

**PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AND LOCAL
GOVERNMENT PERFORMANCE A CASE STUDY OF
KIBAALE DISTRICT:**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMIC AND
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APPROVAL

This Research Report has been submitted for examination with the approval of the following
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Date: 06/06/2014

DEDICATION

I am humbled to dedicate this research report to; my Mother Mrs Businge Antonia,my Dad Mr Kasigwa Nestol,my Brothes and Sisters not forgetting friends for all the material,financial and moral support you rendered to me through out this research.

ACKNOWLEDGEMENT:

I would like to thank the Almighty God for giving the Health and the strength to carry on with this research. In the same measure, I acknowledge my Supervisor Mrs. Lynn Kyotuhare for the guidance and support all through this research, May God reward you abundantly and lastly to all my academic friends for the consolidated efforts to make this research a success.

LIST OF ACCRONYMS:

PPDA -Public Procurement and Disposal of Public Assets

CPAR - Country Procurement Assessment Review

HR- Human Resource

TASU -Technical and Administration Support Unity

IGG -Inspector General of Government

CHOGM – Common Wealth Heads of Government Meeting

ESC - Evaluation Subcommittee

LPO – Local Purchase Order

CAA –Civil Aviation’s Authority

NEMA –National Environment Management Authority

URA –Uganda Revenue Authority

CAO –chief A administrative Officer

SPO –Senior Procurement Officer

PO –Procurement Officer

CFO –Chief Finance Officer

LG –Local Government

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ABSTRACT:

This research dealt with the impacts of PPDA on Local Government Performance in Kibaale District. Kibaale District was selected because the researcher had easy access of the District mainly boosted by the fact that the researcher hails from that particular District which implied that the researcher had good information and a sense of belonging which made the research a success. This study concentrated on five variables; PPDA Act, Transparency, Accountability Fairness and Ethical considerations as factors deemed to impact the Local government performance in Kibaale District . This study was conducted through a descriptive survey research design. The study involved the staff of the local Government in Kibaale. This research project was guided by research questions based on the variables aforementioned. Literature related to this study was reviewed basing on the variables; PPDA Act, The relationship between PPDA and performance of the procurement function, The impact of PPDA on public procurement in Uganda, Challenges encountered in applying public procurement and disposal of assets and Possible measures to improve the public procurement, as factors deemed to influence Local Government Performance in Kibaale District. Data was collected by use of the questionnaire and reliability of research instruments was tested using test-re-test technique and validated by experts in academic research. Stratified random sampling and simple random sampling was used to select the sample size of 60 respondents. The data was collected and analyzed by descriptive statistics: simple frequencies and percentages. Data was presented in descriptive form supported by frequency counts and percentages. From the research findings it can be concluded that PPDA Act, Transparency, Accountability and ethical Consideration impacted heavily on local Government Performance. The following recommendations were made: It is important to offer ethics education to school tendering committee members in order to ensure they serve in ultimate objectivity, accountability, and non discrimination. Further research should be undertaken on the following areas: effects of compliance on quality of goods and services procured in public secondary schools, challenges facing the enforcement of public procurement regulations in public secondary schools and challenges facing e-procurement in public secondary schools

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter dealt with the background statement of the problem, objectives of the study, the main objectives, specific objectives, research question, scope of the study and finally the conceptual framework on impact of applying PPDA in the procurement function, with the case study of Kibaale

1.1 Back ground

Prior the establishment of PPDA, government procurement in Uganda was the responsibility of a central tender board running centralized procurement system. The procurement function was not being given the recognition as required. In most developing countries regardless the efforts of developing parties like World Bank and international trade organizations. This was due to the ignorance about the value of procurement as a function as well as its contributions. Functions like procurement and disposal unit that are responsible for coordinating procurement and disposal process events of pre-bid meetings, bid closing and opening, evaluation and negotiation sessions among others have not been given attention while functions like finance and Human Resource (HR) their performance was measured which was not the case with procurement function which has led to delayed and biased decisions and yet their consequences are costly to the entity.

It is important that appropriate performances are implemented. This is regarding financial performance and also ignoring non financial performance may not help the procurement function because only partial performance is considered. Proper procurement of public goods and services is imperative for good economic management and addressing leakages of government's funds. One of the recommendations in the country procurement assessment review (CPAR) 2004 was that the IGG and PPDA should collaborate with other stakeholders to conduct annual national public procurement surveys this is essential for proper service delivery.

Historically, public entities in Uganda have been known for poor performance, mismanagement of finances and corruption tendencies, due to not following the procedures and processes thus reports and analysis of the proceedings of the parliament public accounts committee 2009 suggested that many CHOGM procurements flouted national procurement guidelines, rules and regulations despite the fact that PPDA had given guidelines on how procurements should be carried out.

The ultimate undermine of public trust in the entire procurement system. Government has faced many challenges in its efforts to restore trust in a government that has been affected by scandals. While few of these scandals had a direct relationship to procurement, the indirect impact ultimately cast negative shadow on the entire procurement workforce. These scandals are examples of greed, corruption, fraud and abuse of power.

So evaluation will generally be used by the PPDA and government to Identify and formulate reform activities to strengthen the public sectors. Strengthening procurement practices and compliance generally has a large potential for raising value for money for the goods and services delivered through public contracting. This is why World Bank invites suitably consultancy firms to express interest in evaluating Uganda's PPDA. The role is ensuring effectiveness and efficiency of public procurement in the national development plan of priority sectors in Uganda. The World Bank through the Technical and Administration Support Unity (TASU) has agreed to certain services of consultancy firm to assist the government of Uganda in carrying out this exercise. The World Bank will administer the consultant's contract the selected firm is expected to work closely and directly with the evaluation subcommittee (ESC) of the office of the prime minister.

Particularly, the PPDA Act (2003) in Uganda describes how public procurements may be conducted through the procurement cycle. The roles and responsibilities of public entities are limited to the procurement cycle in executing their activities. Regardless of the effort by the PPDA and the acknowledgement that the procurement department is capable of adding value to the organization still a large number of customers act on their own and more frequently bypass the procuring department (schiele and McCue, 2006).

The reason for this ignorance is how the public procurement operates. The purpose of the procurement cycle was to encourage competition among suppliers, professionalism, good business ethics and non discrimination among others. Additionally procurement departments of public entities in Uganda are faced with the problem of not having enough information about the procurement procedure, its inputs, outputs, resources consumption and results and therefore unable to determine their efficiency and effectiveness. This problem requires establishment of clear procurement procedures and performance standards.

However at both national and local level of the government of Uganda, the public procurement and disposal of assets has not been applied according to the PPDA Act of 2003. There are so many irregularities in functioning of the public procurement and disposal of assets function due to the fact that the professional guiding the operation of PPDA are not properly observed. It is to this fact that the researcher aims at finding out the application of PPDA in Kibaale district.

Kibaale District is a district in western Uganda; it was named after its chief town Kibaale. It is bordered by Hoima district in the north, Kyankwanzi district to the north east, Mubende district to the east, Kyegegwa district to the south, Kyenjojo district and Kabarole to the district to the south west and Ntoroko district to the west. The district headquarters at Kibaale are located approximately 219 kilometers (130mi) by road west of Kampala Uganda's capital. The coordinates of the district are 0058N, 3050E.

Kibaale district is socially heterogeneous with more than 32 registered ethnic groups, but only half of the population are Banyoro and the remainder are of Ugandan immigrant's origin. About 60% of the population are Catholics. 30% belong to the church of Uganda and 3% are registered Muslims. And 7% belong to others. Like most of western Uganda is predominantly rural area with an average population density around 142 persons per km², only about 1% of the inhabitants live in urban settlements. The population is about 405900 inhabitants according to the national census. The annual population growth estimated at 3% of the estimated population of the district in 2010 was approximately 514200.

1.2 Statement Of The Problem.

Despite the efforts of the Ugandan government and development partners of international trade organizations and World Bank among others to improve the procurement function performance,

public procurement is surrounded by poor quality goods and services. Failure to incorporate the procurement principles into the procurement process and operations, these have greatly affected performance and resulted into high operation costs, poor ethical behaviors that yield uncoordinated business activities and with the use of un experienced and un skilled personnel has affected the performance of the procurement functions (PPDA 2007).

Following the reports and analysis of procurement, entities have flouted national procurement guidelines, rules and regulations regardless the PPDA Act (2003) Part ii , section 7 Article (1) sub-sections(a) –(r) which spells out the functions of the authority and Part ii section 8 article (1), sub-sections (a) – (f) which clearly spells out the powers that the Authority possesses. Part iii (Procuring and Disposing Entities) are in section 24, articles (a) - (e) empowers the entities to constitute the accounting officer, contracts committee, Procurement and Disposal unit, User Department and the Evaluation committee. The Act further gives each of the above mentioned the powers to carry out their functions which powers have in many instances been abused. Provision of guidelines on how Procurements should be carried out.

The study intends to assess the local Governance performance in relation to Procurement and therefore investigate the impact that the Public Procurement and Disposal of Public Assets Authority on performance

1.3 Objectives of the study

1.3.1 General objective.

The research intended to examine the relationship between PPDA and the procurement function of Kibaale District.

1.3.2 Specific objectives:

The study was guided by the following specific objectives;

To examine the impact of PPDA in Kibaale District.

To assess the level of local Government performance in Kibaale District.

To find out the challenges faced while applying PPDA in Kibaale District.

1.4 research questions:

The study sought to answer the following research questions;

What is impact of PPDA in Kibaale District?

What is the level of Local Government performance of in Kibaale District?

What are the challenges faced in applying PPDA in Kibaale District?

1.5 scope of the study

1.5.1 The geographical scope

The study was conducted in Kibaale District Local Government. It was carried out within civil servants of Kibaale District. Selection of respondents and area of study will base on information of availability, knowledge and experience of the civil servant about applying PPDA in Kibaale District Local Government.

1.5.2. The content of the scope

The study analyzed the impact of applying PPDA in Uganda, particularly Kibaale District Local Government as a case study. Respondents were chosen randomly from civil servants working in the district.

1.6.3 Time frame

The study was conducted for a period of 3months (April, May and June respectively 2014).This period covered activities like topic approval, proposal writing and approval, data collection, data analysis, compilation and presentation and finally report submission.

1.7 significance of the study

The findings of this study provided an understanding of the impact of applying PPDA to Local Governments particularly Kibaale District.

The researcher gained full knowledge and skills on the impact of applying PPDA in Uganda. I was equipped with practical knowledge in writing research report.

The study improved the available information about the impact of PPDA on performance and also sought possible ways of correcting the already existing mistakes in the researches made.

1.8 conceptual framework

According to Mugenda and Mugenda (2003), a conceptual framework refers to conceptualization of the relationship between variables in the study and it is shown diagrammatically. Apart from showing the direction of the study, through the conceptual framework, the researcher is able to show the relationships of the different constructs that the researcher will investigate.

Independent variable (PPDA Authority)

- PPDA Act.
- Transparency.
- Accountability.
- Fairness.
- Ethical conduct.

Dependent variable (Performance.)

- Contract completion.
- Timely Payment of Contractors.
- Quicker dispute resolution (contractor

Intervening variables

- Fraud and corruption.
- Conflicts of interest.
- Influence peddling (political pressures.)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the contribution of various scholars on the subject that was investigated. The review of literature was done according to the theme developed from the objectives and the research question.

2.1 Theoretical overview of public procurement in Uganda

Public procurement refers to the process of acquiring goods and services or works in public sector procurements like ministries, local governments, authorities, of NEMA, CAA, URA, public universities/schools among others.

The public procurement and disposal of public assets act, 2003 is an act to establish the public procurement and disposal of public assets authority (PPDA); to formulate the policies and regulate practices in respect to the public procurement and disposal activities through Act No, 1 of 2003 .the law that governs procurement and disposal at the central as well as local responsibilities and functions relating to procurement. To establish the relationship between central monitoring and financial performance

The survey sought among others to establish the awareness of the key stakeholders about the public procurement and disposal of assets. The awareness of service provider's civil society, local and central government staff and the general public are here by presented in this section. The objectives and functions of the PPDA are enshrined in the PPDA Act of 17/01/2003 and published in the Uganda gazette as to ensure the application of fair, competition, transparency, non-discrimination and value for money, set procurement and disposal standards, practices and policies of central and local government, statutory bodies, procuring and disposing entities (PDEs). The government has amended the PPDA Act in 2010 which has clarified PPDA roles and responsibilities as far as procurement is concerned. Previously PPDA was both a policy maker and implementer which created conflict of interest. Currently the Act has been amended on 3/03/2014.

The PPDA Act has stipulated various functions in section 7 of the PPDA Act 1 Of 2003,the functions of the authority are to

Advise central government, local government, and other procuring and disposing entities on all public procurement and disposal policies, practices and principles; monitor and report on the performance of the public procurement and disposal systems in Uganda and advise on desirable changes; advise competent authorities on standards for procurement education and training ,competence levels and certification requirements; prepare, update and issue authorized versions of the standardized bidding documents, procedures forms and any other attendant documents to procuring and disposing entities; ensure that deviations from the use of the standardized bidding documents, procedural forms and any other attendant documents is effected only after the prior, written approval of the authority among others.

Section 43 states that all public procurement and disposal shall be conducted in accordance with the following principles; non-discrimination, bidders shall not be executed from participating in public procurement and disposal on the basis of nationality, race, religion, gender or any criterion not related to qualification, except to the extent provided for in this Act.

Transparency, accountability and fairness; all procurement and disposal shall be conducted in a manner which promotes transparency, accountability and fairness.

Competition, subject to this Act, all procurement and disposal shall be conducted in a manner to maximize competition and achieve value for money.

Confidentiality, subject to this Act, all procurement and disposal entity shall, upon written request by any person, disclose information regarding any procurement or disposal process.

Economy and efficiency, all procurement and disposal shall be conducted in a manner which promotes economy, efficiency and value for money.

Ethics, all procurement and disposal shall be carried out in accordance with the codes of ethics that may be specified from time by the authority.

2.2 The relationship between PPDA and performance of the procurement function.

Performance management has become a key element in public sector governance and many developing countries have introduced it as a means to measure organization and individual efficiency in order to ensure that public (ohemeng 2009). Increasing efficiency and transparency of public procurement system has become an ongoing concern of governments and of the international development community (OECD,2006) measuring performance is a graceful way of calling an organisation to account,(Bruijn 2007) and in the procurement sector performance measurement accountability is concerned (Heinrich2007).

Efficiency reflects that an organization is “doing things right” effectiveness relates to the organization “doing the right thing”. This means the organization can be effective and fail to be efficient.

Suggestions say that performance is a key driver to improving quality of services while its absence or use of inappropriate means can act as a barrier to change and may lead to deterioration of the purchasing function. Organizations which do not have performance means their process, procedures and plans experience lower performance and higher consumer dissatisfaction and employ turnover. Thus it's important to measure performance because it yields cost reduction, enhanced profitability quality improvement as well as competitive advantage.

2.3 The impact of PPDA on public procurement in Uganda.

The public procurement and disposal of public assets authority (PPDA)in conjunction with the key stakeholders held a symposium from 19-20/9/2012 at Speke Resort Munyonyo to showcase what has been done in the sphere of public procurement reforms. Reforms in the public procurement were initiated to enhance accountability and transparency; this has promoted a culture of value for money in procurement processes with an established and well functioning procurement system,

Procurement system has ensured consistency in overall policy formulation and implementation. PPDA has been at the forefront of spearheading this process working together with local and international partners.

The procurement regime started in 1964, about the same time Uganda attained her independence, so, the symposium event has contributed towards activities to mark Uganda's golden jubilee independence celebrations (Cornelia Sabiiti executive director public procurement and disposal assets authority).

Following the bad habits that came in procurement suggestions say that intermediaries can fulfill a key role in procurement transactions in Uganda because public officials engage in bribery so intermediaries can be involved in the cases of bribery by the officials so they can be used in the legal and practical issues.

The application of PPDA has had positive and negative impacts on the performance of the public procurement department, its negative part is that scandals have come due to shoddy works, corruption and embezzlement and fraud among others, thus the finances meant for provision of public services are misused for their personal benefits for example CHOGM procurements as per the parliamentary accounts committee.

2.4 Challenges encountered in applying public procurement and disposal of assets.

Inadequate capacity, PPDA lacks capacity in staffing and other key areas to carry out its functions, some capacity issues are interns of systems and processes which could improve the monitoring of procurement process within the country. Ongoing lack of regional presence of PPDA makes it difficult for service providers to make their complaints in time.

Conflict of interest, while conflict of interest is a crucial issue in procurement there are no clear guidelines regarding public servants their families and those close to them participating in procurement process.

Inadequate local trainers, there is need to have adequate experience in the new procurement system to conduct training in the procuring and disposing entities, the human resource of local government is not well trained they do not have experience in procurements and also the other civil servants also don't have required skills and knowledge to guide in procurement activities.

Poor dispute resolution mechanism, dispute emerge from local purchase orders (LPO) that are used by entities which tend not to be understanding with no clear dispute resolution mechanism provisions which can develop into scandals.

Resistance to change, there are several changes that come up during the conducting of actions they can be in the regulations, amendments like the PPDA amendments of 3/3/2014. It becomes a big issue to change to the new changes that are brought up and levels may want to continue operating on the outdated regulations.

Contract management, for a successful tender process and realization of value for money in procurement depends on the successful implementation of a contract, Contract have been mismanaged due to the greed for money to earn much profits to promote their selfish interests. In order to improve contracts management there is need to enforce the appointment of contracts manager in all cases.

2.5. Possible measures to improve the public procurement

Performance establishes and maintains institutional linkages with entities with professional and related interest in public procurement and disposal to administer and force compliance with all provisions of this act regulations and guidelines issued and the act.

Monitor and report on the performance of the public procurement and disposal systems and a device on desirable changes that are always made because changes are inevitable so it's essential to adhere to these changes through monitoring and making reports on procurements

Advise the central government, local government and statutory bodies on all public procurement and disposal policies, practices and principles. This stretches on their applications in order for activities to be performed in the right way that will yield the efficiency and effectiveness of these levels. Set standards for the public procurement and disposal system in Uganda, these was essential for meeting the right quality and quantity resulting into proper service delivery that will come along with performance due to the need to comply to the set standards.

Flexibility of the PPDA, the application of the PPDA should be determined on the basis of the different sectors of Ugandan government considering specific capacities and issues that exist in the country and decisions of participants in assessment to avoid the usual challenges in international standardization that do not recognize local conditions in Uganda.

CHAPTER THREE

RESEARCH METHODOLOGY:

3.0. Introduction

This section deals with the research design, target population, sample and sampling procedures, data collection instruments, validity and reliability of the instruments, procedure for data collection and data analysis techniques.

3.1. Research design

This study was conducted through a descriptive survey research design. According to Mugenda, &Mugenda (2003) a descriptive survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. The design will investigate the impact of PPDA on public procurement in Kibaale district. Descriptive survey design was appropriate for the study, as it allow the researcher to use few projects to explain the impact of PPDA and Performance on procurement in Kibaale district. Furthermore a descriptive survey research is suitable since it considers issues such as economy of the design, rapid turnaround in data collection and it's suitable for extensive research.

3.2. Target population

These are the individuals to be studied (Mugenda&Mugenda,1999). The study will involve 9 departments of Kibaale district. These will comprise of all 163 civil servants in Kibaale District. The respondents will comprise of members from the various departments including Chief Administrative Officer, Local Council 5, Procurement officers and the technical team at the District.

3.3 Sample Size and sample selection

According to Best and Kaln (1998), the ideal sample should be large number to serve as adequate representatives of the population and small enough to be selected economically, that is in terms of subject availability. In this research a sample was selected from 163 staff members of Kibaale district local government. Stratified random sampling was used to stratify the sample selected into four categories; Administration, Technocrats and operational staff and the political wing. Simple random sampling was used to select 30% of the respondents in each category, 7 administrators,16 technocrats and 26 operational staff and 11 politicians making a sample size

of 60 respondents was selected. This sample size was appropriate according to Gay (1992), who states that a sample of 10% of the large population is considered minimum while a sample of 20% may be required for smaller populations. Table 2-1 reveals that in relative terms, the District operational staff will have the highest response rate of (68%), followed by the technical staff(61.5%),Political wing(55%) and trailed by the administrators(43.75%)

Table 2-1 Overall response rates.

Category/item	Target	Attained	Percentage (%)
administrators	16	07	43.75
Technocrats	26	16	61.5
Operational staff	38	26	68
Politicians	20	11	55
Total	100	60	60

3.4. Data collection instruments

As advanced by Warwick et al (1975), methods chosen for data collection should provide high accuracy and convenience of obtaining data from the respondents . In this study, the researcher will use closed-ended and open-ended questions.

3.4.1 Questionnaires.

The questionnaires was used to collect written information from literate respondents, and those quite able to answer items adequately(Mugenda& Mugenda, 1999).In this study questionnaires was used to collect information on the impact of applying PPDA on procurement functions in Kibaale District Local Government. The questionnaire, which will contain both closed and open ended questions.

3.4.2 Interview schedules

According to Mugenda & Mugenda (1999) an interview schedule is a set of questions that the interviewer asks when interviewing. Open-ended interviews were carried out to supplement the questionnaires. Interview schedules will involve face to face meetings with the interviewees. They were used to collect information from the tendering committee members.

3.5 Validity and Reliability of instruments.

3.5.1. Validity of instruments.

According to Borg and Gall (1989), validity is the degree to which a test measures what it purports to measure. To enhance validity, the researcher will expose the instruments to experts in research for judgment. The researcher will also conduct a pilot study whereby inappropriate questionnaire items was discarded, rephrased and or merged. The piloting was conducted in Kibaale district, respondents from two departments not among the sampled was selected randomly. The questionnaires was presented to the members of the district's tendering committee members.

3.5.2 Reliability of instruments.

According to Mugenda and Mugenda (1999) reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability in research is influenced by random error, of which if it is high, reliability is low. To assess the reliability of instruments, test-retest technique was used. The research instruments was presented to the two departments selected for a pilot study the result was recorded, the same instruments was presented to the same group after two weeks and the results for both tests was expected to correlate. The scores from the two testing periods will correlate and a reliability index was 0.875. Reliability index above 0.8 generally indicates good consistency (Borg &Gall, 1989).

3.6 Data collection procedure

For the purpose of this research, and in order to achieve the objectives both primary and secondary data was used. The secondary data will contribute towards background information, while primary data was collected by administering the research instruments after seeking informed consent/ permission from the relevant authority, mainly from the chief administrative officer, Kibaale District and letter of introduction from the college of Economics and management sciences of Kampala International University. The researcher will have to assure the respondents of the confidentiality of the information they will give. The researcher will administer the questionnaire and conduct interviews schedules to the sampled participants. The researcher will give adequate time to participants to respond to the questionnaires.

3.7 Data Processing and Analysis presentation.

The data was analyzed by using quantitative approach using descriptive statistics. The responses that was received from the questionnaires and interview schedules conducted was organized, tabulated and analyzed using simple frequencies and percentages. Data was presented in descriptive form supported by means, tables, frequency distributions and percentages. The Researcher will use likert scale as parameter to measure the variables. Care was taken by the researcher to note the number of times views was expressed and the number of respondents that will express the view. This will form the basis for drawing conclusions.

CHAPTER FOUR:

RESULTS PRESENTATIONS, INTERPRETATION AND ANALYSIS:

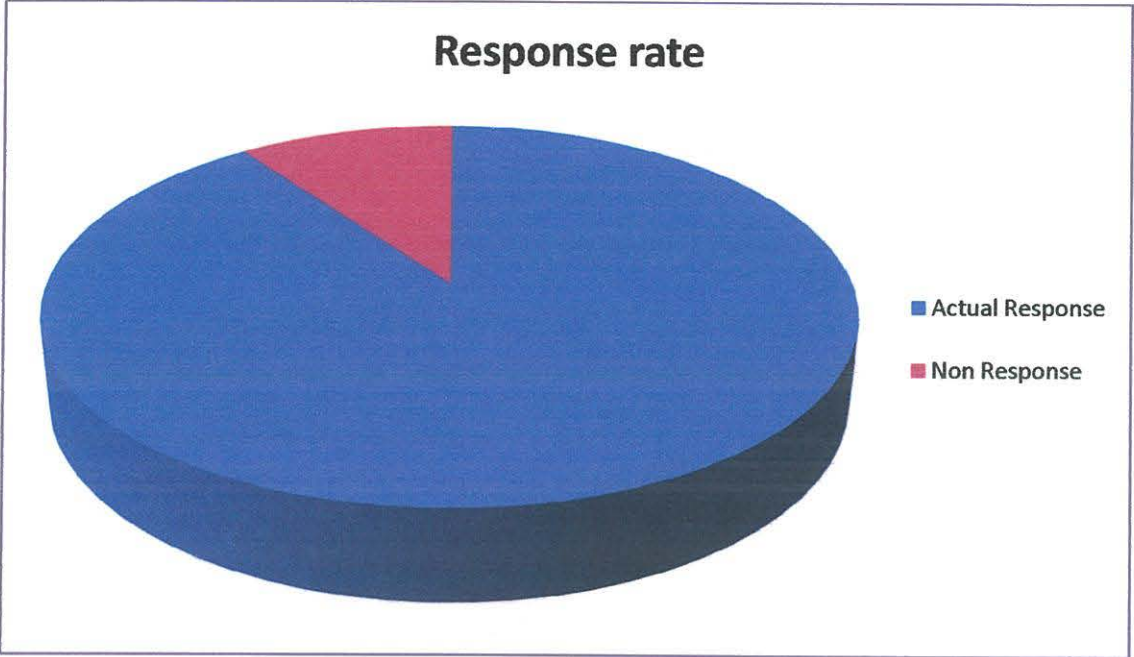
4.0 Introduction:

This section presented analysis done in relation to the study objectives and research questions in the first section of the Research under the topic; “PPDA and Local Government Performance: A case study of Kibaale Local Government”. The researcher prepared 60 copies of questionnaire for this study that were issued to 60 respondents. The response rate was 90 percent which is a good response rate that one can depend on to make conclusion and recommendation. According to Hagger *et al.*, (2003), the researcher should strive to achieve a response rate of 50 percent, 60 percent or 75 percent. And the non-response was 10 percent as shown in table 4-1

Table 4-1 .Response rate.

Response	Frequency	Percentage (%)
Actual Response	54	90
Non Response	06	10
Total	60	100

Fig 1: the pie-chart representation of response rate:



4.2 Demographic Information

The researcher used four demographic items in the questionnaire; Age, gender, educational qualification, marital status and work experience. The respondent’s responses are as below.

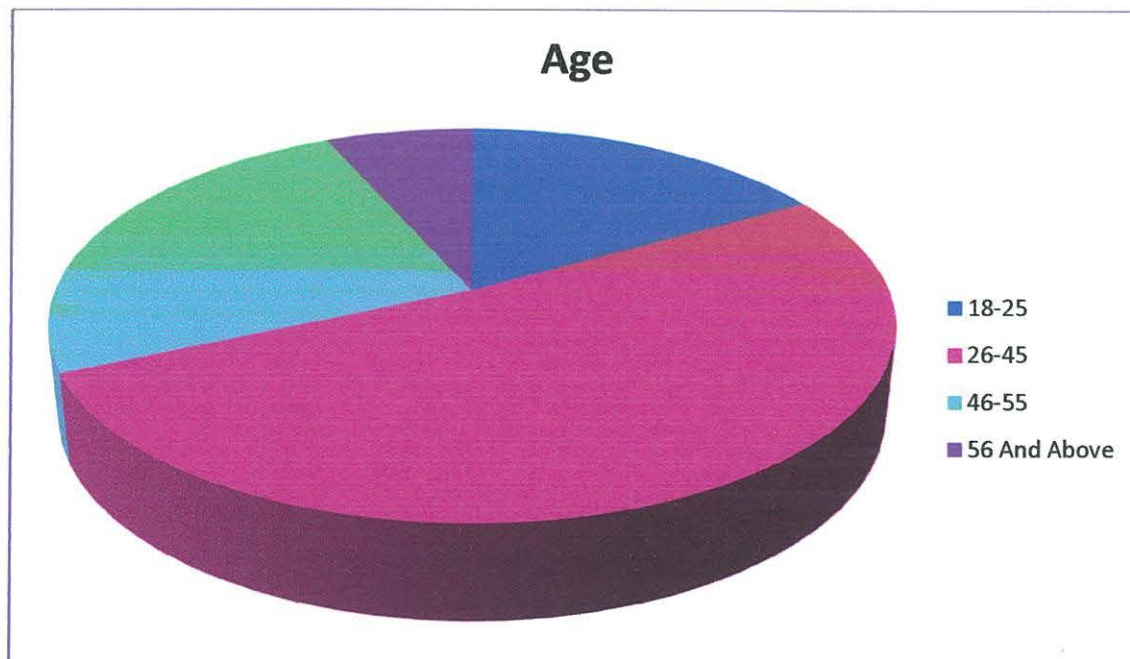
4.2.1 Respondent’s Age

Table 4-2-1 shows that most respondents were in the age group 26-45 comprising 51.6percent followed by age bracket of 46-55 with 25 percent, the age bracket 18-25 with 16.66 percent and 56 and above comprising 6.66percent this implies that most of the employees are aged 45 years and below. This gave the implication that the majority were able with enough experience in matters of [PPDA].

Table 4-2-1 Shows the ages for all the respondents.

Age	Frequency	Percentage (%)
18-25	10	16.66
26-45	31	51.6
46-55	15	25
56 And Above	04	6.66
Total	60	100

Fig 2: The pie chart representation of the ages of the respondents.



From the pie chart above, the blue portion represents the respondents aged 18-25 years, the red portion shows respondents aged 26-45 years, purple stands for those aged 56 and above and Green represents respondents aged 46-55 years.

4.2.2 Respondent's genders

Table 4-2-2 shows that majority of the respondents were male comprising 73.30 percent while female were 26.66 percent this implies more males are employed than females

Table 4-2-2 Respondent Composition According to Gender

Gender	Frequency	Percentage (%)
Male	40	66.66
Female	20	33.33
Total	60	100

Fig 2: Pie-chart representation of the gender of respondents.

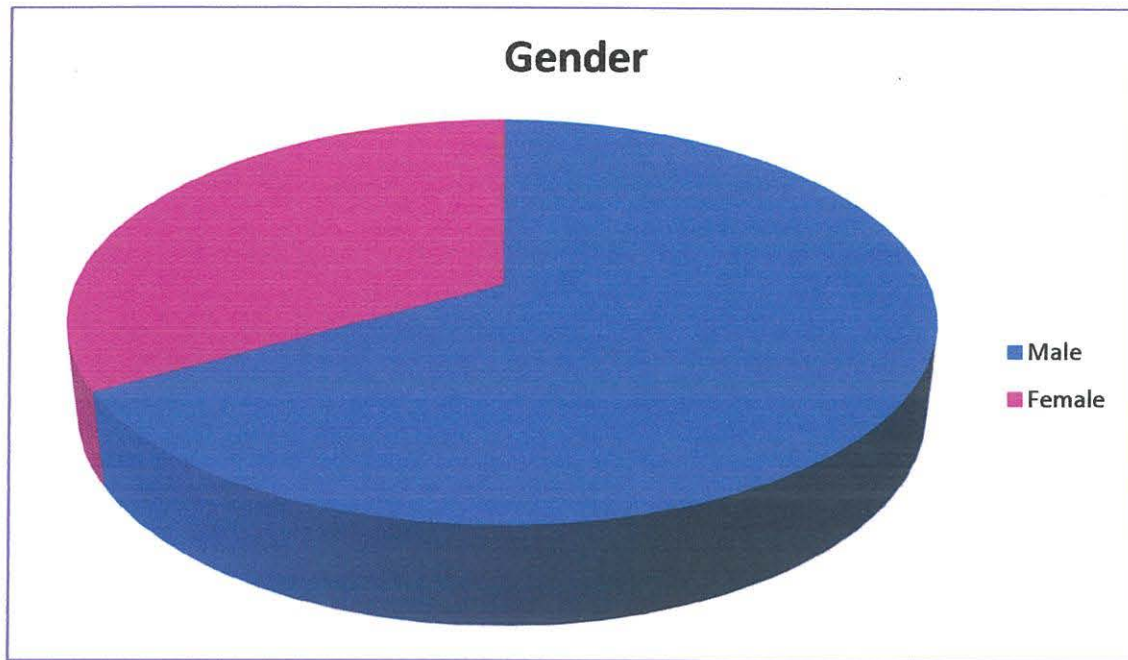


Figure 2 showed that a majority of respondents were Males representing 66.66% of the sample and the rest were Females (33.33%)

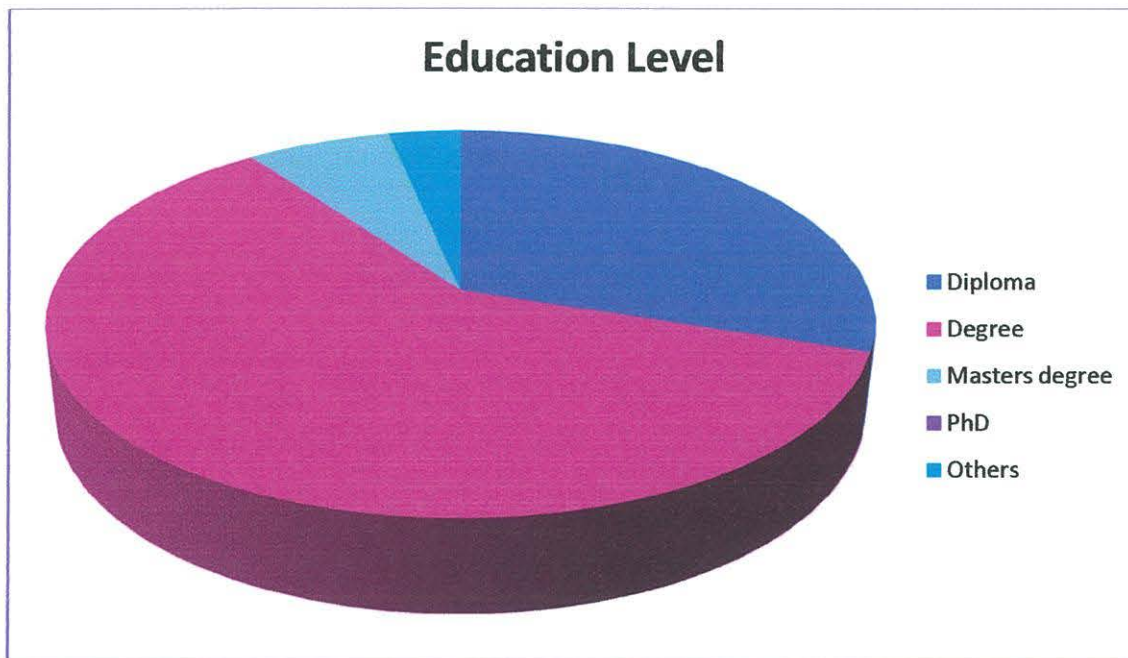
4.2.3 Respondent's Educational Qualifications

Table 4-2-3 below shows that the level of education was as follows; 3.33 had certificate, 30 percent of the respondents were diploma holders while majority of the respondents were degree holders 60 percent with 6.66percent holding Masters Degrees and non had a PhD. This gave the implications that majority of tendering committees were learnt and understand [PPDA].

Table 4-2-3. Respondent's Educational Qualifications.

Education Level	Frequency	Percentage (%)
Diploma	18	30
Degree	36	60
Masters degree	04	6.66
PhD	00	00
Others	02	3.33
Total	60	100

Fig 3: pie-chart representation of the educational level of respondents.



The pie-chart above shows the levels of education that the respondents had acquired. From the chart above, a majority of the employees were found to be holding degrees and non of the respondents had a PhD, a good number also had diplomas and a few had other awards (certificates)

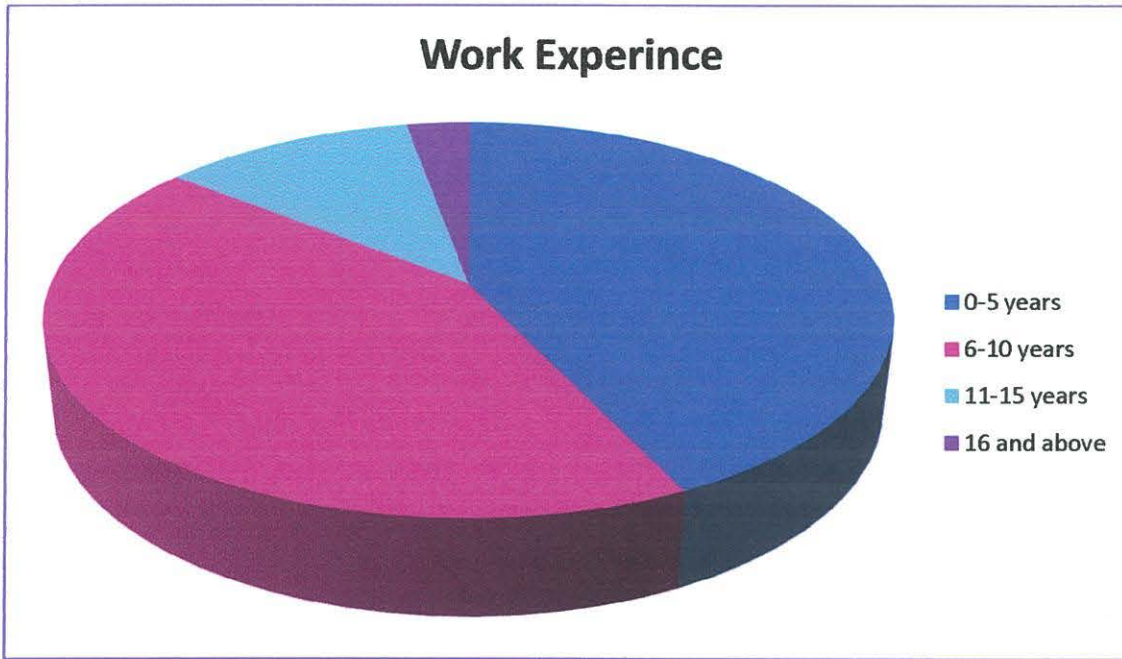
4.2.4 Respondent’s Work Experience.

Table 4-2-4 shows the number of years the respondents have worked for District, 33.3 percent had worked for 5 years and below, 50 percent have worked for the organization between 6 and 10 years and 13.3 percent have worked for the District between 11 and 15 years while 3.33 percent of the respondents have worked for the District above 16 years. Concurring with PPDR which included public secondary schools among the institutions whose procurement systems were to be regulated by the Regulations. The Public Procurement and Disposal Act granted teachers and subordinate staff the power to control the tendering and procurement process in public schools by setting of Tendering Committees to oversee the whole process of procurement. This was also aimed at decentralizing the procurement process which was a preserve of Principals for a long time.

Table 4-2-4 Respondent’s Work Experience

Number of Years Worked	Frequency	Percentage (%)
0-5 years	20	33.3
6-10 years	30	50
11-15 years	08	13.3
16 and above years	2	3.33
Total	60	100

Fig 4: Pie- chart representation of the respondents Work Experience.



The pie-chart above represents the work experience of respondents that were contacted in Kibaale District. From the chart, more workers had spent between 6-10 year serving the District while 33.3% had been there between 0-5 years; only 3.33% had over stayed for 16 and above years represented by the purple portion.

4.3 PPDA in Kibaale District

The respondents were asked to answer questions on the impact of PPDA on procurement in Kibaale District using 7 items in the questionnaire as shown below.

4.3.1 Findings on whether employees fully embrace the PPDA Act and Regulations.

Table 4-3-1 shows that 8.33 percent strongly agree that employees embrace PPDA Act and Regulations while 33.33, 11.6 are not sure whether employees fully embrace PPDA Act and

Regulations while 30 percent disagrees with 16 percent strongly disagreeing this means that employees do not fully embrace the PPDA Act and Regulations.

Table 4-3-1: Respondent's on whether employees fully embrace the PPDA Act and Regulations:

Response	Frequency	Percentage %
Strongly Agree	5	8.33
Agree	20	33.33
Not Sure	07	11.6
Disagree	18	30
Strongly Disagree	10	16
Total	60	100

4.3.2. Response on whether Effective application of the PPDA Act is still lacking in Kibaale District.

Table 4-3-2 indicates that 25 percent strongly agree that Effective application of the PPDA Act is still lacking in Kibaale District.

28.33 percent agree that Effective application of the PPDA Act is still lacking in Kibaale District.

15 percent are not sure with 25 percent disagreeing that Effective application of the PPDA Act is still lacking in Kibaale District.

while 6.66 strongly disagree with the statement this implies that that Effective application of the PPDA Act is still lacking in Kibaale District.

This agrees with Gelderman *et al.*, (2006) stipulate that compliance occurs when the target performs a requested action, but is apathetic about it, rather than enthusiastic, and puts in only a minimal or average effort.

Table 4-3-2: Effective application of the PPDA Act still lacking in Kibaale District:

Response	Frequency	Percentage %
Strongly Agree	15	25
Agree	17	28.33
Not Sure	09	15
Disagree	15	25
Strongly Disagree	04	6.66
Total	60	100

4.3.3. Response on whether District relies on the Act when procuring emergency items.

Table 4-3-3 shows that 1.6percent of the respondents strongly agree that the District relies on the Act when Procuring emergency items, 5 percent also agree that the District relies on the Act when Procuring emergency items while 8.33 percent are undecided 55 percent of the respondents disagree, 30 percent strongly disagree. Most employees think that the District does not rely on the Act when Procuring emergency items because of the PPDA procedures put in place are too bureaucratic during emergency situations.

Table 4-3-3: The District relies on the PPDA Act when procuring emergency items.

Response	Frequency	Percentage %
Strongly Agree	01	1.66
Agree	03	5
Not Sure	5	8.33
Disagree	33	55
Strongly Disagree	18	30
Total	60	100

4.3.4 Response on whether Stake Holders buy-in to the use of the PPDA Act has been slow.

According to the results of table 4-3-4 below, 58.3% percent of the respondents thought that the stake holder buy-in was slow with 20% disagreeing, 10% were not sure while 11.7% strongly disagreed

Table 4-3-4: Stake Holders buy-in to the use of the PPDA Act has been slow.

Response	Frequency	Percentage %
Strongly Agree	15	25
Agree	20	33.33
Not Sure	06	10
Disagree	12	20
Strongly Disagree	7	11.7
Total	60	100

4.3.5. Response on whether firm's procurement staff has the necessary knowledge and experience in information regarding PPDA.

From table 4-3-5 below, 33.33% percent of the respondents strongly agreed that the firm's procurement staff had the knowledge and experience in information regarding PPDA, 25% Agreed while 16.7% were not sure and 15% and 10% disagreed and strongly disagreed respectively. The implication of the responses was that many respondents believed that the procurement officials were well informed about issues concerning the PPDA

Table 4-3-5. District’s procurement staff has the necessary knowledge and experience in information regarding PPDA.

Response	Frequency	Percentage %
Strongly Agree	20	33.33
Agree	15	25
Not Sure	10	16.7
Disagree	9	15
Strongly Disagree	6	10
Total	60	100

4.4. Responses on the Local Government Performance.

Table 4-4 shows the respondents ratings of the performance of Kibaale District local government. From the responses, a majority of the respondents disagreed and strongly disagreed that; 1) The District is effective in ensuring that contracts are executed to a successful end.2) The Kibaale District has a well-established conflict resolution structure to handle all complaints that a rise in bidding. 3) They pay their contractors in time and easily without any hustles. 4) The District staff considers time management as the major factor to performance. 5) Quality services are provided. The implication of those responses was that Kibaale District’s Performance was still low and that the personnel seem not to be well vast with their duties.

Table 4-4: Local Government Performance.

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	Percentage (%)
	No	%	No	%	No	%	No	%	No	%	60	100
The District is active in ensuring that contracts are executed to a successful end.	10	16.7	11	18.3	8	13.3	17	28.3	14	23.3	60	100
The Kibaale District has a well-established conflict resolution structure to handle all complaints that arise from bidding.	5	8.33	20	33.33	18	30	7	11.6	10	16	60	100
They pay their contractors in time and fully without any delays.	15	25	30	50	3	5	7	11.6	5	8.33	60	100
The District staff considers time management as the major factor to performance.	9	15	15	25	6	10	10	16	20	33.3	60	100
Quality services are provided	4	6.7	18	30	7	11.7	21	35	11	18.3	60	100

4.5. Responses on the PPDA authority and its emphasis.

From the table 4-5 below, respondents were subjected to questions regarding the Public Procurement and Disposal of public Assets Authority and what the Authority emphasizes. From the research findings, 60.32% of the general response did not conquer or understand the PPDA Authority as depicted by their negative responses to the questions; 1) Transparency in all dealings is what Kibaale District is known for. 2) Responsible civil servants are clearly accountable for their actions and they regularly report to concerned authorities. 3) The generally accepted and expected behaviours of public workers (ethics) are emphasised in Kibaale District. 4) Contracts are awarded to those who truly deserve. 5) Procurement decisions are dependent on political influence. The sought to find out the general understanding of the PPDA and what it emphasises. Unfortunately a small percentage 39.68% well understood the PPDA Authority and its emphasis. The implication was that the Kibaale District Local Government could not effectively apply the Act in procurement processes.

Table 4-5 PPDA authority and its emphasis.

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	Percentage
	No	%	No	%	No	%	No	%	No	%		
Transparency in all dealings is what Kibaale District is known for	3	5	14	23.5	10	16	25	41.7	6	10	60	100
Responsible civil servants are clearly accountable for their actions and they regularly report to concerned authorities	13	21.7	21	35	00	00	19	31.7	9	15	60	100
The generally accepted and expected behaviours of public workers (ethics) are emphasised in Kibaale District.	7	11.7	27	45	11	18.3	14	23.5	3	5	60	100
Contracts are awarded to those who really deserve	2	3.33	15	25	6	10	30	50	7	11.7	60	100
Procurement decisions are based on merit and not on political influence.	18	30	21	35	4	6.7	10	16	7	11.7	60	100

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Under this section, the researchers summarize the findings, conclude and recommend as per the study objectives and the research questions in chapter one. From the study the following were the level of compliance; 69.5% percent of the respondents indicated that PPDA had an impact on the Local Government Performance in Kibaale District, and 53% admitted that there were challenges in applying the PPDA in Kibaale District

The study was conducted to find out the impact of PPDA on the performance of Kibaale District Local Government. The study involved 16 administrators, 26 technical staff, 38 operational staff and 20 members from the political wing.

This study was guided by the following specific objectives; 1) to examine the impact of PPDA in Kibaale District. 2) To assess the level of local Government performance in Kibaale District. 3) To find out the challenges faced while applying PPDA in Kibaale district.

5.1 Discussion

5.1.1 Impact of PPDA in Kibaale District

From the findings above, the PPDA finds its role in local Government procurement process central and the research offered empirical results on PPDA and local governments from a survey of local government stakeholders in Uganda; and (2) to examine the effects of PPDA on local governance; in terms of accountability and community participation. Local governments in Uganda face challenges in the fiscal, social, political, economic and technological arena. To meet these challenges, the Local Government must, endeavor to improve the performance of all the traditional procurement management functions. From the results, we make the following conclusions. *First*, there is no doubt about the importance of PPDA in facilitating the government processes in local governments. In particular, the critical stages of PPDA essential for ensuring accountability and community participation have been highlighted. The results have also revealed that Accounts or finance departments, Users of the respective departments in local governments and the newly created Procurement and Disposal Units must work in harmony as

key departments that should participate in procurement planning. If managed efficiently and effectively, procurement planning results into compliance to set processes which eventually leads to saving tax payers money. *Second*, local governance in Uganda means having accountable systems. Results have indicated that absence of accountability creates uncertainty and it is a fact from the results that corruption tends to be rampant in systems with low accountability. Where some attempts have been done by local governments to improve their accountability systems, such initiatives need to be recognized by all stakeholders. For all districts, public resources management systems should provide a basic structure understandable to all stakeholders about how well resources are being utilized for the common interests. All public officials in local governments in Uganda should take accountability as a critical obligation on their part and all local governments should effectively utilize the press in creating awareness on what is being done. Participation is also very pertinent for improved local governance in Uganda. This means that local governments in Uganda need to consider development of regulatory responsibilities and involving the private as an important stakeholder in local government operations and a deliberate effort to carryout policy analysis between local & private sectors is essential. Local managers (both political and administrative) need to involve communities in decision making process and should ensure appropriate interventions in local government; should emphasize community promoting activities; recognize that service delivery in their areas is a function of multi-sector factors and community participation is important in devolved systems

In a developing country like Uganda, having an effective PPDA system will continue to be a challenge to local governments .PPDA implementation takes place in complex political, economic, cultural, religious, environmental, technological and ethical environments. There are for example, stakeholders in local governments with divergent political ideologies, religious differences and economic expectations from the procurement function and many others; and all these have a direct impact on the success of procurement planning. Procurement planning must become a priority for local governments and increased policy initiatives from the central government; through the parent ministries of local government and finance must support this priority. The Public Procurement and Disposal Authority (PPDA) must play a central role in providing training, technical guidance and ensuring compliance to all set rules. Conceptually, this study has revealed the critical components of procurement planning ranging from the process, through the expected practices, the actors to be involved, to its importance. On the side

of local governance, it has been revealed that both accountability and participation are prominent measures of governance in a decentralized perspective; although accountability is much more important than participation. This has implications for both policy and management of local governments. All stakeholders must ensure they are accountable in whatever decision they make concerning the use of public resources. Procurement is one area that needs careful attention from all stakeholders in local governments because it has a huge budget and if this budget can be managed in an accountable manner, then there will be improved service delivery and this is one way of accounting to the tax payers. In terms of policy, it implies that central and local government's stakeholders must pay critical attention to procurement planning and local governance variables as identified in this study. Managers must endeavor to ensure that the processes and other activities of procurement planning and local governance are operational zed taking into account local prevailing political, economic and social Technological occurrences.

5.1.2 Level of local Government performance in Kibaale

the findings revealed that Local Government performance closely related to the PPDA's effective application and that since a few people could understand and appreciate its emphasis, performance was jeopardized. There were serious indicators of reduced performance levels in Kibaale District as was evidenced by limited co-ordination by the workers at the District and limited knowledge on processes especially the PPDA Act and regulation.

5.1.3 Challenges faced while applying PPDA in Kibaale district.

From the study findings, application of the PPDA faced numerous challenges which included;

Limited understanding of the PPDA Act by Kibaale District Local Government. This was mainly as a result of unwillingness of the staff to gather relevant information regarding PPDA.

Corruption And Bribery. From the research findings, there was an element of the procurement department not being independent in decision making as many admitted receiving favors from potential contractors. This insulted the principle of honest dealing hence jeopardizing performance.

Influence peddling. From the findings, the political wing was mostly cited to be interfering with the normal running of procurement processes. Many are said to be interested in awarding contracts to their relatives.

Poor enforcement mechanism. Complaints regarding [procurement dealings are not properly handled as a result of poor enforcement mechanisms.

5.2 Recommendation

As a result of these study findings, the researcher put forward the following recommendations: It is important to offer PPDA trainings to tendering committee members in order to ensure they serve in ultimate objectivity, accountability, and non discrimination. The organization code of ethics should be well put in place and adhered to; in order to guide the daily operations of school tendering committee and to provide them with guiding principles. The school should train tendering committee, suppliers / bidders on the proper procurement procedures and practices so as to create consistency and to reduce cost. The PPDA should consistently evaluate and audit performance of district's tendering committees so as to ensure purchases made are in compliance with the law of procurement

5.3 Areas for further research

Further research should be undertaken on the following areas: effects of compliance on quality of goods and services procured in public secondary schools, challenges facing the enforcement of public procurement regulations in public secondary and challenges facing e-procurement in public secondary schools

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Appendix I Work plan

Activity	DURATION					
	April	April	May	May	June	June
Topic search and approval						
Proposal Writing						
Data collection						
Data analysis and report submission						

Appendix ii Budget:

Item	Quantity	Unit cost(shs)	Amount (shillings)
Pens	4pens	500	2,000
Reams paper	3Reams	15,000	45,000
Ruler	1	500	500
Flash disk 2 Gb	1	30000	30,000
Typing of the proposal	25 pages	500	12000
Printing of the proposal	75pages	100	7500
Airtime		10000	10,000
Total			107,000

Appendix III

QUESTIONNAIRE FOR KIBAALE DISTRICT LOCAL GOVERNMENT STAFF ON THE IMPACT OF PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS ON LOCAL GOVERNMENT PERFORMANCE

Dear respondent.

The questionnaire below has been designed by a student of procurement Kampala International University for her research on the above topic. Being handed a copy of this questionnaire means that you have been selected to be part of the respondents. The information you are going to give is purely for academic purposes and was treated and regarded as confidential. Therefore, you are kindly requested to give positive responses to the questions asked below so as to assist the researcher accomplish his task. Your cooperation is highly appreciated.

SECTION A: BIO DATA

1. What is your gender?

- a) Male b) Female

2. What age bracket do you belong to?

- a) 18-25 b) 26-45 c) 46-55 d) 56and above

3. State the highest educational level attained.

- a) Diploma b) Bachelor's degree c) Master's degree
d) PHD e) others (please specify).....

4. What post do you hold in the Local Government?

- a) Accountant b) Procurement officer
c) Engineer d) Councilors CAO/ L C 5
e) Others (please specify)

5. For how long have you worked in this company?

- a) Less than a year b) 1-5 years

c) 5-10 years d) above 10 years

SECTION B: PPDA IN KIBAALE DISTRICT

This section seeks your opinion on PPDA Knowledge in the district setting. Please tick in the box against which you feel is most appropriate by selecting; *strongly agree (S/A)*, *agree (A)*, *not sure (N/S)*, *disagree (D)* and *strongly disagree (S/D)* by the boxes provided.

Statement	S/A	A	N/S	D	S/D
The fully embraces the PPDA Act and Regulations.					
Effective application of the PPDA Act is still lacking in Kibaale District.					
The District at times does not rely on the Act when Procuring emergency items.					
Stake Holder buy-in to the use of the PPDA Act has been slow.					
The firm's procurement staff has the necessary knowledge and experience in information regarding PPDA.					

SECTION C: LOCAL GOVERNMENT PERFORMANCE.

Statement	S/A	A	N/S	D	S/D
The District is effective in ensuring that contracts are executed to a successful end.					
The Kibaale District has a well-established conflict resolution structure to handle all complaints that a rise in bidding.					
They pay their contractors in time and easily without any hustles					
The District staff considers time management as the major factor to performance.					
Quality services are provided					

SECTION D: THE PPDA AUTHORITY AND ITS EMPHASIS

Transparency in all dealings is what Kibaale District is known for.	S/A	A	N/S	D	S/D
Responsible civil servants are clearly accountable for their actions and they regularly report to concerned authorities					
The generally accepted and expected behaviours of public workers (ethics) are emphasised in Kibaale District.					
Contracts are awarded to those who truly deserve					
Fraud and corruption is perceived as cancer to development in Kibaale District.					
Procurement decisions are dependent on political influence.					