bidder to be contracted. If the procurement process is poorly managed for example, there is a high possibility of having poor services delivered and the reverse is true. This helps minimize risks of delay, and procurement of substandard items thus effective service delivery management. On the other hand, service delivery is the provision of the requirement needs, usually by a public entity, service delivery is said to be effective and efficient provided when it is given on time, in the right quality, and at a cost effective manner.

Obanda (2010) argued that procurement management relates to the management of procurement activities such as drafting specification (of goods, works and services); selecting and contracting of suppliers with the objective to meet public service. It is majorly constituted of pre-procurement and actual procurement activities. The PMBOK Guide (2004) points out that, pre-

procurement or pre-bidding activities are those activities performed by organizations in preparation for a given procurement. These include, needs assessment, procurement planning, drafting solicitation documents, budgeting; confirmation of funds, determining procurement method and conducting market research, among others (OECD, 2005), while actual procurement relates to those activities involving the actual contracting of a bidder. They include; conducting preliminary evaluations, financial evaluations, technical evaluation, negotiations, award of contract and debriefing unsuccessful bidders. On the other hand, service delivery is the provision of the requirement needs, usually by a public entity. Service delivery is said to be effective and efficient provided when it is given on time, in the right quality, and at a cost effective manner. In Uganda, the procurement function is clearly documented under the PPDA Act (2003) in order for each and every public entity to follow as a mechanism of promoting compliance and effective service provision. According to KPMG International (2012) procurement in most public sectors organizations is largely tactical in nature, whereby the focus is normally on supplier solicitation and contract award. This is because the tactical procurement level is the most sensitive in the procurement process, since it is what determines the quality of a bidder to be contracted. If the procurement process is poorly managed for example, there is a high possibility of having poor services delivered and the reverse is true.

Oboth (2001) noted that in as far as the PPDA Act, the constitution and any other statutes that are studied, there is no particular definition of the phrase “service delivery” either deliberately or ignorantly. However he said, service is a system or arrangement that supplies public needs; whereas delivery is periodical performance of a service. Therefore, service delivery is a system or arrangement of periodical performance of supplying public needs. Helmsing (1995) defined service delivery as a deliberate obligatory decision by the elected or appointed officials to serve

or deliver goods and services to the recipients. In service delivery, the system of delivery must view tax payers as customers; this therefore calls for placing a high priority on delivery of personalized efficient customer service. Helming further noted that attitudes exhibited by service providers, employees and managers must be aimed at developing good working relations and ensuring that customers are handled well while being served. Service delivery is an immediate output of the inputs into the health sector, education sector among other sectors. Increased inputs should lead to improved service delivery and enhanced access to services. Development Assistance Committee (2005) revealed that ensuring availability and access to services is one of the main functions of a local government and such services should meet a minimum quality s

### **2.3.2 Procurement planning and Service Delivery**

Planning is a process that involves selecting, missions, objectives and the course of action to achieve them (Koontz & weihrich, 2004). Its implies looking ahead and deciding in advance what is to be done, where and when to be done ,how and whom it's to be done. Procurement Planning is one of the programme level activities that are part of the Government Planning Framework. The frame work looks broadly at strategic management of all resources to better match service delivery improvement (koontz & weihrich, 2004).

PPDA Procurement Policy Manual (2009) notes that procurement planning drives different expected results which are different from business as usual such as: reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy) , data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery. He further adds that effective procurement

planning is an important route towards securing the right service to be delivered to the public, and also maximizing the level of service provision which can be achieved within the local Supporting People. A procurement plan helps Procuring Entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

Johan (2006) came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plans to fail delivering services to the public. And if it cannot be measured, it cannot be improved. If we only plan to comply with procurement regulations, we are not managers, we are robots. What we plan to procure we must implement. What we implement, we must monitor. We should not be afraid to ask the customer (citizens). They really do know best what they need and what they get. It is not always the same thing. Basheka (2014) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in government's entities.

Mullins (2003) asserts that the contribution of procurement planning in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. Its contribution can be at both central and local government levels of public sector management. His findings revealed a significant positive relationship between procurement planning and service delivery in government procurement systems in Uganda. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research. While Basheka (2008) suggests that



in a decentralized context, means and measures need to be established to effectively link national and sub-national planning processes; to assure the national priorities are properly reflected in regional and local policies, Mullins (2008) believes that guidelines must be in place to ensure that plans are realistically linked to resource constraints, and that, once developed; plans are effectively incorporated into sub-national budgets. Mullins (2003) argues that procurement planning is a process of determining the procurement needs of any entity and the timing of their acquisition and their funding such that the entities' operations are met as required in an efficient way. As function procurement planning endeavors to answer the following questions: (a) what do you want to procure? (b) When do you want to procure it? (c) When will you use the procured goods, services or works? (d) Where will you procure them from? (e) When will the resources be available? (f) Which method of procurement will you use? (g) How will timely procurement or failure affect the user of the items? (h) How can you be more efficient in the procurement process? (i) Who will be involved in the procurement? ,as stated by Basheka, (2008).

However, Drabkin and Thai (2003) emphasizes that planning is not concerned with future decisions but rather with future impact of decisions made today and thorough planning is critical as agencies are always facing budget constraints that cannot satisfy all capital acquisition and service delivery as is the case to Civil Aviation Authority.

Procurement planning involves the process of identifying needs which the procuring and disposing Entities (PDE) wants in order to meet or service its requirements. It involves determining whether to procure, what to procure, how to procure, how much and when to procure (Garret and Rendon 2005), the preparation of the work plans, specifications and budgets followed by initiation of a purchase by user departments with the help of the Procurement and Disposal Unit (PDU); After the Accounting Officer (AO) certifies the availability of funds, the

user departments raise a purchase requisition, according to which the provider is identified by the PDU, (PPDA 2003). Koontz, (1996) stresses that procurement planning as any other form of planning is most important of all management functions since it involves reflection of the entire procurement activities including the proposed method of procurement that will be undertaken by the PDE within a given period.

Procurement plans should be linked with the agency strategic planning and service delivery planning cycle. PPDA regulations require that annual procurement plans are submitted to the contracts committee by June each year to facilitate planning and timely service delivery. It should however, be noted that once procurement plans go wrong, the whole procurement process will be flawed hence affecting service delivery.

In Uganda, the PPDA regulations (2014) provide the frame work for procurement planning in all PDE's. It requires that any user department prepares annual or multiannual work plan based on approved budget, then later submitted to the PDU for forecast, planning and organizing the PDE activities for the year. Planning and budgeting in Civil Aviation Authority are influenced by availability of funds, rules set for fund use, from donor agencies. The planning approach tends to create expectations from the population in the initial stages, the expectations are not always met at the implementation stage. If this is not properly controlled such dissatisfaction leads to frustration within the population especially if there is no transparency, timely information and access. Unclear definition of roles and task of other partners and technical staff in the planning and subsequent implementation process also creates suspicion and friction in procurement management process and service delivery.

### **2.2.3 Procurement Solicitation and service delivery**

Solicitation/sourcing aims at collecting and analyzing information about capabilities within the market to satisfy the organization's requirements, such as obtaining reliable cost information, determining the appropriate technology and alternative products, as well as identifying appropriate supplier evaluation criteria, inter Agency Procurement Work Group (2006). Regardless of the method used, supplier solicitation formulation affects several activities including inventory management, service delivery, quality planning and control, and cash flow requirements

Supplier solicitation is defined by Lysons and Farrington (2006) as the process by which firms identify, evaluate, and contract with suppliers. They stressed that the supplier solicitation process deploys a tremendous amount of a firm's financial resources. The typical steps of supplier solicitation processes may include identifying suppliers, soliciting information from suppliers, setting contract terms, negotiating with suppliers, and evaluating suppliers. They noted that it includes; running credit reports, Interviewing management, testing products, touring facilities/market surveys, use of tenders, use of quotations, Preferential awards, however, the process is not always done in order of importance but also in order of expense.

According to (Telgen et al., 2005; Monczka et al., 2005), solicitation entails the determining of the sourcing strategy and no single sourcing strategy approach will satisfy the requirements of all purchases. Because of this, the procurement strategy adopted for particular item or service will influence the approach taken during the supplier evaluation and selection process, Whereas the, Monczka et al., (2005) model, acknowledges multiple sourcing, it glosses over the discourse of using a combination of multiple sourcing with lots as a tool in public purchasing strategy.

Linthorst et al., (2006) express that, when used appropriately, the combination of multiple sourcing with multiple lots can provide an incentive to improving service delivery. They add that the degree to which a buyer must search for information or the effort put forth towards the search is a function of how all the existing suppliers can satisfy cost, quality, or other performance variables with regard to service delivery.

Supplier solicitation is one of the classic areas of research in procurement management. In fact, past reviews of literature in supplier solicitation indicate a strong diversity in the systemic approaches in supplier solicitation methodology as well as in supplier solicitation criteria (Ho et al., 2010). Traditionally, vendors are selected from among many suppliers on their ability to meet the quality requirements, delivery schedule, and the price offered. The main purchasing objective was to obtain the most economical suppliers by creating strong competition between suppliers, and negotiating with them. Therefore, an efficient supplier solicitation process needs to be in place for the successful procurement management. For many organizations effective supplier evaluation and purchasing processes are of vital importance as the pace of market globalization quickens, the number of potential suppliers and the number.

Aiter et al., (2011) argues that supplier solicitation, along with supplier evaluation and continuous measurement/assessments, is an important organizational process: purchased products represent between 40% and 60% of end product sales and have a direct impact on the cost and quality of products. In addition, even a small cost gained by selecting a good supplier can have great impact on benefits. Choi and Hartley (1996) noted that supplier solicitation relies on multiple assessment techniques which include both quantitative and qualitative methods at the same time, many organizations continue to solicit for suppliers based on experience and intuition - selective and unreliable approaches (Kontio, 1996). Aiter et al., 2011 argues that the most

common evaluation criteria used to select suppliers are: financial health, expertise, operational performance metrics, business processes and practices, enabling behaviors or cultural factors and risk factors.

“Globalized operations, increased competitive pressures, concentration on core competencies and the resulting outsourcing trend – all of these developments have led to many companies spending over 70% of their revenues on the purchase of external good or services” Monezka al (2012). They noted that this strongly enhances the status of the procurement department as the direct link to the supply markets and needs to find suitable suppliers that support the company’s operations or contribute to competitive end-products. With the increased reliance on external resources, the capabilities of a company’s suppliers’ become critical success. Moreover, the function is usually a key player in the decision of whether a product or service should be produced in-house or is sourced externally (Make-or-buy). “The strategic importance of the procurement function can also be pictured in the light of the above mentioned strategic business challenges” (Monezka al, 2012).

Jason (2002), Suggests that the main tasks in solicitation are compiling the requests for proposals or tender documents and conducting evaluation. He notes that, evaluation criteria in the requests for proposals or tender documents could be drafted to favor a particular supplier or service provider or to emphasize weakness of a particular competitor. During the solicitation, Jason suggests that it is possible that advance information could be provided to a particular favored supplier or simply mis-addressing tender documents, accepting late proposals or rejecting legitimate proposals to corrupt the procurement process. These are likely to affect service delivery. Therefore, for purposes of this study, it is crystal clear that much of the literature is zeroing on bidding only and leaving key issue concerning bid evaluation which are central in

analyzing the effect of solicitation on service delivery (Basheka, 2008). It is therefore from this background that this study will endeavor to fill this gap while using Civil Aviation Authority.

#### **2.2.4 Contract Administration and service delivery**

Contract Administration is a process of systematically and efficiently managing contract creation, execution and analysis for the purpose of maximizing financial and operational performance and minimizing risk. Weele & Puil (2013) define contract administration as the process that ensures that all parties to a contract fully meet their obligations, in order to satisfy the operational objectives of the contract and the strategic business goals of the customer. Bhardwaj (2011) notes that contract administration is the process that enables both parties to a contract to meet their obligations in order to deliver the objectives required from the contract; It is also involves building a good working relationship between company and contractor; It continues throughout the life of a contract and involves managing proactively to anticipate future needs as well as reacting to situations that rises.

CIPS (2016) states that key elements of contract management include: contract communication; contract administration; managing performance; relationship management; and contract renewal or termination. The conceptual review is based on the contract management conceptual model as developed by Chang (2004). The model discusses various items for contract management which include; contract amendment, review and evaluation, risk management and monitoring performance among others However, the conceptual model does not relate how the independent contract management items are likely to affect service delivery which research gap was addressed by this study.

Oluka and Basheka (2013) contends that proper and effective management and monitoring of contracts helps improve the quality of goods and services and reduces procurement cost, thus achieving three broad goals: quality products and services, timely delivery of products and services, and cost effectiveness (within budget). Oluka and Basheka (2013) established the likelihood of contract problems for a given type of contract, and which type of contract is likely to encounter the most problems. For example, for construction contracts, change order, delays, and cost have a statistically similar chance of occurring and were significantly more likely to occur than the remaining problems, and that construction contracts are more likely to experience problems than other types of contracts.

Basheka (2014) noted that the traditional methods of contracting are more prone to corruption because of the nature of the decision-making processes. “Monitoring has the potential to promote transparency and good governance in road maintenance works” Zietlow (2004). According to Tineo (2007), the limited experience with output-based approach in developing countries has prevented a comprehensive examination of its effects on lowering corruption. However, even at this early stage, monitoring intensity can reasonably be expected to reduce administrative discretion and increase efficiency; two factors associated with corruption. Basheka further stated that the logic here and the rest of the parts is a demonstration of how monitoring intensity in specific terms is associated with performance of procurement projects and offering evidence that has been established about this relationship.

Oluka and Basheka (2012) give five determinants of effective contract administration, apportioning of resources; clear reporting lines; defining of roles and responsibilities; ensuring timely payments; and managing of risks to achieve service delivery in procurement. Hotterbeekx

and Nguyen (2013) argue that effectiveness of contract administration should make sure the following are in place; Recruit staff with relevant skills; Provide training to address skills gaps; Have monitoring plans or checklists in place; Ensure all staff understand their responsibilities in relation to performance management; Establish and maintain a sound relationship with the contractor; Hold regular meetings with the contractor to discuss progress and any problems; Identify any problems at an early stage; Only make payments for satisfactory performance; Review the need to end the contract for breaches of conditions or non-performance and; Seek advice on when a contract variation is necessary which in the end help to achieve better services delivery.

Banaitiene and Banaitis (2012) argue that effective risk administration is a critical component of any winning contracting strategy. Raz et al (2002) noted that there are many possible risks which could lead to failure of contracts, and through the contract process, it is very important to identify what risk factors are acting simultaneously. The benefits of the risk management process include identifying and analyzing risks, and improvement of contract administration processes and effective use of resources; contract administration can be extremely complex and fraught with uncertainty. Rae et al (2002) indicated that too many contract risks as undesirable events may cause contracts delays, excessive spending, unsatisfactory project results or even total failure in service delivery.

Banaitiene & Banaitis, (2012) argues that public procurement projects are exposed to uncertain environment because of such factors as planning, design and management complexity, presence of various interest groups (owner, consultants, contractors, suppliers), resources (manpower, materials, equipment, and funds) availability, environmental factors, the economic and political environment, and statutory regulations. They further noted that managing risks in such projects



has been recognized as a very important process in order to achieve project objectives in terms of time, cost, quality, safety and environmental sustainability. These researchers also noted that risk management is an iterative process; the process is beneficial when is implemented in a systematic manner through the life cycle of the contract administration from contract award stage throughout completion, then review and performance management. However, both studies did not analyze the relationship between contract management and service delivery that involve in contracts which research gap was addressed by the study.

“The development of revised contract evaluation procedures will ensure the reliability of the overall performance” De la Garza et al (2009). De la Garza et al (2009) identified five components in order to develop a framework for monitoring contract performance which are level of service effectiveness, timeliness of response, safety procedures, quality of services, and cost-efficiency. Kaoru Ishika (1960) initiated a model of evaluation - Cause and Effect Analysis. The technique uses a diagram-based approach for thinking through all of the possible causes of a problem. This helps to carry out a thorough analysis of the situation. Kaoru indicated four steps to evaluate contracts using the cause and effect analysis: identify the factors that may be part of the problem. These may be systems, equipment and materials, external forces, people involved with the contract, and so on; try to draw out as many of these as possible. As a starting point, use models such as the McKinsey 7S Framework (which offers you Strategy, Structure, Systems, Shared values, Skills, Style and Staff as factors to be considered) or the 4Ps of Marketing (which offers Product, Place, Price, and Promotion as possible factors). However, his model does not analyze how this evaluation process is related to project performance in form of efficiency, value for money, timely completion of the project and customer satisfaction.

Billy Rwothungeyo (2012) reported Cornelia Sabiiti saying that lapses in contract administration are affecting the delivery of social amenities to Ugandans. Billy Rwothungeyo (2012) stressed that they have found out that the government at times pays for no work done or very shoddy work and sometimes, contracts are not delivered on time. She noted that this has affected the ability of the government to deliver quality services to the population. According to Mitch and Brian (2013), evaluation is an important component of refining programmes and documenting impacts. Evaluation aids the profession as a whole and assists extension faculty in meeting promotion requirements. Qualitative methods are commonly used in evaluations in order to explore specific facets of programmes and to give voice to participants' experiences. These methods provide in-depth information that can assist Extension staff in enhancing the quality of their programs.

In conclusion, public procurement, throughout the contract management activities of evaluation, review and monitoring, all is aimed at fulfilling the objective of the contract, that is, service delivery which indicates that the activities performed in the contract directly affect service delivery, hence the relationship. A lot of literature has been reviewed in relation to contract management in general. Much of the literature review explains the process of contract management with limited studies analyzing the relationship between contract management, evaluation and monitoring and service delivery in public procurement projects. Most of the literature is from the developed countries and therefore the conclusions may not be applied to the developing countries like Uganda.

Effective contract Administration practices result in reduced operating costs, efficient and timely delivery of goods and services, stronger bargaining position during next occasion of negotiations

in case of any, and efficient services (Versenadaal, et al, 2005), it includes ensuring compliance, acting as the contact or issues relating to service delivery, quality and dispute resolution as well as managing any payments or clauses negotiated into the contract. The purpose of the contract Administration is to ensure that all parties to the contract fully meet their respective obligations as efficiently and effectively as possible, delivering the outputs required from the contract and improving value for money and service delivery (Wittig, 1999). It includes but not limited to monitoring and documentation of performance, which depending on the organization and the goods or services procured may be the responsibility of the user department to ensure realization of quality in service delivery (IAPWG, 2006)

According to Grimsey and Lewis (2004), cited by Hotterbeekx (2013) Contract Administration can be defined as the processes undertaken to maintain the integrity of the contract, and ensure that the roles and responsibilities contractually demarcated are fully understood and carried out to the contracted standard. Weele and Vander (2013) , contract management is the process that enables both parties to a contract to meet their obligations in order to deliver the objectives required from the contract. It is also involves building a good working relationship between company and contractor. It continues throughout the life of a contract and involves managing proactively to anticipate future needs as well as reacting to situations that rises.

Knudsen (1999), cited by Patrick (2003) suggest that procurement departments of public entities in Uganda are faced with the problem of not having enough information about the procurement procedure, inputs, outputs, resource consumption and results, therefore are unable to determine their efficiency and effectiveness. This requires establishment of clear procurement procedures and performance standards while adhering fully to these. Performance standards when adopted will provide the decision-makers in the procurement and other department with unbiased and

objective information regarding the performance of the procurement function and may affect service delivery. These and other observations quoted in the available literature preset this study into making a thorough investigation into the matter to find out their empirical truth in Civil Aviation Authority Uganda, which area seems to be ignored throughout the literature relate.

### **2.3 Government regulation (PPDA, 2014)**

The Public Procurement and Disposal of Public Assets Authority (PPDA) was established in 2003 by an Act of Parliament, to regulate public procurement processes in Uganda. Uganda has been at the forefront of implementing public procurement reforms having been one of the first countries in East Africa and Africa generally to enact a procurement law. it was created out of the reforms in the public sector procurement that were initiated in the late 1990s. The reform process culminated in the enactment of the PPDA Act and Regulations 2003 and its amendment in 2014.

PPDA Annual Report (2014), stated that there has been a public outcry that public procurement is slowing service delivery. Which permitted a survey looking at all procurements in which there have been major delays, and the conclusion was that, these delays are not at advertising nor bidding (stages); they are at the evaluation stage. So, in order to promote efficiency, we are going to regulate the area of evaluation. Furthermore it noted that this has been left at large; some people take six months others even a year to evaluate. Poor planning has also been affecting government projects. Many projects are well conceived, but when it comes to implementation, people drag their feet. There has also been a problem of people not engaging end users in a project. Lastly it noted that there is an issue of corruption and argued that if over 60% of government money is spent on public procurement, then it definitely becomes a target for

corruption. So, the amendments now provide for who can qualify to apply to do business with the Government. Therefore, some people were barred from bidding in particular entities, including ministers in their respective ministries.

Ministry of planning and economic development Annual Report, 2014 stated that, the burden of the young authority PPDA in 2003 was to ensure that all Government agencies at the local and central level are aware of the law and have the structures in place to undertake procurements in a properly regulated manner. They also noted that recognizing the continuously changing public procurement environment; Public procurement and disposal Authority began working on amendments to the Act in consultation with experts, public entities users, business and local leaders and academicians. They further noted that the fruit of this collaboration is what culminated into the Amended PPDA Act and Regulations which will go a long way in addressing the needs and challenges in public procurement in Uganda hence issuing the commencement instrument which made the Amended PPDA Act law.

Basheka (2009) reported that the amendments will significantly change the way public procurement is managed in Uganda. He argued that some of the immediate benefits are promotion of local businesses under the preference and reservation schemes, guaranteeing the confidence of the public in the procurement process by establishing the Public Procurement and Disposal of Asset Tribunal and efficiency in public procurement. He went ahead to note that the new law also demands great accountability from both public and private officials involved in procurement. The authority has since then monitored the public procurement process and guided entities on how to ensure the process is efficient, transparent, and accountable and enables Government to deliver its obligations of service delivery to the people.

Mawuko (2013) further reported that another notable benefit will be more efficient management of procurement of medicines and medical supplies. The new law addressed the challenges faced by Government bodies in procuring medicines for the public good. The amendments would enable the relevant bodies to procure the medicines and medical supplies needed for the public good.

The key objectives of the Amendments are: Promote local and small business through preference and reservation schemes; Guarantee the confidence of the public in the procurement process by establishing the Public procurement and disposal of public asset Act; Regulate procurement planning in all Government entities; and Ensure transparency and accountability by making Accounting Officers personally liable for their actions in the procurement process. Being a new law, there are a number of rules, regulations and definitions that have been introduced to cover the different needs in the procurement cycle.

Helmsing (2015) also noted that the Act has limitations where the procurement does not allow procurement procedures under bilateral tied loans. Where there is a condition of a bilateral loan or negotiated grant that the provider should originate from the country of the donor, procurement of such a provider shall be in accordance with the Act. Therefore, The reasons behind amending the 2003 Public Procurement and Disposal of Public Assets Act was basically to strengthen the regulator by giving it additional powers, over procurement planning and ensuring transparency and accountability by making Accounting Officers personally liable for their actions in the procurement process. And the local government regulations, 2006 amendments were geared towards making the procurement process efficient at the government level to facilitate service delivery to the masses. However, the amendments stipulated if there is a conflict between the Act, Regulations or any directions of the Authority and a condition imposed by the donor of

funds, the condition shall prevail with respect to a procurement that uses those funds and no others

## **2.4 Conclusion**

The literature review clearly indicates that there are a number of studies in place that had viably established a relationship between procurement management service deliveries all over the world. However, there was no specific literature reportedly reviewed in Civil Aviation Authority. Most of the literature reviewed was reportedly done in past years and currently, we are in 2017 and the researcher thought that new emerging issues had risen which called for a study like this to try to empirically test the literature reviewed.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the approaches and techniques the researcher used to collect data and investigate the research problem. Specifically the chapter presents the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, data quality control, procedures of data collection, data Analysis and measurement of variability.

#### **3.1 Research Design**

According to Khotari (2004) research design is the arrangement of conditions of collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is the conceptual structure within which research is conducted. It constitutes the blueprint for collection, measurement and analysis of data. The study adopted a case study design because it gives an in depth of the study, and facilitated the collection of data at a one point in time (Sekaran, 2003). The study adopted a triangulation of both qualitative and quantitative approaches for data collection and analysis. Quantitative approach allowed the researcher to solicit information expressed in numerical format while the qualitative approach complemented the quantitative approach by soliciting more detailed information expressed in textual format (Mugenga&Mugenga, 1999).

The study focused on testing the effect public procurement management on service delivery in public sector institutions of Ugand.



### **3.2 Study Area**

The area of the study was Civil Aviation Authority Uganda which is situated in Wakiso District Entebbe municipality. The researcher chose CAA because “There is persistent poor projects performance, low value for money due to shoddy works, overestimated budget costs and time overruns by the contractors” (PPDA Report, 2014). Even though public procurement reforms are in place irregularities have persisted. The study respondents comprised of officers working in the Security and economic regulations, Management, Administration & Human Resource, Finance and Accounts and Air Navigation staffs. The study basically looked at the relationship between public procurement management and service delivery in Civil Aviation Authority- Uganda

### **3.3 Study Population**

Sekaran (2003) defines population as the entire group of people, events, or things of interest that the researcher wishes to investigate. The study population was 80 employees of CAA (CAA, Human resource manual, 2016), from which 4 respondents were selected from the management team, 30 respondent from the technical Directorates of Air Navigation Services, 20 respondents from Security & Economic Regulation, 15 respondents from Finance & Accounting and 11 respondents Human Resources & Administration

### **3.4 Sample Size and Selection**

The sample size consisted of 66 members which were determined by using the table extracted from the Morgan and Krejcie (1970) as cited in (Amin, 2005), as attached consisting of different respondents from the management team, technical Directorates of Air Navigation Services,

Security & Economic Regulation, Finance & Accounting, Human Resources & Administration (CAA, Human resource manual, 2016)

The sample size was determined with the aid of Krejcie and Morgan's (1970) table for determining sample size, as cited in Amin (2005), as further explained in Table 3.1

### Showing Population, Sample Size and Sampling Techniques

Staff category	Total Population (N)	Sample Size (s)	Sampling technique
Management team	4	2	Purposive
Air navigation services	30	25	Simple random
Security & economics regulations	20	17	Simple random
Finance and accounting	15	13	purposive
Human resources and administration	11	9	Purposive
<b>Total</b>			
	<b>80</b>	<b>66</b>	

Source: Population adopted from Human Resource Manual (2016) & Krejcie & Morgan (1970) for sample size selection

### 3.5 Sampling Techniques

Kothari (2004) defines a sampling procedure as a definite plan for obtaining a sample from a given population. The researcher used appropriate and relevant sampling techniques for the study i.e. purposive sampling technique and systematic random sampling were used to select samples size and obtain information from each category of respondents as in the table above. In this study purposive sampling technique was applied to select respondents that were considered to be

relevant for the study. However, judgment of the researcher was more important than obtaining a probability. Purposive sampling was the deliberate choice, it is a non-random technique and its results are usually expected to be more accurate than those achieved with the alternative form of sampling. Therefore, in this study, departments and category of respondents were purposively selected to include those that were easy to acquire information from and save time. Also, systematic random sampling technique was used by choosing an element at random from the elements and selecting the *n*th element. As Conchan (1946) argued that it is a convenient and easier way to select and to administer than a random or stratified random sampling because it has an appeal through spreading the sample evenly over the population.

### **3.6 Sources of Data**

#### **3.6.1 Primary Data**

Cooper & Schindler (2006) describe primary sources as original works of research or raw data without interpretation or pronouncements that represent an official opinion or position. Data was got directly from the field by use of questionnaires and interview guide which were distributed and administered respectively among the respondents. This is the first-hand information the researcher received.

#### **3.6.2 Secondary Data**

Secondary data was sourced from documented statements like PPDA Act and reports, MOFPED reports, Auditor General's reports, contracts committee minutes, Financial Statements and Budget and procurement journals, among other reference materials.

### **3.7 Measurement of variables**

The two variables in this respect are Public Procurement Management and Service Delivery in public sector institutions of Uganda. The former is the independent variable while the latter is the dependent variable. The independent variable measured parameters such as procurement planning, supplier solicitation, and contract administration. The dependent variable, service delivery measured variables such as cost effectiveness, timely delivery hence value for money. All these measured were anchored on a 5 - point Likert Scale of 1 - Strongly disagree, 2 - Disagree, 3 - Not sure, 4 - Agree, 5 - Strongly Agree.

### **3.8 Data Collection Methods and Instruments**

Data collection has been by use of questionnaires and interviews;

#### **3.8.1 Questionnaires**

60 Self-administered questionnaires were distributed and 52 filed questionnaires returned. Questionnaires were used to collect data by filling in the answers at their own will and choice, which the researcher analyzed to get first hand, additional and accurate information and the researcher, ensured a high level of confidentiality about public procurement. The researcher used this method because he wanted to get current and detailed information about public procurement management and service delivery in Civil Aviation Authority. The questionnaires were collected from different departments working hand in hand with the procurement unit and selected few staff from the organization of study

### 3.8.2 Interview guides

Five (5) employees were interviewed this helped the researcher to obtain more information from the respondents as the researcher was able to make interactions with the respondents by asking questions. During this time the researcher used interview guides to interact with the busy staff .In addition to interview guides, informal interviews were also used to solicit responses and these were conducted by the researcher. These provided confidence and protection to the respondents and thus opened up for more information. This tool further helped in getting information from respondents who did not have time to write and read and also helped the researcher to make observations as he took notes in his notebook.

## 3.9 Validity and Reliability

### 3.9.1 Validity

In scientific research, Amin (2005) argued that validity refers to the extent to which the instruments are relevant in measuring what they are supposed to measure. The researcher requested two supervisors to score the content with the questionnaire and the average percentage of the score used to determine the Content Validity Index (CVI); in cases where the average percentage were found to be above 70%, the content were considered valid.

$CVI = \frac{R}{R+N+IR}$  Content Validity refers to the degree to which the test actually measures or is specifically related to the traits for which it was designed. The formula below was used to check for validity of the research questions:

$$= 52/52+0+3 = 0.945*100\% = 94.9\%$$

Where; **R** is Relevant, **N** is Neutral, and **IR** is irrelevant.

“The closer the value is to 1, the more valid the instrument” Amin (2005)

**Table 3. 2: Results of the Content Validity Index**

<b>Variable</b>	<b>Content Validity Index</b>	<b>Number of items</b>
Procurement planning	0.833	6
Solicitation	0.916	6
Contract administration	0.833	6
Service delivery	0.75	6

**Source:** Primary data (2017)

Results in table 3.2 above indicate that the content validity index for procurement planning is 0.833, solicitation is 0.916, and Contract administration is 0.833 while service delivery is 0.75. The index for all variables was above 0.7. As recommended by Amin (2005), for the instrument to be valid, the average index should be 0.7 or above and as can be seen.

### **3.9.2 Reliability**

Reliability is the measure of the consistency of the data collection tools used in the study. “Reliability is the correlation of the test with itself” (Tavakol Dennick, 2011). These were tested by the researcher to verify their reliability for collecting data that can be replicated. This was done by the use of pre-testing the Cronbach Alpha (1946). Cronbach alpha coefficient method measures the consistency within the instruments and how well a set of items measure a particular behavior or characteristic with the test. In case the Alpha value of the study is above 0.7 alpha coefficients, then it is reliable as recommended by Tavakol (2011). The researcher conducted a reliability test using SPSS to determine the alpha values of variables that determined the reliability of tools.

**Table 3. 3: Results from reliability statistics**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.907	24

**Source:** Primary data (2017)

Results in Table 3.3 showed Cronbach’s alpha of 0.907 which is above 0.7. This means that the data collection instruments were reliable and therefore adopted for data collection.

**3.10 Data Management and Analysis**

Data from the field was sorted, coded and organized in tables to reveal the percentage scores of the different study attributes. The researcher applied editing of the data collected to ensure accuracy and completeness and coding, and pre-coded question so that all answers obtained from different respondents are classified into meaningful categories. Also applying frequency tabulation which involved placing the number of responses falling into a particular category and recording them using tallies so as to come up with a statistical table. This is an easy way of organizing raw data for easy interpretation. Qualitative data was enhanced by conducting interviews with some key stakeholders such as top management i.e directors, and some other staff. The researcher was able to understand the participant’s experience and perspective in relation to public procurement management and service delivery in CAA. The researcher was in position to identify pattern of themes for example finding common statements or ideas that appeared repeatedly and data is coded. Qualitative data was presented highlighting the key

aspects that were pointed out by the respondents from the field to draw conclusions from the study.

### **3.11 Data Analysis**

The researcher evaluated the worth of the data using both the quantitative and qualitative methods in the analysis of data. The descriptive statistics methods were also used like distribution tables and shown in percentages for quantitative methods and data was recorded, sorted out and compiled. Pearson's correlation was generated to measure the relationship between public procurement and service delivery in public sector institutions of Uganda. A correlation close to +1 Or -1 showed that there was very strong relation between the variables whereas a correlation was used to determine the change in variables. The coefficient of determination was used to determine the magnitude of variance in public procurement management and service delivery. The significance of the correlation results was to determine whether to accept or reject whether there was a relationship or not between procurement management and service delivery. Besides, regression analysis was also run to explain how public procurement management affects service delivery.

### **3.12 Ethical Consideration**

The researcher assured the respondents that the study is purely for academic purposes and that the information is confidential and was analyzed for this research. An introductory letter from the Dean of the Faculty of Business Administration and Management was presented to the respondents as evidence that the research is purely for academic purposes.



Also, given the role that research plays in shaping public administration areas, the researcher made every effort to ensure that issues were truthfully presented and handled meticulously throughout the research process while maintain objectivity. For the member who assisted in distributing questionnaires, caution was made to him not to induce or put any respondents under any form of pressure to participate.

The researcher further assured them that no information revealing the identity of any individual would be included in the final report or in any other communication prepared in the course of the Study, unless the individual concerned has consented in writing to its inclusion.

Also, the research from time to time sought guidance from the academic supervisors and every effort was made to acknowledge sources of information consulted or utilised in the course of the research.

### **3.13 Limitations of the Study**

The researcher met a number of problems while collecting data. These problems included financial constraints, biased employee, inadequate time and respondent's failure to fully understand the questionnaires.

**Information;** the data collected was generally to the respondent since sampling technique was used to select the respondents .the researcher had to be more keen in data editing to ensure the majority view is captured .

**Time;** most scholars' work is time bound; the preset time to carry out the field work Study was not sufficient due to other intervening factors. The researcher employed a field assistant to assist with questionnaire distribution and primary data collection.

**Financial limitation;** the researcher had financial constraints in terms of transport, printing and photocopying of the questionnaires, their distributions to the respondents and access to the library. However, the researcher used the little available resources.

**Data inaccessibility;** on several occasions the respondents could shun away from giving appropriate information. Some respondents expected a pay for providing the appropriate information, in fact the two deliberately refused to return the questionnaires and the third one was always in the field. However, the researcher employed a research assistant who is one of the CAA's employees who helped in mobilizing members and collect the data.

### **3.14 Conclusion;**

In conclusion the above methodologies the researcher used and applied was very relevant in selection the study population and determining sample size, also appropriate in sampling and data collection in the field for easy organization, sorting, analysis and presentation. The research methodology used helped the researcher in the field to ensure that the data collected is valid and reliable to make the correct findings and conclusions to meet the research objectives, however, there were some limitations as stated above, but were addressed accordingly.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.0 Introduction

This chapter presents background information of the respondents, field data, analysis and interpretation of the study findings according to objectives of the study. The chapter shows results from the study on the effect of procurement planning, solicitation and contract administration on service delivery at CAA.

#### 4.1 Response rate

This section presents the response rate obtained by dividing the number of questionnaires received back over the number given out and multiplying with 100%

**Table 4. 1: Response rate**

Instruments	Targeted	Conducted/Returned	Percentage
Questionnaires	60	52	86.6%
Interview guides	6	5	83.3%
Total	66	57	86.3%

**Source: Primary data (2015)**

Table 4.1 above shows that out of 60 questionnaires, 52 were returned giving a response rate of 86.6% in addition, out of 6 interviews, 5 were conducted, giving a response rate of 83.3%. The overall response rate was 86.3% which is above the recommended two-thirds (67%) response

rate (Amin, 2005; Mugenda and Mugenda, 1999), this was also in agreement with Orodho (2009) who argues that a response rate above 50% contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents about the study in the target population. Fredrick and Wiseman (2003) also asserts that a response rate has to be presented in research findings as they present the validity of the study and failure to do so put the validity of the study findings into question.

## 4.2 Background characteristics

This section presents the background characteristics of respondents according to age group, level of education and length of service at CAA.

### 4.2.1 Age group of the respondents in years

**Table 4. 2: Age group**

<b>Age group</b>	<b>Frequency</b>	<b>Percentage</b>
20-29	9	17%
30-39	20	39%
40-49	22	42%
50 years and above	1	2%
<b>Total</b>	<b>52</b>	<b>100%</b>

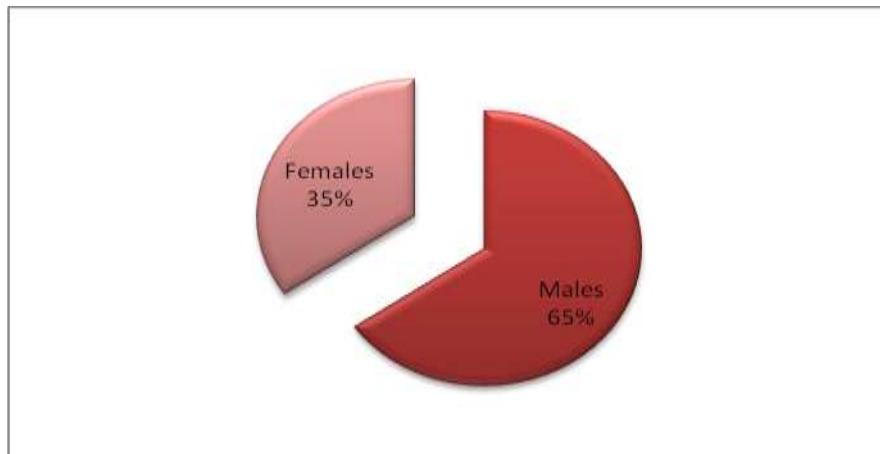
**Source:** Primary data (2017)

Results in table 4.2 above indicates that majority of the respondents 22(42%) were between 40 and 49 years old. These were followed by 30 to 39 years 20(39%), 20-29 were 9 (17%) while those 50 years and above constituted 1 (2%). The results indicate that majority of employees at

CAA were middle aged and elderly. This implies that they were mature and experienced employees who can carry out the duties appropriately.

#### 4.2.2 Gender of respondents

**Figure 4. 1: Gender of respondents**

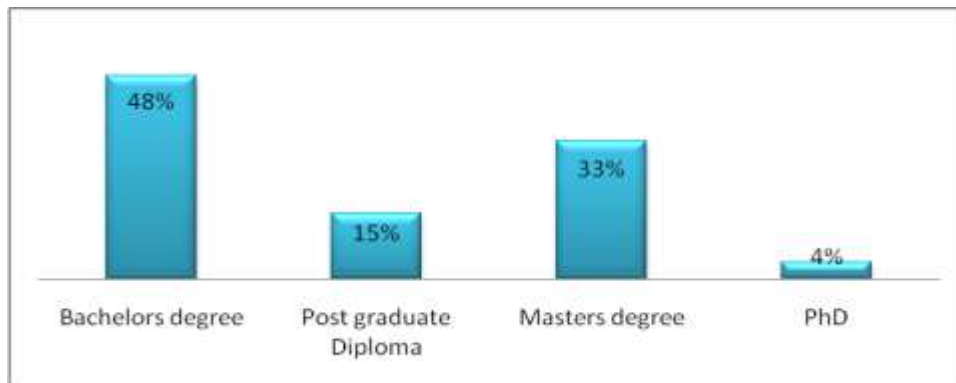


**Source:** Primary data (2017)

Figure 4.1 shows that 34 out of 52 returned questionnaires respondents were male, making a majority of 65%, because most employees at the targeted respondent departments are male (human resource manual 2016). On the other hand, 18 out of 52 returned questionnaires respondents were female, making 35% of the respondents. Thus, the study sought response from both sexes, providing balanced opinions from males and females.

### 4.2.3 Highest level of education

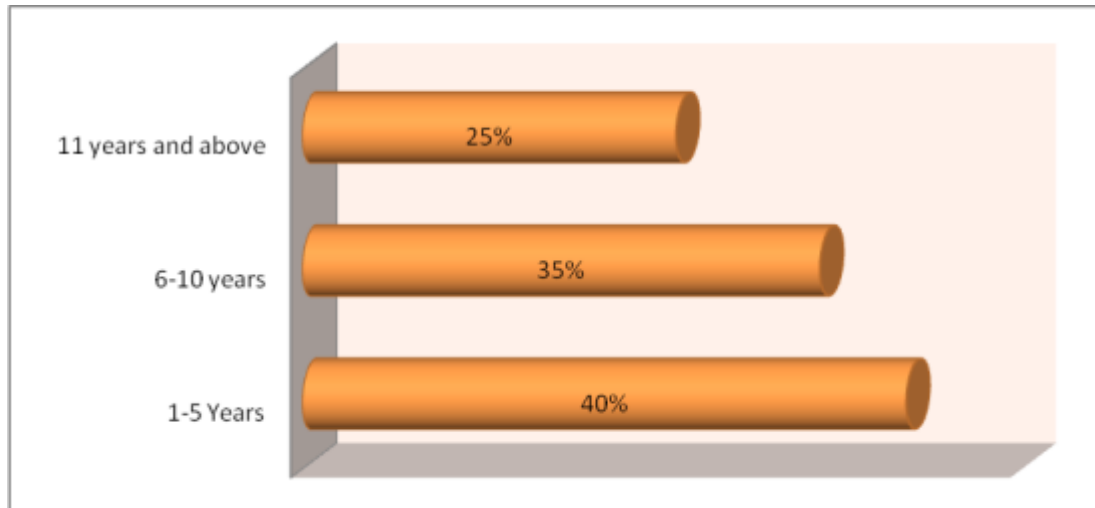
**Figure 4. 2: Education level of respondents**



**Source:** Primary data (2017)

Results in figure 4.2 above show that out of 52 returned questionnaires 25 of the respondents held bachelor degrees, 8 held postgraduate diploma, 17 held master degree and 2 PhD making percentage responses of 48%, 15%, 33% and 4% respectively. The results indicate that all respondents were educated and able to read the questions in order to provide relevant and meaningful data.

#### 4.2.4 Length of service at CAA



**Source:** Primary data (2017)

**Figure 4. 3: length of service at CAA**

Figure 4.3 above shows that the respondents of the returned questionnaires out of 52, 21 had worked at CAA for 1-5 years showing majority, 18 had worked for 6-10 years and 13 had worked for 11 years and above with percentages of 40%, 35% and 25% respectively. The above statistics indicate that the respondents had worked at CAA for a long period of time and were in position to provide relevant data on procurement Management and service delivery.

#### 4.3 Descriptive statistics

This section presents results of the research project after data collected was critically analyzed; descriptive statistics was used to analyze the variables under study. Data on procurement planning, supplier solicitation, contract administration, and service delivery was collected based on the respondents' understanding of public procurement management in public sector institutions of Uganda. The data was presented in tabular form and interpreted as below;

### 4.3.1 Descriptive statistics on procurement planning and service delivery

During the study, six statements were presented to the respondents who were asked to give their opinion on a scale of 1 to 5. The statements reflected the extent to which procurement planning is conducted and the effect it has on service delivery at CAA.

**Table 4. 3: Descriptive statistics on procurement planning**

Statement	N	Min	Max	Mean	Std. Dvn.
Civil Aviation Authority procurement process begins with planning	52	1	5	3.94	0.938
There is full commitment of top management to the procurement planning process in the CAA	52	1	5	3.94	1.056
The procurement process guidelines are written down	52	1	5	3.50	1.019
Thorough needs assessment is undertaken by the respective departments/unit managers for the required goods and services	52	1	5	3.23	1.246
Procurement planning involves different parties	52	1	5	3.10	1.034
Relevant approvals are obtained from CAA for all procured items	52	1	5	3.75	0.947

**Source:** Primary data (2017)

#### 4.3.1.1 Civil Aviation Authority procurement process begins with planning

Results in Table 4.3 show that Civil Aviation Authority procurement process begins with planning. This was verified with a mean value of 3.94 which is above the average of 3.0. On the other hand, the standard deviation of .938 implies that there were significant variations. This means that most respondents held the opinion that CAA procurement process begins with planning through which the items to procure are identified, market research conducted on them to include the appropriate prices in the budget. The idea to begin the procurement process with planning enables institution to properly identify the resources and items required Basheka



(2014), and the personnel involved at different stages of the procurement process which contributes positively towards service delivery. This was further revealed during an interview with one of the management staff of CAA who had this to say, *“The procurement process at CAA begins with planning which involves identifying items needed by different departments, establishing the cost of the items, establishing the different activities to be undertaken during the procurement process, the people responsible and preparing a budget plan to ensure that all necessary items and included in the annual procurement plan.”*

This is supported by Basheka (2004), who further asserts that as a function, procurement planning endeavors to answer questions on what is needed to procure, when will procurement take place, where will the goods and services be procured from and when the resources will be available. In addition Basheka (2014) contends that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of public sector operations and improved service delivery.

#### **4.3.1.2 There is full commitment of top management to the procurement planning process in the CAA**

Study findings further revealed that there is full commitment of top management to the procurement planning process in CAA. The corresponding mean value for the statement was 3.94 which is way above average, implying that top management offers full commitment to the procurement process. This can be interpreted that management offers the required support in terms of approvals and provision of the required funds to procure items for the needs identified by different user departments. On the contrary, the standard deviation of 1.056 shows that there were significant variations in the responses obtained.

When top management provides full commitment to the procurement planning process, there is smooth facilitation of procurement activities in terms of budgetary approval, resource availability and allocation which leads to improved service delivery. This was further supported by one of the staff from finance Accounts department of CAA during an interview who had this to say; *“Top management is committed to the procurement planning process at the CAA because management actively participates in the planning meetings, and provides all the necessary support in terms of finances as well as approving the procurement of the necessary items upon the recommendation from heads of respective user departments”*

This is also supported with Sec 96 of the PPDA regulations of 2003 which states that the Accounting Officer (AO) certifies the availability of funds, the user departments raises a purchase requisition approved by the departmental head, according to which the provider is identified by the PDU.

#### **4.3.1.3 The procurement process guidelines are written down**

The procurement process guidelines at CAA are written down. This was verified with the mean value of 3.50 which is above the average of 3.0 and the standard deviation of 1.019 representing the number of respondents with varying responses. The fact that the obtained mean value was above average confirms that CAA has written guidelines. This is in agreement with the PPDA regulation (2003) which provides the frame work for procurement planning in all PDE's. It requires that any user department prepares annual or multiannual work plan based on approved budget, then later submitted to the PDU for forecast, planning and organizing the PDE activities for the year.

#### **4.3.1.4 Procurement planning involves different parties**

Table 4.3 shows that procurement planning involves different parties with a mean of 3.10 which is above average and standard deviation of 1.034 representing the number of respondents with varying responses, . The fact that the obtained mean value was above average confirms that CAA procurement plan involves different parties

The above findings are in agreement with Garret and Rendon (2005) who stated that the procurement process should involve various parties whereby preparation of the work plans, specifications and budgets followed by initiation of a purchase by user departments with the help of the procurement and Disposal Unit (PDU); after the Accounting Officer (AO) certifies the availability of funds, the user departments raise a purchase requisition, according to which the provider is identified by the PDU. This is supported by the PPDA Act 2003 revised and amended in 2014 which stipulated that procurement involves different parties and each plays a different role in procurement The above findings are in agreement with the PPDA Act (2003) which stipulates that the Accounting Officer (AO) certifies the availability of funds to procure the goods and services raised by the user departments.

#### **4.3.2 Descriptive statistics on procurement solicitation and service delivery**

The study further found it necessary to investigate the relationship between supplier solicitation and service delivery at CAA. The findings have been discussed herein. The researcher required the respondents to indicate the relationship between supplier solicitation and service delivery at CAA.

The summary of the findings is as presented in Table 4.4 During the study, six statements were presented to the respondents who were asked to give their opinion on a scale of 1 to 5. The statements reflected the extent to which solicitation is conducted and the effect it has on service delivery at CAA. During analysis, mean value shows the extent to which respondents were in agreement with a given statement while the standard deviation represents variation responses obtained.

**Table 4. 4: Descriptive statistics on solicitation**

Statement	N	Min	Max	Mean	Std. Dvn.
Evaluation criteria is selected and included in the tender documents	52	1	5	3.75	.883
All bidders are evaluated against the same evaluation criteria mentioned in the tender documents	52	1	5	3.92	.987
Due diligence is done before contract is awarded	52	1	5	4.12	.963
Contracts are awarded to the best evaluated bidder	52	1	5	4.02	.960
Time limits/deadlines for tender are adhered to	52	1	5	4.12	.900
Bids are opened by an independent committee	52	1	5	3.98	.852

**Source:** Primary data (2017)

#### **4.3.2.1 Evaluation criteria is selected and included in the tender documents**

Results in Table 4.4 show that evaluation criteria is selected and included in the tender documents, with a mean value of 3.75 which is above the average of 3.0, implying that most respondents agreed with the statement. This implies that CAA selects the evaluation criterion which is availed to bidders and potential suppliers before they apply for tenders. The standard deviation of .883 shows that there were variations in the responses obtained. The above findings are supported by Ho et al., (2010) who revealed that traditionally, vendors are selected from

among many suppliers based on their ability to meet the quality requirements, delivery schedule, and the price offered.

#### **4.3.2.2 All bidders are evaluated against the same evaluation criteria mentioned in the tender documents**

Similarly, findings from the study revealed that all bidders are evaluated against the same evaluation criteria mentioned in the tender documents. This was verified with a mean value of 3.92 which is way above average and the standard deviation of .987 which represents the number of respondents with varying responses. The fact that the obtained mean value was above average implies that all bidders are evaluated against the same evaluation criteria. This promotes fairness and transparency in the procurement process which facilitates the selection of the best provider, hence improved service delivery. This is supported by PPDA Act, 2003 which argue that all bidders should be evaluated basing on similar benchmarks which include the financial health, expertise, operational performance metrics, business processes and practices as well as enabling behaviors.

#### **4.3.2.3 Due diligence is done before contract is awarded**

The reliability of potential service providers to ensure that they are worthy to provide goods and service as required. This eventually leads to improved service delivery since CAA is able to identify the ability of providers before awarding contracts. Failure to carry out due diligence can lead to the institution awarding the contract to a provider with false information and unable to deliver services as required. In line with the above finding, one of the respondents from human resource & Administration had this to say during an interview; *“Due diligence is carried out to*

*ensure and ascertain the credibility of the provider and competence to provide the required goods and services in the right amount, specifications and within the timeframe stipulated within the contract.”*

These results disagrees with the findings of Dickson (1966) who summarizes his results pertaining to factors commonly used to rate potential suppliers by firms and identifies financial Capacity of a supplier as one of the most critical factor in the supplier selection process.

#### **4.3.2.4 Contracts are awarded to the best evaluated bidder**

According to study findings, contracts at CAA are awarded to the best evaluated bidder. This was verified with a mean value of 4.02 which is way above average, an indication that most respondents were in agreement with the statement. On the other hand, the standard deviation of .960 shows that there were variations in the responses obtained. Since the obtained mean value was above average, it can be interpreted that at CAA, the best evaluated bidder in terms of credibility and capacity to provide the required goods and services is awarded the contract. This is supported by the PPDA Act 2003 which says contracts should be awarded to best evaluated bidder, in the event that the best evaluated bidder is not willing to take up the contract then he or she should officially communicate to the PDE. These results disagrees with the findings of Dickson (1966) who summarizes his results pertaining to factors commonly used to rate potential suppliers by firms and identifies technical capacity of a supplier as one of the most critical factor in the supplier solicitation process. Instate the study findings looks at more than technical capacit

#### **4.3.2.5 Time limits/deadlines for tender are adhered to**

Study findings further revealed that time limits/deadlines for tender are adhered to with a mean value of 4.02 which is above the average of 3.0 and the standard deviation of .900

representing the number of respondents with varying responses. This can be interpreted that CAA observes the deadlines for tenders whereby the authority cannot accept applications for tenders after the expiry of the initial deadline. The above findings were supported by key informant respondent from Accounts and finance department who noted; *“CAA respects the deadlines at different stages of the procurement process ranging from the time of receiving applications for tenders, to evaluating the bidders and awarding contracts to the best evaluated bidder”*

The above findings are in line with Jason (2002), companies should not provide advance information to a particular favored supplier, accept late proposals or reject legitimate proposals to corrupt the procurement process.

#### **4.3.2.6 Bids are opened by an independent committee**

During the study, it was further established that bids are opened by an independent committee. This was verified with a mean value of 3.98 which is above average implying that most respondents agreed with the statement while the standard deviation of .852 shows that there were variations in the responses obtained. This shows that CAA uses an independent committee to open bids to minimize corruption and promote transparency. This results disagrees with the findings of Kalinzi (2014) which reveals that despite all the awareness inform of training, and research in the field the procurement sector still continues to exhibit unethical procurement behaviors of corruption and conflict of interest

### 4.3.3 Descriptive statistics on contract administration

During the study, six statements were presented to the respondents who were asked to give their opinion on a scale of 1 to 5. The statements reflected the extent to which contract administration is implemented and the effect it has on service delivery at CAA.

**Table 4. 5: Descriptive statistics on contract administration**

Statement	N	Min	Max	Mean	Std. Dvn.
Contracts are monitored to ensure efficiency	52	1	5	3.69	1.039
CAA tracks all key aspects of the procurement process	52	1	5	3.87	.908
Changes in contract terms and conditions are approved before implementation	52	1	5	3.69	.961
The CAA engages in supplier training every year	52	1	5	3.71	1.035
Supplier/contractors are paid within the agreed time	52	1	5	2.31	1.130
Supplier appraisals are done in the CAA	52	1	5	3.87	.950

**Source:** Primary data (2017)

#### 4.3.3.1 Contracts are monitored to ensure efficiency

Results in Table 4.5 show that contracts at CAA are monitored to ensure efficiency. This was verified with a mean value of 3.69 which is above average and the standard deviation of 1.039. Since the obtained mean value is above average, it implies that most respondents held the opinion that contracts are monitored. These results are in line with the findings of Mitch and Brian (2013) who assert that monitoring and evaluation is an important component of refining programs and documenting impacts. Contracting monitoring takes place at different stages right from the time of soliciting bidders, award of contracts to procurement and delivery of goods and services. This is done to ensure that the contractor fulfills the obligations and commitments as agreed upon in the signed contract. In situations where contracts are not monitored, the service



provider can provide substandard goods and services which in turn affects the quality of services offered as one of the key informants noted;

The above findings further is supported by Hotterbeekx (2013) who stated that under contract administration, contracts awarded to bidders should be monitored to promote the integrity of the contract, and ensure that the roles and responsibilities contractually demarcated are fully understood and carried out to the contracted standard. The above findings were also support by a key informant from during face to face interviews with Accounts & Finance who has this to say; *“CAA has a contracts committee which among other things monitors contracts awarded to different bidders. This is aimed at ensuring that suppliers adhere to the terms and conditions as stipulated in the contract agreement and provide the required services as per the specifications in terms of quality and quantity of the goods and services required”*

#### **4.3.3.2 CAA tracks all key aspects of the procurement process**

Study findings further revealed that CAA tracks all key aspects of the procurement process with a mean value of 3.87 and the standard deviation of .908. The fact that the corresponding mean value was above the average of 3.0 implies that most respondents agreed that CAA tracks the aspects of procurement process. This is done to ensure that procurement is done in line with the set guidelines. When CAA tracks all key aspects of the procurement process, it ensures that the right specifications in terms of quality, quantity and size among others are adhered to which contributes towards improved service delivery. On the contrary, if aspects of the procurement processes are not tracked to ensure that all involved stakeholders abide by the procurement rules and regulations as provided for by the PPDA Act (2003) there will be poor service delivery at CAA. The above findings were

supported by a key informant during face to face interviews when a respondent had this to say; *“CAA tracks all key aspects of the procurement process right from the time of identifying suppliers, soliciting information from suppliers, setting contract terms, negotiating and evaluating suppliers to ensure that both the authority and suppliers adhere to standard procurement procedures.”*

#### **4.3.3.3 Changes in contract terms and conditions are approved before implementation**

It was further established that changes in contract terms and conditions are approved before implementation. This was verified with a mean value of 3.69 which is above average and the standard deviation of .961 which represents the number of respondents with varying responses. This shows that CAA first obtains the approval of contract terms and conditions to ensure that they are in line with the PDA Act (2003) and that they are favorable to both the authority and bidders. The above findings are in line with the PPDA Act which stipulates that any changes in the contract statement of requirements should be approved by the relevant authorities before implementation.

#### **4.3.3.4 CAA engages in supplier training every year**

Asked whether CAA engages in supplier training every year, the obtained mean value was 3.71 which is way above average and the standard deviation of 1.035, indicating that there were significant variations in the obtained responses. Since the obtained mean value was above the average of 3.0, it implies that CAA engages in supplier training every year.

#### **4.3.3.5 Supplier/contractors are paid within the agreed time**

When respondents were asked whether supplier/contractors are paid within the agreed time, the obtained mean value was 2.31 which is below average and the standard deviation of 1.130, which implies that there were significant variations in the responses obtained. This means that most respondents held the opinion that contractors are not promptly paid which affects service delivery. The above findings were supported by a key informant from human resource and administration during face to face interview who had this to say; *“Sometimes there are delays in paying contractors within the agreed time due to bureaucracies at CAA and late approval of payments to be effected.”*

The above findings are in contrast with Basheka (2010) who asserts that for any purchase made payment of the good or service should be done as fast as possible in order to maintain a sustainable relationship with the provider

#### **4.3.3.6 Supplier appraisals are done in the CAA**

Study findings further revealed that supplier appraisals are done in CAA with a mean value of 3.87 which is above average while the corresponding standard deviation was .950. This means that CAA assesses and appraises the competence of suppliers to ensure that they have the capacity to provide the required goods and services. This is supported by PPDA Act 2003 which argue that suppliers should be appraised to ascertain their financial health, expertise and operational performance metrics of potential suppliers to ensure that they have the capacity to provide the required goods and services. These results agree with the findings which Oluka and Basheka (2014) who cite that it should be noted that the goal of public procurement is to provide quality goods, services and works to the public timely and cost effectively and this can only be enhance when suppliers gaps

are identified through vendor rating and appraisals to allow correction hence better service provision

#### 4.3.4 Descriptive statistics on service delivery

During the study, six statements were presented to the respondents who were asked to give their opinion on a scale of 1 to 5. The statements reflected the level of service delivery at CAA.

**Table 4. 6: Descriptive statistics on service delivery at CAA (N=52)**

Statement	Mean	Std. Dvn.
Staff and contractors provide prompt and timely services	3.31	1.058
Clients' complaints are carefully handled	3.10	1.034
There is value for money for the services rendered	3.88	0.922
Services are delivered to the expectations of the beneficiaries	3.37	1.103
There is full commitment to timely service delivery	2.88	1.215
Procurement staffs understand and willing to clarify on terms of references	3.65	0.947

**Source:** Primary data (2017)

##### 4.3.4.1 Staff and contractors provide prompt and timely services

Table 4.6 revealed that staff and contractors provide prompt and timely services. This was verified with mean value of 3.31 which is above average and the standard deviation of 1.058 representing the number of respondents with varying responses. This shows that most respondents held the opinion that contractors provide the required services within the stipulated timeframe. The above findings were further supported by a respondent who had this to say; *“Some Contractors provide prompt services because the contract agreements*

*signed always stipulate the timelines within which goods and services are expected to be delivered. Most providers adhere to such timelines so that their payment can be processed”.*

These results concur with the findings of Ssemayengo (2005) that reveal that delay in service delivery will make the service to lose the meaning hence a service should be offered in time before it becomes irritating to the consumer.

#### **4.3.4.2 Clients’ complaints are carefully handled**

Study findings further revealed that clients’ complaints are carefully handled with a mean value of 3.10 which is above average while the standard deviation of 1.034 implies that there were significant variations in the responses obtained. On whether there is value for money for the services rendered, the obtained mean value was 3.88 which is above average while the standard deviation of .922 implies that some respondents gave varying responses. This shows that most goods and services provided are worth the financial payment made for them. These results are in contrast with Rwothungeyo (2012) findings which reveal that the government at times pays for no work done or very shoddy work and sometimes, contract are not delivered on time which makes the services delivered to be unreliable to the public.

#### **4.3.4.3 There is value for money for the services rendered**

When respondents were asked whether there is value for services rendered, most of them were in agreement with the statement with obtained mean value was 3.88 which is above average while the standard deviation of .922 which implies that some respondents gave varying responses. This shows that most goods and services provided are worth the financial payment made for them. These results agree with the findings which Oluka and Basheka

(2014) cite that it should be noted that the goal of public procurement is to provide quality goods, services and works to the public timely and cost effectively

#### **4.3.4.4 Services are delivered to the expectations of the beneficiaries**

When respondents were asked whether services are delivered to the expectations of the beneficiaries, the obtained mean value was 3.37 which is above the average of 3.0 while the standard deviation was 1.103 representing significant variations in the responses obtained. These results agree with the findings which Oluka and Basheka (2014) cite that it should be noted that the goal of public procurement is to provide quality goods, services and works to the public timely and cost effectively

#### **4.3.4.5 There is full commitment to timely service delivery**

During the study, the researcher asked respondents whether there is full commitment to timely service delivery. The corresponding mean value for the statement was 2.88 which is below average implying that few respondents were in agreement with the statement. The standard deviation of 1.215 further shows that there were significant variations in the responses obtained. This can be interpreted that there are situations where services are delivered past the stipulated timeframes which indicates poor service delivery. These concurs with the findings of Ssemayengo (2005) that reveal that delay in service delivery will make the services lose the meaning and hence a service should be offered in time before it becomes irritating to the consumer. The study further showed that procurement staffs understand and are willing to clarify on terms of references. This was verified with a mean

value of 3.65 which is above the average of 3.0 and the standard deviation of .947 which represents the number of respondents with varying responses. This helps to promote transparency since all potential suppliers will have understood the terms and reference hence able to respond to the bid fairly.

#### 4.4 Regression Analysis

In order to determine the effect that procurement management practices have on service delivery, regression analysis was conducted and the following were the results for each one of the research objectives.

**Table 4.7: Regression analysis for procurement planning, solicitation, contract administration and service delivery**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 <sup>a</sup>	.487	.455	.42761

a. Predictors: (Constant), , procurement planning, Solicitation, Contract administration

**Source:** Primary data (2017)

In the model summary table, the R value of 0.698 represents a simple correlation which indicates a high degree of correlation. The R<sup>2</sup> value indicates how variation in the dependent variable service delivery can be explained by the independent variables procurement planning, solicitation and contract administration. In this case, 45.5 % variation in service delivery explained by procurement planning, solicitation and

contract administration is relatively large. Therefore, procurement planning, solicitation and contract administration affect service delivery.

**Table 4. 8: Anova**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig .
1	Regression	8.336	3	2.779	15.197	0.000 <sup>a</sup>
	Residual	8.777	48	0.183		
	Total	17.113	51			

a. Predictors: (Constant), procurement planning, solicitation, contract administration.

b. Dependent Variable: Service delivery

Results in table 4.11 show a significance value of 0.000. This indicates that the combination of procurement planning, solicitation and contract administration significantly predict service delivery.



**Table 4. 9: Multiple regression analysis for procurement planning, solicitation, contract administration and service delivery**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.158	0.362		3.202	0.002
	Procurement planning	0.257	0.123	0.312	2.084	0.001
	Solicitation	0.170	0.131	0.288	0.534	0.004
	Contract administration	0.445	0.107	0.554	4.156	0.000

a. Dependent Variable: Service delivery

Table 4.12 indicates that procurement planning with a significance value of 0.001, solicitation; 0.004 and contract administration; 0.000 all significantly contribute to service delivery. Multiple regression results confirmed a positive significant effect of procurement management on service delivery with beta values of 0.312 for procurement planning, which implies that a unit improvement in procurement planning leads to an increase in service delivery by 0.312. The beta value of 0.288 for solicitation indicates that a unit improvement in solicitation leads to increase in service delivery by 0.288 while the beta value of 0.554 for contract administration indicates that a unit improvement in contract administration leads to increase in service delivery by 0.554. This indicates that contract administration

influences service delivery more than procurement planning and solicitation since it has a higher beta value. This is supported by Wittig (1999) who stated that the purpose of the contract administration is to ensure that all parties to the contract fully meet their respective obligations as efficiently and effectively as possible, delivering the outputs required from the contract and improving value for money and service delivery.

#### **4.5 Conclusion**

Chapter four has presented background information of the respondents showing their percentages in terms of gender, education level, and length of service. This information was important in showing the categories and competence of the respondents. The chapter has further stated study findings, analysis and interpretation of the data, based on the themes derived from objectives of the study. Basing on study findings, the next chapter presents the summary, conclusions and recommendations of the study.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents summaries of the study findings as per the study objectives, conclusions based on those findings and recommendations which are based on both the study findings and other relevant literature considered vital.

#### **5.1 Summary of findings**

The procurement function plays a key support role in service delivery at CAA. The process must be well through action plans which are not static. With proper planning, Solicitation and proper contracts Administration CAA is assured of efficient and effective service delivery. The main purpose of the study was to establish the relationship between public procurement management and service delivery at CAA. The study was conducted through descriptive design with a target population of 80 and 66 respondents were issued with questionnaire. Data was collected using a structured questionnaire and interview guides.

##### **5.1.1 Demographic Traits**

This part presents the summarized demographic statistics, results and interpretation based on the study objectives. Most respondents (42%) were aged between 40-49 years, while majority 65% of the respondents were males, 48% had Bachelor's Degree and 40% of the respondents had worked at CAA for one to five years.

### **5.1.2 Procurement planning and service delivery**

Study findings revealed that Civil Aviation Authority procurement process begins with planning (mean=3.94; Std. dev; 0.938). It was further established that there is full commitment of top management to the procurement planning process in the CAA with ( mean of 3.94 Std dev, 1.056), and that relevant approvals are obtained from CAA for all procured items (mean=3.75; Std. dev; 0.947) in addition it was established that procurement guidelines are written down with (mean 3.50; Std dev 1.019),thorough need assessment is undertaken by the respective departments with ( mean 3.23,Std 1.246) and that procurement planning involves different parties with (mean 3.10, Std 1.034). This was further indicated during an interviews with one of the respondents who said “The procurement process at CAA begins with planning which involves identifying items needed by different departments, establishing the cost of the items, establishing the different activities to be undertaken during the procurement process, the people responsible and preparing a budget plan to ensure that all necessary items and included in the annual procurement plan.” The study further established that there is a positive significant relationship between procurement planning and service delivery with Pearson correlation value of 0.530 (\*\*) and significance value of 0.000 indicating that procurement planning has a statistically effect on service delivery. Multiple regression analysis gave beta values of 0.312 and significance value of .001 which confirms a significant effect procurement planning has on service delivery.

### **5.1.3 Solicitation and service delivery**

Study findings revealed that due diligence is done before contract is awarded (mean=4.12; Std. dev; .963). It was further established that time limits/deadlines for tender are adhered to

(mean=4.12; Std. dev; .900) and that contracts are awarded to the best evaluated bidder (mean=4.02; Std. dev; .960), all bidders are evaluated against the same evaluation criteria mentioned in the tender document with (mean 3.92, Std dev 0.987), in addition evaluation criteria is selected and included in the tender documents with (mean 3.75 ,Std dev 0.883) and bids are opened by an independent committee with ( mean 3.98 Std 0.852) Credibility of providers is ascertained as quoted; “Due diligence is carried out to ensure ascertain the credibility of the provider and competence to provide the required goods and services in the right amount, specifications and within the timeframe stipulated within the contract. ”The study further established that there is a positive significant relationship between solicitation and service delivery with Pearson correlation value of 0.483 (\*\*) and significance value of 0.000 indicating that solicitation has a statistically effect on service delivery. Multiple regression analysis gave beta values of 0.288 and significance value of .004 which confirms a significant effect solicitation has on service delivery.

#### **5.1.4 Contract administration and service delivery**

Study findings revealed that, CAA in some instances does not pay its suppliers within the agreed time with (mean 2.31 Std 1.130), supplier appraisals are done in the CAA (mean=3.87; Std. dev; .950). It was further established that CAA tracks all key aspects of the procurement process with (mean=3.87; Std. dev; .908), CAA engages in supplier training every year with (mean 3.71 Std 1.035) and that changes in contract terms and conditions are approved before implementation (mean=3.69; Std. dev; .961) In addition, CAA monitors contracts as quoted; “CAA has a contracts committee which among other things monitors contracts awarded to different bidders. This is aimed at ensuring that suppliers adhere to the terms and conditions as stipulated in the contract agreement and provide the required services as per the specifications in terms of quality

and quantity of the goods and services required.” The study further established that there is a positive significant relationship between contract administration and service delivery with Pearson correlation value of 0.658 (\*\*) and significance value of 0.000 indicating that contract administration has a statistically effect on service delivery. Multiple regression analysis gave beta values of 0.554 and significance value of .000 which confirms a significant effect contract administration has on service delivery.

## **5.2 Conclusions based on Research objectives**

From the study conducted, the researcher drew several conclusions based on research objectives.

### **5.2.1 Procurement planning and service delivery at CAA**

It was concluded that procurement planning has a significant effect on service delivery in CAA. Beginning the procurement process with planning and full commitment of top management to the procurement planning process in CAA is vital for improved service delivery. This means that procurement planning is a critical part of CAA service delivery and CAA should try as much as possible to plan procurement activities well to provide the necessary needs to the people, for it will enable CAA to timely identify the required items to procure and readily available funds will facilitate a smooth procurement process.

### **5.2.2 Solicitation and service delivery at CAA**

There is a significant effect on service delivery caused by procurement solicitation in CAA

It was concluded that carrying out due diligence before contract is awarded, adhering to time limits/deadlines for tender and awarding contracts to the best evaluated bidder leads to

improved service delivery. This is because the process ensures transparency during the procurement process whereby the selected bidder has the credibility to deliver quality services. Therefore, CAA should ensure that service providers are well and properly evaluated and selected

### **5.2.3 Contract administration and service delivery at CAA**

There is a significant effect on service delivery caused by contract Administration in CAA. It was further concluded that tracking all key aspects of the procurement process and conducting supplier appraisals facilitate improved service delivery at CAA. However, failure to pay supplier/contractors within the agreed time negatively affects service delivery.

## **5.3 Recommendations**

### **5.3.1 Recommendation on procurement planning and service delivery**

Needs assessment be done timely by the respective departments/unit managers for the required goods and services? This will help to ensure that only necessary goods and services are procured which contributes to improved service delivery.

In addition, the study recommends that CAA involves different all parties in all stages of the procurement planning to ensure that all items planned for are procured and with the correct specifications.

### **5.3.2 Recommendation on solicitation and service delivery**

The study recommends that CAA should strictly adhere to the timelines and deadlines for all activities during the procurement process and this deadlines should be clearly understood by the different contracting parties to ensure timeliness in service delivery, hence avoiding delays.

In addition, the study recommends that due diligence be done before a contract is awarded. This will help CAA to identify the credibility of potential suppliers to ensure that they have the financial capacity and other necessary requirements for them to supply the required goods and services.

### **5.3.3 Recommendation on contract administration and service delivery**

The study further recommends that CAA should pay all its supplier/contractors within the agreed time, in the event that unforeseeable circumstances have happened CAA should seek for a dialog in order to reach a win to win situation. This will in turn motivate best suppliers to always apply for bids and provide quality services with assurance that they will receive their payment on time hence improving service delivery.

The study recommends that CAA should always monitor all its contracts to ensure efficiency in service delivery since this is an area where always things go wrong hence resulting to substandard work and will compel service providers to supply items with right specifications and adhere to the agreed terms and conditions of the contract hence improving service delivery



#### **5.4 Area for further study**

Wholesomely the study tried to meet and achieve the set objectives as shown in the write-up, however, in the process the researcher has observed certain areas that require further research.

These include:

- The study was limited to three dimensional factors that is; procurement planning, solicitation and contract Administration and few variables of service delivery. There is a need for future research to replicate the findings employing multi-disciplinary measures of procurement management and service delivery. For instance procurement controls and monitoring and also the effect of the amended procurement laws on procurement management and services delivery

Still, the study was conducted in Civil Aviation Authority. This makes the study limited to Civil Aviation Authority. Therefore, there is a need to replicate this study in other public sector institutions within Uganda, since things may be a bit different.

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4. Time spent in service? .....

**SECTION B                      PROCUREMENT PLANNING**

**In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree**

No	Statement	1	2	3	4	5
1	Civil Aviation Authority procurement process begins with "planning"					
2	There is full commitment of top management to the procurement planning process in the Civil Aviation Authority					
3	The procurement process guideline is written down					
4	Thorough needs assessment is undertaken by the respective departments/unit managers for the required goods and services					
5	Procurement planning involves different parties					
6	Relevant approvals are obtained from the CAA for all procured items					

**SECTION C****SOLICITATION**

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No	Statement	1	2	3	4	5
1	Evaluation criteria is selected and included in the tender documents					
2	All bidders are evaluated against the same evaluation criteria mentioned in the tender documents					
3	Due diligence is done before contract is awarded					
4	Contracts are awarded to best evaluated bidder					
5	Time limits/deadlines for tender are adhered to					
6	Bids are opened by an independent committee					

**SECTION D****CONTRACT ADMINISTRATION**

**In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly**

**Agree**

No .	Statement	1	2	3	4	5
1	Contracts are monitored to ensure efficiency					
2	Civil Aviation Authority tracks all key aspects of the procurement process					
3	Changes in contract terms and conditions are approved before implementation					
4	The Civil Aviation Authority engages in supplier training every year					
5	Supplier/contractors are paid within the agreed time					
6	Supplier appraisals are done in the Civil Aviation Authority					

**SECTION E: SERVICE DELIVERY**

**In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly**

**Agree**

No .	Statement	1	2	3	4	5
1	Staff and contractors provide prompt and timely services					
2	Client's complaints are carefully handled.					
3	There is value for money for the services rendered.					
4	Services are delivered to the expectations of the beneficiaries					
5	There is full commitment to timely service delivery					
6	Procurement Staffs understand and willing to clarify on Terms of references					

**APPENDIX II: INTERVIEW SCHEDULE FOR TOP MANAGEMENT**

1. Position in CAA .....

2. Department /Section.....

1. a) Does Civil Aviation Authority carry out procurement planning? *Please tick the appropriate option.*

a)  Yes  No

b) Do you follow the procurement plans as written?

a)  Yes  No

If so, in what ways does procurement planning led to effective service delivery in Civil Aviation Authority? (Probe for needs identification and others)

.....  
.....  
.....

2a) Does Civil Aviation Authority carry out solicitation? *Please tick the appropriate option.*

a)  Yes  No

b) If so, how has solicitation led to effective service delivery in the Civil Aviation Authority? (Probe)

.....  
.....  
.....

3a) Does Civil Aviation Authority undertakes Contract Administration? *Please tick the appropriate option.*

a)  Yes

No

b) If so, how has Contract Administration led to effective service delivery in the Civil Aviation Authority? (Probe)

.....  
.....  
.....  
.....

**THANK YOU SO MUCH FOR YOUR TIME**

### APENDIX III: OBSERVATION CHECKLIST

No.	Particulars	Yes	No
1.	<p>Procurement Planning and Service delivery</p> <ul style="list-style-type: none"> <li>- There is a procurement plan integrating needs for all dept.</li> <li>- There is full commitment of top management to the procurement process in Civil Aviation Authority</li> <li>- Thorough needs assessment is undertaken by the respective departments/units managers for the required goods and services</li> <li>- The procurement process guideline is written down</li> <li>- Procurement planning involves different parts.</li> <li>- Relevant approvals are obtained from the CAA for all the procured items</li> </ul>		
2.	<p>Soliciting and service delivery</p> <ul style="list-style-type: none"> <li>- Bids are opened in the presence of the bidders or their representative</li> <li>- Contracts are awarded to best evaluated bidders</li> <li>- Time limits/deadlines are adhered to.</li> <li>- The evaluation committee and contract committee evaluated the bids.</li> <li>- Bids are opened by an independent committee</li> <li>- Standard bid forms are used</li> </ul>		
3.	<p>Contract Administration and service delivery</p> <ul style="list-style-type: none"> <li>- Contracts are monitored to ensure efficiency</li> </ul>		



	<ul style="list-style-type: none"><li>- Civil Aviation tracks all key aspects of procurement process</li><li>- Changes to contract terms and conditions are approve before implementation</li><li>- Civil Aviation Authority Engages in supplier training yearly</li><li>- Suppliers/contractors are paid within the agreed time.</li><li>- Supplier appraisals are done in Civil Aviation Authority</li></ul>		
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**APPENDIX IV: USED FOR DETERMINING THE SAMPLE SIZE.**

**TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
 "S" is sample size }

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

**Source:** Krejcie and Morgan (1970) model