

**PROCUREMENT PROCESS AND PERFORMANCE OF
UGANDA PRISONS SERVICE**

A Research Thesis submitted

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By

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DECLARATION

This thesis report is my original work and it has not been presented for a degree or any other academic award in any university or institution of learning"

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APPROVAL

I/we confirm that the work reported in this Thesis was carried out by the candidate under my/our supervision"

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John / 11 / 2014

DEDICATION

I dedicate this thesis report to my parents and family members for their moral support and the encouragement that they gave me during the study.

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LIST OF ACRONYMS

APA	AMERICAN PSYCHOLOGY ASSOCIATION
DV	DEPENDENT VARIABLE
FOC	FULL AND OPEN COMPETITION
FY	FOR THE YEAR
ISO	INTERNATIONAL STANDARDS ORGANISATION
IV	INDEPENDENT VARIABLE
KARI	KENYA AGRICULTURAL RESEARCH INSTITUTE
OECD	ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT
PAC	PUBLIC ACCOUNTS COMMITTEE
PPDA	PUBLIC PROCUREMENT AND DISPOSAL ACT
UPS	UGANDA PRISONS SERVICE
WTO	WORLD TRADE ORGANIZATION

ABSTRACT

This study carried out an investigation on procurement process and performance in the Uganda Prison Service. The objectives of the study were 1) To investigate the stages in the procurement process at Uganda Prisons Service 2) To determine the level of performance at Uganda Prisons Service and 3) To establish the relationship between the procurement process and performance in the Uganda Prison Service. The study employed descriptive correlation study design which involved both qualitative and quantitative approaches. With regards to this method, the researcher used a structured questionnaire which was based on simple and understandable questions. Systematic random sampling and purposive sampling techniques were used to determine the respondents to take part in the study. Responses from the respondents suggested that the procurement process was below par. The researcher found out that though some strides have been made in provision of strategic procurement in Uganda Prison Services, still there are a couple of challenges like the bidding process being too long and marred with lots of corruption cases all of which hamper full implementation of the procurement process. Generally, performance was also confirmed to be too low. It was also established that there is indeed a relationship between procurement process and performance which is positive and average measuring at 0.562 on the Pearson correlation scale. It was recommended by the researcher that the procurement process should be synchronized with the budget, the entity should solicit suggestions from end users, allow for competitive bidding, adherence to the PPDA Act 2003, set up a special contract award committee and revising and amendment of the PPDA Act.

CHAPTER ONE INTRODUCTION

1.0 Introduction

This chapter deals with background of the study, statement of the problem, purpose, objectives, research questions, hypothesis, significance of study, scope and operational definitions of key terms.

1.1 Background of the Study

1.1.1 Historical Perspective.

Globally, Performance of public entities has become a key element in the modern sector governance and many developed countries have considered it as criterion to measure organizational and industrial efficiency in order to ensure that public sector organization meet the need of the public (Ohemeng, 2009). Increasing the effectiveness, efficiency and transparency of public procurement process has become ongoing concerns of government and of the international community (OECD Report on Management of Corporations, 2006). Measuring performance is a graceful way of calling an organization to account (Bruijn, 2007) and in public sector performance measurement; accountability is the central concern (Heinrich, 2007)

The World Bank has a sector specifically for procurement issues and one of the main responsibilities of World Bank procurement sector is to help developing countries to improve on the procurement systems since sound procurement policies and practices are essential for good governance and the growth of the economy. In china, the effort to improve on the performance of public sector procurement effectiveness and realize value for money on their public goods and services was the pendency of its application for membership to the World Trade Organisation (WTO).

African countries view the performance of public procurement sector as an emerging issue which needs close attention. In Zambia, as noted in (Zambian Economic Preview Journal, 2011) as a measure of controlling poor performance in the public sector, the government has created an independent regulatory body with the responsibilities of making policies, regulations, standard setting. This is further explained in (Gerald, 2004), where monitoring professional development and

information management and administration in the field of public procurement is said to be done. The mission is to regulate and control public sector in order to ensure value for money for the public goods.

In Tanzania according to (Mwananchi Newspaper Tanzania, 2012) in order to enhance performance in their public procurement sector, it had to go through a remarkable progress in reforming its public procurement system. During the last two decades as noted in (Kitsao et al, 2010) procurement regime has been described in three distinct time horizons stretching from the ideas of 1992 of having all inclusive public procurement law to the current legislation which provide among others, centralized procurement of common use items and allowing for procurement of used items in certain circumstances in order to improve on its performance.

In Uganda, the government has since 1997 been implementing procurement reforms in public procurement in order to improve performance, this has culminated in to the enactment of public Procurement and Disposal of Public Assets Authority Act 2003 and regulation 2008 (The Daily Monitor, 2013). The act established the public procurement and disposal of asset authority (PPDA) as the procurement oversight body and decentralized procurement to the ministries, department, agencies and local government. One of the main function of the PPDA under section 7 (b) of the act is to monitor and report on the performance of public procurement and disposal system in the country and advise on desirable change and how to improve performance and attain value for money.

1.1.2 Theoretical Perspective

The study employed the theory of competitive procurement which is also known as the theory of full and open competition and was advanced by (Dobbs, 1991). It states that in order to attain quality of service and value for money, potential suppliers should be allowed to compete for the tender. This enables the client to select the best available supplier as opposed to singling out a supplier who may seem to have relations with the client and ultimately compromise on Quality of service. The client in this case is the Uganda Prison Service while the Potential suppliers are the bidders.

The study also partly employed the theory of agency by (Jesen & Meckling, 1976) which states that the conflicting interests frequently arise between the firm's owners and the individual interests of the firm's managers (agent) that is profit maximization versus management remuneration. This theory was selected because of the relationship between suppliers and the public entity (Uganda Prisons Service) which is a clear exemplification of the agent and the principal in the theory of Agency

1.1.3 Conceptual Perspective

Procurement process means the selective stages in the procurement cycle including planning , choice of procedures , measure of solicit offers from bidders , examination and evaluation of these offers, award of contract and contract management (Kabaj, 2003).

Searcy (2006), defines procurement process as the management function that has a wider implication in ensuring good governance on the entire government department in providing procurement services.

In this context of the study, procurement process included procurement planning, need identification, sourcing, bid submission, opening of bid, bid evaluation, contract award and contract management.

Organization performance is the ability of the organization to attain its goods by using its resources in an efficient and effective manner (Draft, 1991). Organizational performance refers to the actual output or result of an organization as measured against its intended objectives and goals (Jones et al, 2004).

In the context of this study organizational performance was constituted by Quality, Efficiency and Effectiveness.

1.1.4 Contextual perspective

Historically, public entities of Uganda have been known for their poor performance and corruption, resulting from non adherence to processes and procedures, poor resource utilization, poor personnel management and training, inadequate payment and benefits. It is on this basis that the government of Uganda, in 1989, set up the Public Service Review and Reorganization Commission (PSRRC), under the Ministry

of Public Service, to examine and propose recommendations on public service improvement (Ministry of Public Service, 2008). The ultimate goal was to improve the general service delivery to the public, create efficiency and effectiveness based on transparency in processes and procedures, performance evaluation systems and clear organizational goals and objectives. The results of the commission led to the establishment of government agencies by law: Public Procurement and Disposal of Public Assets Authority, Uganda Revenue Authority, National Environmental Management Authority, Civil Aviation Authority, National Agricultural Research Organization, Uganda Wildlife Authority, Inspector General of Government and many others (Daily Monitor, 2014).

This study was particularly motivated by many challenges and failures that have faced Uganda Prisons Service in the near past. Poor performance in terms of increasing inmates' deaths rates from 200 in 2012 to 400 plus in 2013, poor feeding and care for inmates and incapacity of the Uganda Prison Service facilities all led to the need for a research to be done. Recently an inmate managed to escape from a maximum prison facility which had never happened in the past which shows how not involved prison guards are. Vehicles transporting prisoners to court all have a capacity of 64 but are currently forced to transport more than 100 inmates each trip (New Vision, 2013). This was evidently caused by inappropriate procurement procedures perpetrated by individuals who primarily sought to embezzle funds thereby procuring ineffective transport vans.

1.2 Statement of the Problem

Uganda prisons Services in the recent past has faced a lot of performance hitches that has moved to discredit the operations of the entity. Poor feeding of inmates and non-provision of women sanitary pads is not something new in most of Uganda Prisons. Uniforms for staff have also not been attended to leaving the staff morale levels at an all-time lowest. This staff morale has stemmed into high level of labor turnover leave alone prison guards abdicating their vital responsibility of manning the inmates. Recently a convicted murderer managed to escape from a maximum prison facility which collaborates the extent of passiveness of the guards. Death rates have also been shooting up at an alarming trajectory (Daily Monitor, 2013).

Most of these deaths occur within the prisons' infirmary where there is a stubborn problem of lack of adequate medicines and facilities (New Vision, 2013). Accommodation for both the inmates and staff is still wanting. A room with a capacity of 60 inmates now carries a whole 200 plus inmates. Transport to court is also another area for concern as the vehicles procured are not of the right standard and capacity. Furthermore in (Uganda Prisons Service Annual Report, 2013) Uganda prison service performance targets for the Financial Year 2012/2013 were not achieved. The commissioner general of prisons stated that the performance management targets set by the ministry of public service were not met. This study therefore seeks to establish why such things are happening and ways of improving the performance of Uganda Prisons Service through improvement of the Procurement Process.

1.3 Purpose of the Study

The purpose of the study was to establish the relationship between procurement process and performance of Uganda prison service.

1.4 Research Objectives

- i. To investigate the stages in the procurement process in the public entities.
- ii. To determine the level of performance in the public entities.
- iii. To establish the relationship between the level of procurement process and organizational performance.

1.5 Research Questions

- i. What are the stages in the procurement process in the public entities?
- ii. What is the level of performance in the public entities?
- iii. Is there a significant relationship between the level of procurement process and organization performance?

1.6 Hypothesis

There is no significant relationship between the level of procurement process and performance of public entities.

1.7 Scope of the study

1.7.1 Geographical Scope

The study was conducted at Uganda prison headquarters, plot 7 parliamentary avenue Kampala district. This area was selected since it is where the researcher works and also Kampala district is where the headquarters of Uganda Prisons Service is and it is where all the procurement is planned and endorsed.

1.7.2 Content Scope

The study sought to establish the relationship between the procurement process and performance. This was achieved through inspecting the elements of procurement process namely procurement planning, needs identification, sourcing, bids submission bid opening, bid evaluation, contract award and management. These were then related to how they impacted the performance of the Uganda Prison Services in terms of Quality, Efficiency and Effectiveness

1.7.3 Theoretical Scope

This study was guided by two theories namely the theory of Competitive Bidding (Dobbs, 1991) and the theory of Agency (Jesen & Meckling, 1976). The findings in this study proved the validity of the mentioned theories.

1.7.4 Time Scope

The study covered a period of 4 years i.e. 2010-2014. This period was selected because it is during that time that Uganda Prisons Service faced huge challenges in its performance.

1.8 Significance of the study

The study is beneficial to the following categories of people;

Procurement officers

The study provides information to people involved in procurement activities on how best they can enhance performance in organization.

Scholars

The research findings provide some contribution to the existing body of knowledge on public procurement and performance of such entities therein.

Policy makers

The study provides the policy makers with adequate information pertaining to the Uganda Prisons Service which can help them in formulating important policies for the sake of promoting the agenda of the entity.

1.9 Operational Definition of Key Terms and Concepts

The following key terms have been identified in the context of the study as follows

Bid /tender means an offer from the bidder

Bidder means any potential participant or participants in public procurement process

Contract committee means a committee established by the procuring entity to assist the procurement unit in recommending award of the contract and adjudicating complains.

Good procurement practices are systems or practice or exercises at all level of procurement that are aimed at achieving all the objectives of Procurement.

Kick back is a sum of money which contractors normally give to the officials of the contracting authority who have control over the award and payment.

Procurement is purchasing, renting, hiring or obtaining goods and services by contractual means.

Procuring entity means central government authority, local government authority, public institution, parasatals, commission, agency, and any specialized institution engaged in procurement and entering into a contract with the successful bidder.

Public procurement process involves the steps taken by government to purchase goods, work and service for public consumption.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with studies already conducted that are also relevant to the study in question. It contains four subsections namely: Theoretical Review, Conceptual Framework, Related Studies and Research Gaps

2.1 Theoretical Review

2.1.1 The Theory of Competitive Procurement

The study was guided by the theory of competitive procurement. This theory is also known as the theory of full and open competition (FOC) was advanced by Dobbs (1991). He suggests that business can be conducted with integrity, fairness, transparency, openness which requires open communication within and among buying and supplying organizations while ensuring a competitive procurement and thereby giving any organization a chance to compete for contracts and win.

A model of competitive bidding is developed in which the winning bidder's payoff may depend upon his personal preferences, the preferences of others, and the intrinsic qualities of the object being sold. In this model, the ascending auction generates higher average standards than does the preceding auction. Also, when bidders are risk-neutral, the subsequent auction generates higher average standards than the first auctions. In all of these auctions, the client can raise the expected standards by adopting a policy of providing expert appraisals of the quality of the objects he sells.

The assumptions adopted in this model are as follows:

1. The client is rational in that he seeks to continually improve the quality of the procured services or products
2. The market structure of the supply of the said product or service is not Monopolistic

3. Quality of service or product is the main criterion used to evaluate prospective tenderers.
4. All potential suppliers are fully aware of the tenders on offer.

This study adopts the theory on the basis that it is in the entities' prime interest to procure the best available services or products there are in the market. This can only be achieved if the suppliers are allowed to compete for supremacy as elaborated in the theory of Competitive Bidding (Dobbs, 1991).

2.1.2 Agency Theory

The study was also guided by the Agency theory by Jensen & Meckling (1976) which states that conflicting interest frequently arise between the firm's owner (principle) and the individual interest of the firm's managers (agent) that is profit maximization versus management remuneration. It is assumed that the principle and the agent do not share the same level of information and as such the agent can opportunistically take advantage of the situation some time to the detriment of the principle (McCue, et al, 2008). The owners of the firm usually have little detailed knowledge of exactly how the firm is operating on the day to day basis and depend on the periodic reports prepared by management and audit reports on which management can exert influence. The consequences of which is detrimental to the firm's prosperity (Enron Corporation Bankruptcy Report, 2001).

The assumptions stemming from this theory are

1. Owners' are risk neutral.
2. Owners' objective is to maximize the firms expected profit.
3. There is only one manager.
4. All agents (the manager and the principals) maximize utility. A trivial, tautological assumption. Says that agents want to get more of what they like.
5. All agents are perfectly rational. An unrealistic but strongly simplifying assumption. Says that agents grasp all the information in the model and they have the ability to calculate the optimal decisions instantaneously and costless.

This theory is adopted as an additional theory due to the relationship that exists between the entity (Uganda Prison Services) and the Suppliers which is viewed to be a replica of the principal (UPS) and agent (Supplier) relationship.

2.2 Conceptual Framework

The research model shows the possible relationship between procurement process and performance of Uganda prison service. This model analyzes the mechanisms by which public entities (Uganda prison service) provide monitoring and ratification of managerial decisions on how to improve performance.

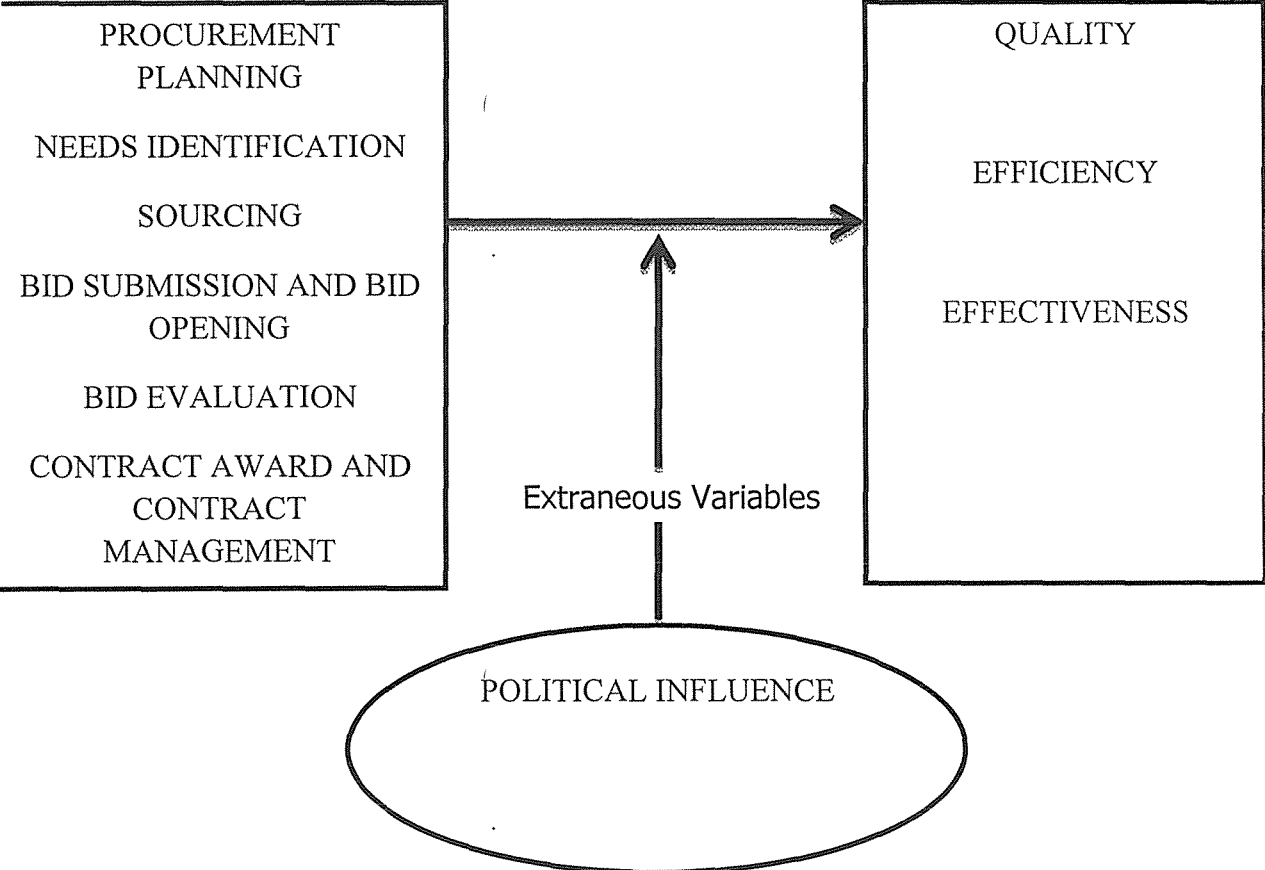
Figure 2. 1: Conceptual Framework

Independent Variables

Procurement Process

Dependent Variable

Organizational Performance



Source: Researcher, 2014

2.2.1 Procurement Process

According to Amaratunga & Baldry (2002) procurement process is the procedure used by companies or institutions to plan, procure and sustain the purchasing activity for a specific period of time. Usually during the procurement process, departments heads, directors, evaluation teams. Suppliers and many other parties get involved

First the planning is done alongside need assessment. The budgets for all the departments are then reviewed, and in an organization that is committed to procurement planning, after which sourcing is done. To find the suitable supplier, bidding and evaluation is carried out which sieves the applicants for quality and capacity measures.

In most case the primary concept of procurement is that scheduling and group buying will result in cost savings, more efficient business operation, and therefore increased profitability. There are six major elements steps that form the basis of procurement process: procurement planning, needs assessment, bid opening, bid evaluation and contract award and management (Amaratunga & Baldry, 2002)

2.2.1.1 Procurement Planning

Sullivan, (2013) defines procurement planning as the process used by companies or institutions to plan purchasing activities for specified period of time and is commonly completed during the budgeted process. Agaba (2007) defined procurement process as the process of deciding what to buy, when and from what source. Basheka (2009) defined procurement planning as the process of determining the procurement needs of an entity and timing of their acquisition and the finding such that the entity's operations are met as required in an efficient way.

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 regulations, we are not managers, we are robots. What we plan 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 (2009) argues that procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. It is a function that sets in motion the entire acquisition/procurement process of acquiring services in local governments. Mullins (2009) 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 local government procurement systems in Uganda. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research.

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, (Procurement Policy Manual, 2009).

Mawhood (1983) 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.

2.2.1.2 Need Identification.

Hunjra *et al* (2003) stated that need identification is the process of determining the need of the users for a particular goods and service and ensuring that they have the legal power to undertake the transaction and obtaining any relevant approval within the government hierarchy to obtain the goods. According to (The PPDA Act (Act supplement number 1, section 34 (1) and 35, 2006) and (PPDA regulation (2006) section 96) the user or department initiate the needs of the entity and recommended statement of requirement to the public procurement and disposal unit and undertake conformity assessment.

Saleemi (1992) observes that as part of the organizational internal management financial control, the user department creates a request for the purchase of goods and services identified by the user to be satisfied. Basheka (2009), says that regardless of the approach used according to which the project idea can be developed, a full and accurate analysis of the existing problems, needs and opportunities is essential for the achievement of a properly executed process addressing the real needs of specific target groups.

Harold *et al* (2003) writes that as soon as the problem has been analysed, needs or opportunities have been identified and objectives properly set in order, it becomes easy for an organisation to succeed in such endeavors to promote a firm's prosperity, satisfy the needs or/and exploit the opportunities. The most common methodological approach according to him is to convert the "negative situations" of the problem into "positive achievements" and develop the "objectives". For example, the phrase "product quality is deteriorating", which constituted the starter problem in the study, was the need to be addressed in which case quality of products was supposed to be improved.

Ndegwa (1997), established a positive linear relationship between the needs assessment levels of a Research and Development team in procurement of items and their efficiency in service at Kenya Agricultural Research Institute (KARI) a government parastatal in Kenya which deals with agricultural research. The study

revealed that needs assessment contributed 65% to the efficiency and effectiveness of equipment procured at the premises of KARI.

2.2.1.3 Sourcing

Lyson (2003), sourcing refers to the value added process of selecting suppliers and respective cooperation scheme and it must be supported by advance analytics and market interface. He added that before implementing any sourcing, it is very important to analyze the past, current and projected spending patterns. The analysis must span the entire enterprises and include data that is often collected from various departments and location must also identify sourcing barrier and limitation (i.e. single role / dual source. This analysis gives the organization the information and decision support required to develop the strategies of getting the right suppliers. Ghosg et al, (1999) defined sourcing as an activity in the procurement process that enables the organization to identify capable providers for the organization. According to (PPDA Act, 2003), sourcing is the process of identifying competitive providers to offer goods and services to the organization on the agreed contractual terms.

Arif & Pillania (2008) carried out a study on Strategic sourcing for supply chain agility and firms' performance: A study of Indian manufacturing sector. In the study they were successful to conclude that in order for a manufacturing firm to perform well, sourcing is imperative. According to their study conducted in Indian manufacturing firms, companies with frail strategic sourcing policies end up performing poorly and more so worse against time.

Another study by Daudi (2003), concluded that the quality of procured items depends on the sourcing procedures of the client company. He notes that for a quality performance of equipment a firm needs to consider the supplier with best reputation in the market. This ensures that incase of malfunctioning of the procured items, refund or replacement may be made. This provision is mostly available with reputable suppliers. Because the market trends keep fluctuating, one must make sure that they stay abreast with the latest information about who is more reputable and who is not, who is most competitive and who is not.

2.2.1.4 Bid Submission and Bid Opening

According to the (PPDA regulation, section 155(1), 2006) once the bidder is notified by sending request for proposal, they prepare their bids to be submitted to the procuring entities. The regulations state that bid can be submitted either by a one stage single envelope method which is defined in the Act that bid is submitted in one seal envelope which is opened on the specific date and time in a single bid opening, then it can also be submitted on a one stage two envelope method in which bid is submitted in an outer sealed envelope, containing two separate sealed and labeled technical and financial bids which are opened on different dates in a separate bid opening.

The two stage envelope method is defined by regulation (PPDA regulation, section 155(1), 2006), which state that during the first stage, the bid is submitted in an outer seal envelope, containing two separately sealed labeled technical and financial bids of which technical bid is initially opened and evaluated and during the second stage, a revised technical bid and a supplementary financial bid are submitted which are opened and evaluated together with the original bid.

Agaba (2007), observes that bidding in public procurement is a process of receiving feedback from the provider as they become aware of the advert ran in the media of wider circulation by the procuring entity. Jesen (1999) suggested that Competitive bidding is an essential part of every school district's budgeting process in Michigan State. A choice of purchasing options allows a school district to locate the most cost-effective supplier. The district can make cost/quality comparisons and contract with those firms which best suit its needs. According the study, Michigan public school districts must acquire competitive bids for most purchases for quality to be realized. The study established a direct and positive relationship between the rate of bid submission and opening and its impact on quality of procured goods and services.

In yet another study, it was confirmed by Henderson (1994), that the time allowed for bid submission impacted the quality of procured services. He purports that the longer the time allowed for suppliers to submit bids in the public sector the higher the chance of ending up with a highly rated supplier in terms of quality. This, he

2.2.1.6 Contract Award and Contract Management

Briscoe (2005), asserts that contract form a productive foundation relationship build on communication and trust set out of the obligation of the parties in the way that it is clear, complete, concise and unambiguous.

(The PPDA regulation 2006 section 223) of the Act state that contract award begins with the recommendation for the award by the contract committee and finally communicated by the accounting officer and in return it is accompanied by issues of the letter of bid acceptance which is confirmed by placement of a written contract document. Guru & Said (2004), argues that contract management, as a way of ensuring that both parties to a contract fully meet their respective obligation, they should understand the operational objectives of the organization. According to (PPDA Act, 2003) it is stated that after the contract has been placed, contract management would begin. The contract management is to prepare a contract implementation plan and formed a policy to the procuring and disposal unit for monitory purposes.

Remmy (2007) writes that after the evaluation team has selected the bidder that provides the best value to the project, an evaluation representative validates all conditions of the bid and the contract with the potential contractor. Less complex awards, like contracts for printed materials, require a reading and signing of the contract to assure the printed materials supplier understands the contract terms and requirements of the project schedule. More complex projects require a detailed discussion of the goals, the potential barriers to accomplishing those goals, the project schedule and critical dates, and the processes for resolving conflicts and improving work processes. This process of awarding of the contract should not be overlooked in that all necessary steps need to be taken for a successful project.

Wilson (1991) observes that the eligibility of a supplier is determined by the ability to perform the work in a way that meets project requirements and demonstrates financial stability. Ability to perform the work includes the ability to meet quality specifications and meet the project schedule. During times when economic activity is high in a region, many suppliers become busy and stretch their resources. Awarding

a contract to a less capable supplier would be a sure way to the failure of the process and general performance as a whole. Care should be observed thereby in selecting the ultimate tenderer who would be in charge of the supply of the equipment or service.

Laban (1994) notes that when it comes to contract management, the supplier ought to be motivated by passion rather than monetary incentives especially in huge contracts. Passion ensures that the supplier or contractor follows all rules and procedures without fail. Motivation by monetary incentive would drive the contractor to maneuver important procedures in order to finish early and get paid. As the study notes it is very crucial for the performance of the organisation that the contract management is done by passionate professionals.

Stuart (1999) observes that after the contract is awarded, the project team tracks the performance of the contractor against performance criteria in the contract and his or her contribution to the quality of the output. Typically, the contractors deliver the product or service that meets the quality expectations and supports the project schedule. If the suppliers fail to provide this, then the managers may pull out the contract damages compensation clause and attempt to persuade the contractor to improve performance or be penalized. Other project managers explored with the contractor creative ways to improve performance and meet quality requirements. The contract management allows for both approaches to deal with nonperforming contractors and the project team must assess what method is most likely to work in each situation to improve performance.

2.2.2 Organization Performance

Measurement of organization performance in the entire procurement process is a very important issue because it allows for tracking and tracing for effectiveness and efficiency of the organization.

Lorino (1995), state that performance is what contributes to the improvement of the couple cost value and not what only contributes to diminution of cost or increase of value. this approach concerns three dimension of action for the public sector entities

implementation of strategies allotted to the entities by political authorities, value infusion for the public, users whom the entities addresses and to control resources that were allotted in order to accomplish their mission. From managerial perspectives, performance, the attributes of managerial control is defined up on effectiveness and efficiency relationship. Effectiveness focuses on achieving output with clear objectives and efficiency show the best management of mean and capacities in relation with output (Pendlebury, 2000)

2.2.2.1 Efficiency

Julia (2005), states that efficiency measures the characteristics of the degree to which the process produce output at a minimum reserve cost in order to attain value for money in the organization.

$$\text{Efficiency} = \frac{\text{resource actually used}}{\text{resources planned to be used}} \times 100$$

Equation 1: Efficiency Model

Syson (2000), defines efficiency as how well or productivity resources are used to achieve the Organizational goals.

The study by Kalubanga (2007) entitled Strategic Procurement Planning and financial efficiency raised the need to improve financial efficiency, reduce waste, overcome supply chain risk, and has made companies to start considering environmental issues from a competitive view point. It notes that Procuring organizations are more seriously involved in designing and implementing sustainable procurement policies focusing on how financial aspects and issues relating to other aspects of the sustainable development pillars (society and economy) can be integrated in the procurement process activities. The paper sought to review the concept of sustainable procurement, provide a discussion on the practical implications associated with sustainable procurement practices. Findings from the study suggest that if procurement planning is carried out as stipulated in the (PPDA Act, 2003), the results would bear a more financially efficient organisation. Knudsen (1999) suggested that procurement performance starts from purchasing efficiency in the

procurement function in order to change from being reactive to being proactive to attain set performance levels in an entity.

According to Van Weele (2000) purchasing performance is considered to be the result of purchasing efficiency. Performance provides the basis for an organisation to assess how well it is progressing towards its predetermined objectives, identifies areas of strengths and weaknesses and decides on future initiatives with the goal of how to initiate performance improvements.

2.2.2.2 Effectiveness

Syson (2000) defines effectiveness as measures of the appropriateness of the goal the organization is pursuing and the degree to which those goals are achieved. According to Kotler (2003), he defined effectiveness as a measure on how successful the working system in the organization achieves its desired output.

A study carried out by Iravo (2007) in which he sought to examine the effect of procurement planning on effectiveness of equipment in public institutions. He sought to solve the problem in Oklahoma State which at the time was marred with public offices procuring items without due planning and related considerations. He ultimately established that there is an inherent positive relationship between procurement planning in enhancing the effectiveness of procured items in the public sector.

Filkins (2012) established that in order for processes within an organisation to be effective there must be control procedures set and followed in the administration of services especially in the public sector. This he elaborates that such procedures run from procurement planning to acquisition of the item to its usage. More so he emphasizes on the need to control the procurement exercise for a sustainable effective process to be achieved by an entity.

2.2.2.3 Quality

According to (ISO 8402) quality is defined as totality of features and characteristics of a product or service that bears the ability to satisfy the stated or implied need. Crosby (2006), defines quality as conformity to the requirement, he also stresses

that the definition of quality can never make any sense unless it is based on what the customer want. Chan *et al* (2003) defines quality as a fitness for use; this definitions implies that quality of design, conformance, availability and adequate field service.

For any organisation to change its focus and become more competitive Amaratunga & Baldry (2002) suggest that procurement 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. Organisations which do not have performance means in their processes, procedures, and plans experience lower performance and higher customer dissatisfaction and employee turnover (Amaratunga & Baldry, 2002). Measuring the performance of the purchasing function yields benefits to organisations such as quality of output, enhanced profitability, assured supplies, quality improvements and competitive advantage as was noted by (Batenburg & Versendaal, 2006)

2.3 Related studies

Knudsen (1999) suggested that procurement performance starts from purchasing efficiency and effectiveness in the procurement function in order to change from being reactive to being proactive to attain set performance levels in an entity. According to Van Weele (2006) purchasing performance is considered to be the result of two elements: purchasing effectiveness and purchasing efficiency. Performance provides the basis for an organisation to assess how well it is progressing towards its predetermined objectives, identifies areas of strengths and weaknesses and decides on future initiatives with the goal of how to initiate performance improvements. This means that purchasing performance is not an end in itself but a means to effective and efficient control and monitoring of the purchasing function (Lardenoije, Van Raaij, & Van Weele, 2005).

Purchasing efficiency and purchasing effectiveness represent different competencies and capabilities for the purchasing function. CIPS Australia (2005) presents the differences between efficiency and effectiveness. Efficiency reflects that the organisation is "doing things right" whereas effectiveness relates to the organisation

“doing the right thing”. This means an organisation can be effective and fail to be efficient, the challenge being to balance between the two. For any organisation to change its focus and become more competitive Amaratunga & Baldry (2002) suggest 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.

2.4 Research Gaps

Previous researchers contributed their findings as to how the procurement process influences the performance of an organisation. But just like any other study they were not comprehensive enough; which is the main motivation towards carrying out this specific study.

Basheka (2009), investigated the relationship between procurement planning and accountability of local governments systems in developing countries. As much as this study dealt with procurement, it took into account only one aspect of procurement namely the planning element. The study in focus analyses procurement process as a whole, from planning phase to the awarding of the contracts and management. This therefore brings in a new dimension which (Basheka, 2009) did not tackle.

Filkins (2012) undertook Effectiveness of Processes through procurement management. He identified the effectiveness of processes in local governments in Mesopotamia and sought to correlate them with the procurement process. The study appears more or less similar to this but for one dimension. Effectiveness is not all that the current study took to analyse. This study went on to encompass other resultant factors like quality and efficiency. In other words this study dealt with a wider content scope than the one in (Filkins, 2012)

The study by Chan *et al* (2003) sought to design a conceptual model for performance by relating aspects of procurement process to general performance. The researcher in this study took a different approach in that instead of relating the aspects of procurement process to performance in general, the researcher further breaks down the performance into quality, effectiveness and efficiency. It is the belief of the researcher that it would be hard to measure performance on its own,

but if it could be broken down into specific observable and measurable element like the ones mentioned above it would serve a better sense.

Kalubanga (2007) analysed the procurement planning aspect of procurement and how it may influence the development of the environment. This study was concerned with development prospects of the environment but the success of public entities. Furthermore, the study isolated procurement planning as a single influencing factor. In this study procurement planning is combined with other pertinent processes to monitor how they influence the performance of a public entity as a whole.

Iravo (2007) sought to unveil the effect of procurement planning process on financial performance. Procurement planning alone cannot be analysed on its own since it comes as a package with other processes like bidding, evaluation, contract awarding and many more which together influence performance. This study therefore encompasses all the other aspects which were left out by the mentioned research and come up with a more comprehensive approach. Moreover, the research is geared towards overall performance not just the financial performance of a public entity.

Another gap is that left by Mithamo (2010) who studied the impact of the procurement regulation on its administration. This study used the PPDA Act not to evaluate its usage but to reveal its impact on the performance of the public entities. The philosophy behind this is that it is not sufficient to use the Act, the query is how effective is it to the performance of the entity under observation.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section is composed of research design, population, sample size, sample procedure, data collection methods, data analysis and presentation, validity and reliability, ethical considerations and limitations of the study.

3.1 Research Design

The study was descriptive case study in design. This design focuses on exploring the behavior and dimensions of a problem under investigation by analyzing one unit of study (Uganda Prison Service). The study also employed correlation design where the relationship and causal effect of procurement process on performance of Uganda Prison Service was examined.

The objectives of the study pushed towards the adoption of this design. The first two objectives require descriptive responses to establish the procurement process and organizational performance. The study also has the ultimate objective to establish the association between Procurement Process and Organizational Performance which call for correlation measures.

The qualitative and quantitative approaches were used in this study. Respondents offered responses which afterwards were quantified to establish trends to be used in analysis.

3.2 Research Population

The target population was 140 who were at that time working at the ministry of Internal Affairs or had ever been contracted as suppliers. This population was composed of heads of departments, contract committee members, evaluation committee members, contractors/ suppliers, commissioners and directors. These were made the target population because they are the personnel directly involved in the procurement process at the Ministry of Internal Affairs (Uganda Prisons Service)

3.3 Sample Size

The sample size for the study was 104 respondents. This was reached after its computation from the population size by use of the Slovene's formula as illustrated mathematically below. This sample was composed of 29% suppliers, 23% heads of department, 20% contract committee, 13% evaluation committee, 10% commissioners and 5% Directors.

The suppliers who are lowest on the procurement food chain constituted the highest percentage because it was believed by the researcher that they had rich information pertaining to how the procurement process works or should work. This is supported by the agency theory which stipulates that it is the custodian who has most information about the particular field he is charged with.

Slovene's formula is used to determine the sample size.

$$n = \frac{N}{1 + N(e^2)}$$

Equation 2: Slovenes Formula

n= sample size

N= population size

e= level of significance = 0.05

$$e^2 = 0.05^2$$

$$n = \frac{140}{1 + 140(0.0025)}$$

$$n = \frac{140}{1 + 0.35} = \frac{140}{1.35}$$

n=103.75 ≈ 104 respondents

The total sample size was 104

Table 3. 1: Population and Sample Size Summary

Category	Population	Sample size	Percentage Composition
Contractors/suppliers	108	82	78.8%
Directors	2	2	1.9%
Head of department	15	11	10.6%
Contract committee	5	3	2.9%
Evaluation committee	5	3	2.9%
Commissioners	5	3	2.9%
Total	140	104	100.0%

3.4 Sampling Procedure

First, systematic random sampling was used. In this method the researcher compiled a list of all the potential respondents and then selected the respondents at an interval of two until the required number was arrived at. This method was applied mostly in the category of suppliers who formed the majority of the respondents. This method is advantageous because it is free of clarification error and it requires minimum advance knowledge of the population other than frame.

Purposive sampling was also used to complement the systematic random sampling methods. It was decided that since there were high profile respondents whose responses were key to compiling the findings for the study, they were to be directly targeted. These respondents were majorly commissioners, directors, heads of departments, contract committee, and evaluation committee since they were believed to be knowledgeable about the procurement process and performance of the organization and they would be in position to give the researcher detailed information about the topic under investigation.

3.5 Research Instruments

Primary data was collected from respondents using a self-administered questionnaire. The questionnaire was designed according to the objectives and the researcher considered this instrument most appropriate due to the sensitivity of the matter and the needs for honesty and confidentiality.

3.6 Validity and Reliability of Research Instrument

The researcher made sure at least the validity coefficient to be 70% (0.7). There are many methods to be assured whether your study is valid or not and among them is Content Validity Index (CVI). The formula of CVI equals to no of items declared valid/total no of items.

$$CVI = \frac{\text{number of items declared valid}}{\text{total number of items}} * 100$$

Equation 3: Content Validity Index Formula

$$CVI = \frac{27}{31} * 100 = 87.1\%$$

The validity of questionnaire was also checked by discussing with expert judgment using Likert's scale namely, not relevant (NR), somehow relevant (SR), quite relevant (QR) and very relevant (VR). The content validity index (CVI) was found to be 87.1%. According to (Amin, 2005) for the instrument to be accepted as valid, the average index should be 0.7 or above. The experts consulted to establish the validity of the instrument were my supervisor, Dr. Ssendagi and private consultants at Ebony Institute of Research and Consultancy Kampala.

On the other hand, reliability is dependability or trustworthiness and in the context of a measuring instrument, it is the degree to which the instrument consistently measures whatever it is measuring. An instrument is reliable if it produces the same results whenever it is repeatedly used form the same respondents (Krishnaswamy, Sivakumar, & Mathirajan, 2009). In this study, reliability of the instrument was run using SPSS where all the items in the questionnaire were checked for internal consistency. The table below offers the results obtained from the analysis procedure

Table 3. 2: Reliability test results

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.879	31

It can be seen that the test produced a reliability coefficient of 0.859 which is well above the 0.70 threshold and thus confirms the internal consistency of our research instrument.

3.7 Data Gathering Procedure

The researcher was given an introductory letter from the university. This letter was for the relevant authorities for the purpose of this research. The researcher sought consent from the respondents before distributing the self-administered questionnaire in order to create good relationship such that he could get unbiased information.

3.8 Data Analysis

Objective one and two. Means and percentages were used to determine the procurement process and the level of performance in Uganda prison service based on the indication, recommendations were formulated.

Objective three. A multiple correlation coefficient (Pearson) to test the hypothesis (H_0) was employed. At 0.05 level, the relationship would be significant. Regression analysis R^2 (coefficients of determination) was used to determine if there was a significant relationship between the level of procurement process and the level of performance in Uganda prison service.

Percentages and mode were used to analyse the attributes of respondents.

Means were interpreted using the interpretation key as provided in the table below.

Table 3. 3: Mean Interpretation table

Mean Interval	INTERPRETATION
1.00 – 1.75	VERY LOW
1.76 – 2.5	LOW
2.51 – 3.25	HIGH
3.26 – 4.0	VERY HIGH

3.9 Ethical Considerations

Under this section, the researcher made the respondent to have knowledge of the study, its procedures and purpose of the study duration,

Any unforeseen risks or discomforts extent of privacy and confidentiality were taken into consideration. This was done by getting letters from the ethical body and consent of the respondents. The researcher also borrowed ideas and views of other authors and academicians and recognized the respondent by giving them the source of information.

3.10 Limitation

During this study, the researcher expected to have some threats that could reduce the validity of the findings. This included emotional bias of respondents, inefficient time, unplanned change in the daily working and questionnaires retrieval.

CHAPTER FOUR FINDINGS PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter analyzes and presents the findings of the study. The findings are presented using the frequency and distribution tables. T-statistics, Correlations, regression analysis, are also used in analysis. The findings are guided by the following objectives:

1. To determine the demographic characteristics of respondents in terms of gender, age, qualification and experience.
2. To investigate the stages in the procurement process in Uganda Prison service
3. To determine the level performance of Uganda Prison service
4. To establish the relationship between procurement process and performance of Uganda Prison Service.

4.1 Attributes of Respondents

To determine the general attributes of respondents, frequency distribution tables and percentages were used. The attributes included: Gender, age, qualification and experience. The results are shown in Table 4 below.

Table 4. 1: Gender of Respondent. Source: Primary data

GENDER OF RESPONDENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	26	25.0	25.0	25.0
	MALE	78	75.0	75.0	100.0
	Total	104	100.0	100.0	
Mode		Male			

Source: Primary data, 2014

The above table signifies that there were more male than female respondents. The females count at 26 while the male counterparts counted at 78 out of the total of 104 respondents. This means that there is bias by the recruitment exercise to favor the masculine gender. This is thought to be so and also the fact that Ugandan female gender is not much educated and therefore they are not eligible for managerial and technical positions of work (New Vision, 2013).

The computed mean stands at 3.30 which signify that the general perception of the respondents is that they strongly agreed with the statement that planning is done by top management.

4.2.2 Needs Identification

Table 4. 8: IV Question 4.

It is the user to identify the needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	62	59.6	60.8	60.8
	DISAGREE	6	5.8	5.9	66.7
	AGREE	29	27.9	28.4	95.1
	STRONGLY AGREE	5	4.8	4.9	100.0
	Total	102	98.1	100.0	
Missing	NOT SURE	2	1.9		
Total		104	100.0		
Mean		1.77			

Source: Primary data, 2014

The table above shows that 59.6% of the respondents strongly disagreed with the statement that it is the user to identify the needs, followed by 27.9% who agreed, 5.8% agreed, 5.8% strongly disagreed and only 1.9% of the respondents are neutral. The mean of 1.77 suggests that the general perception by the respondents with regards to the statement is that they plainly disagree with the fact that users are the ones who identify the needs.

This is supported by (PPDA regulation (2006) section 96, 2003) which provides that the user are required to initiate the procurement and disposal requirement as prescribed by the regulation which provides that a procurement and disposal unit shall manage the procurement or disposal process up to the point of contract placement.

perception by the respondents with regards to the statement is that they strongly agree with the fact that users are represented in the evaluation team.

This is so because section 169(5) of the regulations requires the composition of the evaluation team to have the representative of the user to have relevant technical skills relevant to the subject of the procurement

4.2.3 Sourcing

Table 4. 11: IV Question 7.

Sourcing is done in competitive manner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	2.9	2.9	2.9
	DISAGREE	5	4.8	4.9	7.8
	AGREE	28	26.9	27.5	35.3
	STRONGLY AGREE	66	63.5	64.7	100.0
Total		102	98.1	100.0	
Missing	NOT SURE	2	1.9		
Total		104	100.0		
Mean		3.54			

Source: Primary data, 2014

The revelation in the table above shows that the majority of the respondents strongly agreed that sourcing are done in a competitive manner with 63.5%, followed by 26.9%, 1.2% of the respondents are not sure whether sourcing are done in a competitive manner, 4.8% of the respondents disagreed and 2.9% strongly disagreed. The mean of 3.54 suggests that the general perception by the respondents with regards to the statement is that they strongly agree with the fact that sourcing is done in a competitive manner.

This is true because in the (PPDA Act (2003) section 114(2)) of the regulation provide that all public bidding, must be published in at least in one publication of wider circulation.

Table 4. 12: IV Question 8.

Time taken is too long to complete the procurement cycle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	1.0	1.0	1.0
	DISAGREE	1	1.0	1.0	2.0
	AGREE	10	9.6	9.9	11.9
	STRONGLY AGREE	89	85.6	88.1	100.0
	Total	101	97.1	100.0	
Missing	NOT SURE	3	2.9		
Total		104	100.0		
Mean		3.85			

Source: Primary data, 2014

The table above indicates that 85.6% of the total respondents strongly agreed that time taken to complete the procurement cycle is too long, followed by 9.6% who agreed, 2.9% of the respondents are neutral, disagreed were 1.0% and those who strongly disagreed are 1.0%. The mean of 3.85 suggests that the general perception by the respondents with regards to the statement is that they strongly agree with the fact that the time taken is too long to complete the procurement cycle.

This is so because in public procurement, procurement takes place through a number of stages and requires time. The three time frames includes, the start of the procurement, the date when the accounting officer approves the procurement form, the commitment of the funds, the date when the accounting officer signs contract documents and the end of procurement cycle, the final date of delivery completion. Where open international bidding and domestic bidding is used. It takes about 180 and 121-157 calendar days respectively, this affects timely delivery and service hence poor performance (Cornelia, 2014)

Table 4. 13: IV Question 9.

The right source of media is always used for advertising for bids

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	1.0	1.0	1.0
	DISAGREE	10	9.6	9.8	10.8
	AGREE	13	12.5	12.7	23.5
	STRONGLY AGREE	78	75.0	76.5	100.0
	Total	102	98.1	100.0	
Missing	NOT SURE	2	1.9		
Total		104	100.0		
Mean		3.65			

Source: Primary data, 2014

The table above shows that the majority of the respondents strongly agreed that the right source of medium are always used for advertising bids with 75%, those who agreed and disagreed are 12.5% respectively, 1.9% of the respondents are neutral and 1.0% strongly disagreed. The mean of 3.65 suggests that the general perception by the respondents with regards to the statement is that they strongly agree with the fact that the right source of media is used to advertise for bids.

This means that procurement in public entities are made to be known to the public such that interested bidders can compete for tenders in order to attain value for money

4.2.4 Bid Submission and Bid Opening

Table 4. 14: IV Question 10

Bids are always submitted as per the rules and regulations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	12	11.5	13.3	13.3
	DISAGREE	19	18.3	21.1	34.4
	AGREE	26	25.0	28.9	63.3
	STRONGLY AGREE	33	31.7	36.7	100.0
	Total	90	86.5	100.0	
Missing	NOT SURE	14	13.5		
Total		104	100.0		
Mean		2.89			

The table above shows that 31.7% of the respondents strongly agreed that bids are submitted as per the rules and regulations, 25% of the respondents agreed, 19% disagreed, 12% strongly disagreed, and 13.5% are neutral. The mean of 2.89

suggests that the general perception by the respondents with regards to the statement is that they plainly agree with the fact that bids are always submitted as per rules and regulations. This is agreement with section 155(1) of regulation which provides instructions on how bids are submitted

Table 4. 15: IV Question 11.

Bids are open in the presence of bidders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	7	6.7	8.3	8.3
	DISAGREE	10	9.6	11.9	20.2
	AGREE	30	28.8	35.7	56.0
	STRONGLY AGREE	37	35.6	44.0	100.0
	Total	84	80.8	100.0	
Missing	NOT SURE	20	19.2		
Total		104	100.0		
Mean		3.15			

Source: Primary data, 2014

The table above shows that 35.6% of the respondents strongly agreed that bids are open in the presence of bidders, 28.8% agreed, 19.2% of the respondents are neutral, 9.6% of the respondents disagreed and 6.7% of respondents strongly disagreed. The mean of 3.15 suggests that the general perception by the respondents with regards to the statement is that they plainly agree with the fact that bids are opened in the presence of bidders.

This tends to agree with the regulation section 160(1) which provides instructions on how bids should be open in public procurement.

Table 4. 16: IV Question 12.

The bidding period is too long

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	1.0	1.0	1.0
	DISAGREE	4	3.8	4.0	5.0
	AGREE	24	23.1	24.0	29.0
	STRONGLY AGREE	71	68.3	71.0	100.0
	Total	100	96.2	100.0	
Missing	NOT SURE	4	3.8		
Total		104	100.0		
Mean		3.65			

Source: Primary data, 2014

The table above shows that the bidding period is too long with 68.3% strongly agreeing, 23.1% of the respondents agreed, those who disagreed at 3.8% and those who are neutral stand at 3.8% and only 1% strongly disagreed that the bidding period is not too long. The mean of 3.65 suggests that the general perception by the respondents with regards to the statement is that they strongly agree with the fact that the bidding period is too long.

This tends to agree with the section 145(1) a, b, c, d and e. It provides the minimum bidding period for each procurement methods.

1. Open international bidding 33 working days
2. Open domestic bidding 22 working days
3. Restricted international bidding 20 working days
4. Restricted domestic bidding 15 working days
5. Quotation and proposal 5 working days.

These periods are too long which has made public procurement to be slow, hence affecting the performance of the entity.

4.2.5 Bid Evaluation

Table 4. 17: IV Question 13.

Bids are evaluated following the rules and regulations in the PPDA act

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	12	11.5	13.5
	DISAGREE	14	13.5	29.2
	AGREE	26	25.0	58.4
	STRONGLY AGREE	37	35.6	100.0
	Total	89	85.6	100.0
Missing	NOT SURE	15	14.4	
Total		104	100.0	
Mean		2.99		

Source: Primary data, 2014

The table above indicates that of the total respondents, 35.6% strongly agreed that bids are evaluated following the rules and regulations in the PPDA act, followed 25.0% who also agreed on the same, 13.5% disagreed, 11.5% strongly disagreed and 14.4% are neutral. The mean of 2.99 suggests that the general perception by

the respondents with regards to the statement is that they plainly agree with the fact that bids are evaluated following the rules and regulations in the PPDA Act.

These findings are supported by section 168(1) of the act which provides that evaluation shall be conducted in accordance with the methodology and criteria stated in the solicitation documents.

Table 4. 18: IV Question 14

Evaluation of bids takes longer periods

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	2.9	2.9
	DISAGREE	1	1.0	3.9
	AGREE	25	24.0	28.4
	STRONGLY AGREE	73	70.2	100.0
	Total	102	98.1	100.0
Missing	NOT SURE	2	1.9	
Total		104	100.0	
Mean		3.65		

Source: Primary data, 2014

The table above reveals that 70.2% of the total respondents strongly agreed that evaluation of bids take longer periods, followed by those who agreed at 24%, and then those who strongly disagreed 2.9%, then those who disagreed at 1% and neutral were represented by 1.9%. The mean of 3.65 suggests that the general perception by the respondents with regards to the statement is that they strongly agree with the fact that evaluation of bids takes longer periods than it should.

This tends to agree with the presupposition that there has been a public outcry that public procurement is slowing service delivery (Cornelia, 2014). This is usually so because there is no law which has regulated the area of evaluation, it has been left at large and some people could take 6 months and others even seven years to evaluate.

Table 4. 19: IV Question 15.

Bidders are informed why their bids failed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	41	39.4	41.4	41.4
	DISAGREE	35	33.7	35.4	76.8
	AGREE	14	13.5	14.1	90.9
	STRONGLY AGREE	9	8.7	9.1	100.0
	Total	99	95.2	100.0	
Missing	NOT SURE	5	4.8		
Total		104	100.0		
Mean		1.91			

Source: Primary data, 2014

The table above shows that 39.4% of the total respondents strongly disagreed that bidders are informed why their bids failed, 33.7% disagreed to the same, 14% agreed that bidders are informed why their bids failed, 8.7% strongly agreed to the same, and 4.8% are not sure whether bidders are informed why their bids failed or not and they were neutral. The mean of 1.91 suggests that the general perception by the respondents with regards to the statement is that they strongly agree with the fact that bidders are informed why their bids failed.

In public procurement section 225(4) provides that unsuccessful bidder be notified why their bids failed, there have been issues where bidders have been told that they have failed when it is actually not true (Cornelia, 2014), this is so because bidders were not empowered more with the information about public procurement

4.2.6 Contract Award and Contract Management

Table 4. 20: IV Question 16.

Contracts are always awarded to the best evaluated bidder

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	13	12.5	12.9	12.9
	DISAGREE	14	13.5	13.9	26.7
	AGREE	34	32.7	33.7	60.4
	STRONGLY AGREE	40	38.5	39.6	100.0
	Total	101	97.1	100.0	
Missing	NOT SURE	3	2.9		
Total		104	100.0		
Mean		3.00			

Source: Primary data, 2014

The table above reveals that 38.5% of the total respondents strongly agreed that contracts are awarded to the best evaluated bidder, followed by 32.7% of the respondents who also agreed that contracts are always awarded to the best evaluated bidder, 13.5% disagreed while 12.5% of the respondents strongly disagreed that contracts are not awarded to the best evaluated bidder, and 2.9% of the respondents were neutral. The mean of 3.00 suggests that the general perception by the respondents with regards to the statement is that they plainly agree with the fact that contracts are awarded to the best evaluated bidder.

This means the entities are following the rules and regulation. It is so because section 224(1) provides that contracts should be awarded to the best evaluated bidder.

Table 4. 21: IV Question 17.

Contracts are completed within the contracted period

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	STRONGLY DISAGREE	61	58.7	62.2	62.2
	DISAGREE	29	27.9	29.6	91.8
	AGREE	5	4.8	5.1	96.9
	STRONGLY AGREE	3	2.9	3.1	100.0
	Total	98	94.2	100.0	
Missing	NOT SURE	6	5.8		
Total		104	100.0		
Mean		1.49			

Source: Primary data, 2014

The findings in the table above reveal that 58.7% of the respondents strongly disagreed that contracts are not completed within the contracted period, 27.9% do disagreed to the same that contracts are not completed within the contracted period, 5.8% of the respondents were neutral, 4.8% agreed that contracts are completed within the contracted period and 2.9% of the respondents strongly agreed that contracts are completed within the contracted period. The mean of 1.49 suggests that the general perception by the respondents with regards to the statement is that they strongly disagree with the fact that contracts are completed within the contracted time.

This means that contractors don't complete their contract obligation within the time frame stated in the contract and this affects the performance of the entity.

Table 4. 22: IV Question 18.

Contractors are not paid immediately after the contract completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	40	38.5	41.7
	DISAGREE	46	44.2	89.6
	AGREE	7	6.7	96.9
	STRONGLY AGREE	3	2.9	100.0
	Total	96	92.3	100.0
Missing	NOT SURE	8	7.7	
Total		104	100.0	
Mean		1.72		

Source: Primary data, 2014

The table above shows that contractors are paid immediately after the contract completion and it's is represented by 38.5% of the total respondents strongly disagreeing, 44.2% disagreed to the same, 7.7% of the respondents were neutral, 6.7% agreed that contractors are not paid immediately after the contract completion and 2.9% strongly agreed that they are paid immediately after the contract completion. The mean of 1.72 suggests that the general perception by the respondents with regards to the statement is that they strongly disagree with the fact that contractors are paid immediately after the contract's conclusion.

This tends to agree with (Cornelia, 2014) that many people in public procurement when awarded contract they get paid at the end of the day even if they have done shoddy work, this is so because many contractors have been relying on the procurement process only- "so long as there is competition in the bidding process all is well".

4.3 Performance of Uganda Prison Service

4.3.1 Quality

To determine the performance level of Uganda Prison Service, the researcher used frequency distribution tables, the results are as show in table 24.

Table 4. 23: DV Question 1.

Goods and services provided are of the right quality and quantity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
	STRONGLY DISAGREE	15	14.4	17.4
	DISAGREE	18	17.3	38.4
	AGREE	24	23.1	66.3
	STRONGLY AGREE	29	27.9	100.0
	Total	86	82.7	100.0
Missing	NOT SURE	18	17.3	
Total		104	100.0	
Mean		2.78		

Source: Primary data, 2014

The table above indicates that 27.9% of the respondents strongly agreed that goods and services provided are of the right quality and quantity, followed by 23.1% of the respondents agreed that goods and services are of the right quality and quantity, 14.4% of the respondents strongly disagreed, the 17.3% disagreed and 17.3% were neutral. 23.1% of the respondents agreed that goods and services are of the right quality and quantity. The mean of 2.78 suggests that the general perception by the respondents with regards to the statement is that they plainly agree with the fact that goods and services provided are of good quality and right quantity. This means the entity is performing considerably well.

Table 4. 24: DV Question 2.

Goods and services do not conform to the statement of requirement made by the users

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	26	25.0	29.2	29.2
	DISAGREE	25	24.0	28.1	57.3
	AGREE	20	19.2	22.5	79.8
	STRONGLY AGREE	18	17.3	20.2	100.0
	Total	89	85.6	100.0	
Missing	NOT SURE	15	14.4		
Total		104	100.0		
Mean		2.34			

Source: Primary data, 2014

The table above reveals that 25% of the total respondents strongly disagreed that goods and services conform to the statement of requirement (specification), made by the user, 24% disagreed on the same, meanwhile 14.4% of the respondents were neutral and those who agreed 19.2% and strongly agreed that goods and services don't conform to the statement of requirement made by the users are represented by 7.3% respectively.

The mean of 2.34 suggests that the general perception by the respondents with regards to the statement is that they plainly disagree with the fact that the goods and services do not conform to the statement of requirement made by the users. This means that goods and services are of good quality that satisfies the users.

Table 4. 25: DV Question 3.

Goods and services are delivered at the right time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	29	27.9	29.6	29.6
	DISAGREE	27	26.0	27.6	57.1
	AGREE	21	20.2	21.4	78.6
	STRONGLY AGREE	21	20.2	21.4	100.0
	Total	98	94.2	100.0	
Missing	NOT SURE	6	5.8		
Total		104	100.0		
Mean		2.35			

Source: Primary data, 2014

The table above indicates that goods and services are not delivered at the right time with 27.9% strongly disagreeing, then 26% disagreed, 5.8% were neutral, 20.2% strongly agreed that goods and services are delivered at the right time and 20.2% also agreed on the same. The mean of 2.35 means that, though goods are of the right quality and quantity but there is delay in delivering due to the long procurement process.

4.3.1 Efficiency

Table 4. 26: DV Question 4

Goods and services are always purchased at the least cost than the estimated value

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	31	29.8	31.0	31.0
DISAGREE	28	26.9	28.0	59.0
AGREE	20	19.2	20.0	79.0
STRONGLY AGREE	21	20.2	21.0	100.0
Total	100	96.2	100.0	
Missing NOT SURE	4	3.8		
Total	104	100.0		
Mean	2.31			

Source: Primary data, 2014

The table above shows that goods and services are not always purchased at the least cost than the estimated value. It is represented by 29.8% of the respondents strongly disagreeing followed by 26.9% of the respondents disagreeing, 20.2% strongly agreed that goods and services are always purchased at the least cost than the estimated value, the 19.2% agreed on the same meanwhile 4.7% of the respondents were neutral. The mean of 2.31 suggests that the general perception by the respondents with regards to the statement is that they plainly disagree with the fact that goods and services are always purchased at the least cost than the estimated value.

This tends to agree with presupposition that in government procurement goods are purchased at a higher cost than at the market price (Rwothungeyo, 2014) this is so because of corruption by the government officials engaged in the procurement activities.

Table 4. 27: DV Question 5.

Value for money are always attained by the entities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	49	47.1	50.0	50.0
	DISAGREE	25	24.0	25.5	75.5
	AGREE	12	11.5	12.2	87.8
	STRONGLY AGREE	12	11.5	12.2	100.0
	Total	98	94.2	100.0	
Missing	NOT SURE	6	5.8		
Total		104	100.0		
Mean		1.87			

Source: Primary data, 2014

The table above shows that 47.1% of the respondents strongly disagreed that value for money is not attained by the entity, 24% disagreed, while 5.8% of the respondents were neutral, 11.5% agreed that value is always attained by the entity and 11.5% strongly agreed on the same note.

The mean of 1.87 suggests that the general perception by the respondents with regards to the statement is that they plainly disagree with the fact that Value for money is always attained by the entities. This implies that goods are being purchased at higher cost hence poor performance.

Table 4. 28: DV Question 6.

Procurement records are well maintained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	40	38.5	40.8	40.8
	DISAGREE	29	27.9	29.6	70.4
	AGREE	10	9.6	10.2	80.6
	STRONGLY AGREE	19	18.3	19.4	100.0
	Total	98	94.2	100.0	
Missing	NOT SURE	6	5.8		
Total		104	100.0		
Mean		2.08			

Source: Primary data, 2014

According to the table above, the results show that the majority of the respondents strongly disagreed that procurement records are not well maintained, its represented by 38.5% and 27.9% comes second and they disagreed that procurement records

are not well maintained, 5.9% were neutral, 18.3% strongly agreed that procurement records are well maintained and 9.6% agreed on the same. The mean of 2.08 suggests that the general perception by the respondents with regards to the statement is that they plainly disagree with the fact that procurement records are well maintained.

This tends to agree with the presupposition that in government entities procurement record management is very poor (Muhumuza, 2009). This is usually so, because of lack trained personnel to handle procurement records professionally and this reveals poor performance.

4.3.2 Effectiveness

Table 4. 29: DV Question 7.

Users are always satisfied by the organization's spending

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	39	37.5	44.3	44.3
DISAGREE	26	25.0	29.5	73.9
AGREE	16	15.4	18.2	92.0
STRONGLY AGREE	7	6.7	8.0	100.0
Total	88	84.6	100.0	
Missing NOT SURE	16	15.4		
Total	104	100.0		
Mean	1.90			

Source: Primary data, 2014

The table above indicates that users are always not satisfied with the organizational spending with the majority of the respondents strongly disagreeing, it is represented by 37.5%, 25% disagreed that users are not satisfied with the spending, 15.4% were neutral, 15.4% agreed that users are satisfied with the organizational spending meanwhile 6.7% strongly agreed that users are satisfied with the spending. The mean of 1.90 suggests that the general perception by the respondents with regards to the statement is that they plainly disagree with the fact that users are always satisfied with organizational spending.

Taking the majorities opinion, this means that users are not satisfied with the spending since they are not attaining value for money

Table 4. 30: DV Question 8.

Resources for the entity are well maintained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	5	4.8	5.0	5.0
	DISAGREE	16	15.4	16.0	21.0
	AGREE	34	32.7	34.0	55.0
	STRONGLY AGREE	45	43.3	45.0	100.0
	Total	100	96.2	100.0	
Missing	NOT SURE	4	3.8		
Total		104	100.0		
Mean		3.19			

Source: Primary data, 2014

According to the table above, the results show that 43.3% of the total respondents strongly agreed that resources of the entity are well maintained followed by 32.7% who agreed on the same, 3.8% of the respondents were neutral, 15.4% disagreed that resources for the entity are not well maintained and 4.8% strongly disagreed on the same. The mean of 3.19 suggests that the general perception by the respondents with regards to the statement is that they plainly agree with the fact that resources for the entity are well maintained.

Basing on the majority of the respondents, this means that the resources are well maintained hence good performance.

Table 4. 31: DV Question 9.

Procurement are always made as per the time schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	2.9	3.0	3.0
	DISAGREE	18	17.3	17.8	20.8
	AGREE	33	31.7	32.7	53.5
	STRONGLY AGREE	47	45.2	46.5	100.0
	Total	101	97.1	100.0	
Missing	NOT SURE	3	2.9		
Total		104	100.0		
Mean		3.23			

Source: Primary data, 2014

The table above, the results show that 45.2% of the respondents strongly agreed that procurements are made as per the time schedule, 31.7% supported the

argument, 2.9% were neutral, 17.3% disagreed and 2.9% strongly disagreed that procurement are not made as per the time schedule. The mean of 3.23 suggests that the general perception by the respondents with regards to the statement is that they plainly agree with the fact that procurement is always made as per the time schedule. This tends to agree with the presupposition that government procurement are done as per the time schedule (PPDA Act, 2003) and this is usually so because the entity are making procurement activities quarterly in a financial year.

4.4 General Statistics of Study Variables

Table 4. 32: General Statistics for Variables and Constructs

		Mean	Construct std deviation	Construct t statistic	Interpretation	Rank
Procurement planning	Procurement planning are done as per the approved budget	3.35	.929	3.422	High	4
	Users are always involved in drawing procurement plans	2.89				
	Planning is done by top management	3.30				
Needs identification	It is the user to identify the needs	1.77	.807	3.705	High	3
	Users are involved in designing specifications	3.68				
	Users are represented in evaluation team	3.51				
Sourcing	Sourcing is done in competitive manner	3.54	.627	5.867	High	1
	Time taken is too long to complete the procurement cycle	3.85				
	The right source of media is always used for advertising for bids	3.65				
Bid submission and bid opening	Bids are always submitted as per the rules and regulations	2.89	.867	3.726	High	2
	Bids are open in the presence of leaders	3.15				
	The bidding period is too long	3.65				
Bid evaluation	Bids are evaluated following the rules and regulations in the PPDA act	2.99	.892	3.194	Low	5
	Evaluation of bids takes longer periods	3.65				
	Bidders are informed why their bids failed	1.91				
Contract award and contract management	Contracts are always awarded to the best evaluated bidder	3.00	.834	2.482	Low	9
	Contracts are completed within the contracted period	1.49				
	Contractors are not paid immediately after the contract conclusion	1.72				
Quality	Procurement planning are done as per the approved budget	2.78	1.110	2.241	Low	7
	Goods and services do not conform to the statement of requirement made by the users	2.34				
	Goods and services are delivered at the right time	2.35				
Efficiency	Goods and services are always purchased at the least cost than the estimated value	2.31	1.105	1.888	Low	8
	Value for money are always attained by the entities	1.87				
	Procurement records are well maintained	2.08				

effectiveness	Users are always satisfied by the organization's spending	1.90	.901	3.076	Low	6
	Resources for the entity are well maintained	3.19				
	Procurement are always made as per the time schedule	3.23				
Overall mean	All variables	2.81				

Source: Primary data, 2014

The table below for mean interpretation was used to analyse the figures presented above.

Table 4. 33: Mean Interpretation table

Mean Interval	INTERPRETATION
1.00 – 1.75	VERY LOW
1.76– 2.5	LOW
2.51 – 3.25	HIGH
3.26– 4.0	VERY HIGH

The means for the construct variables ranged from 2.07 to 3.68 with the low mean score of 2.816. This signifies a low rating according to the mean interpretation key in provided above.

Procurement planning, needs identification, sourcing, bid submission and opening are observed to have a high rating due to the observance of the PPDA regulatory Amendment 2008 that has been in force and has significantly contributed to sane practices therein.

Bid evaluation, contract award and management were observed to have low mean tendencies which means that they reduced the effectiveness of the procurement process.

On the side of performance, all three constructs of efficiency, effectiveness and quality were below par. This means that the general performance of the entity was equally low. This is even acknowledged by the (Uganda Prisons Service Annual Report, 2013) which states that the performance of the entity has been on the decrease through recent years. This shows how much needs to be done to improve the efficiency, effectiveness and quality of the entity in performing its duties.

4.5 Relationships between Variables

4.5.1 Correlations

Correlation between Procurement Process Elements and Performance

Table 4. 34: Construct Correlations Table

		Procurement Planning	Needs Identification	Sourcing	Bid submission and bid opening	Bid Evaluation	Contract award and contract management	Performance
Procurement Planning	Pearson Correlation	1	.712**	-.180	-.388**	-.695**	.139	.356**
	Sig. (2-tailed)		.000	.068	.000	.000	.158	.000
Needs Identification	Pearson Correlation	.712**	1	-.352**	-.347**	-.842**	-.079	.406**
	Sig. (2-tailed)	.000		.000	.000	.000	.424	.000
	N	104	104	104	104	104	104	104
Sourcing	Pearson Correlation	-.180	-.352**	1	.770**	.432**	.059	.236*
	Sig. (2-tailed)	.068	.000		.000	.000	.552	.016
Bid submission and bid opening	Pearson Correlation	-.388**	-.347**	.770**	1	.498**	-.142	.170
	Sig. (2-tailed)	.000	.000	.000		.000	.152	.084
Bid Evaluation	Pearson Correlation	-.695**	-.842**	.432**	.498**	1	.051	-.154
	Sig. (2-tailed)	.000	.000	.000	.000		.609	.119
Contract award and contract management	Pearson Correlation	.139	-.079	.059	-.142	.051	1	-.167
	Sig. (2-tailed)	.158	.424	.552	.152	.609		.090
	N	104	104	104	104	104	104	104
Performance	Pearson Correlation	.356**	.406**	.236*	.170	-.154	-.167	1
	Sig. (2-tailed)	.000	.000	.016	.084	.119	.090	

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data, 2014

From the table above it was deduced that some factors contributed to the performance negatively whilst others contributed positively. Those that contributed positively were Procurement planning, Needs identification, sourcing and bid submission and bid opening. Those that contributed negatively were Bid evaluation and contract award and contract management. It was also deduced that some variables correlated strongly with performance relative to the trend observed in other paired variables' correlations. Those that had strongest correlations were Procurement planning and needs identification while those that were weakest were contract award and contract management, sourcing, Bid submission and Bid opening and Bid evaluation. This is summarized in the table below;

Table 1: Interpretation of Construct Correlations

Positive correlations	Negative correlations	Strongest correlations	Weakest correlations
Procurement planning and performance (0.406)	Contract award and contract management (-0.167)	Procurement planning and performance (0.406)	Contract award and contract management (-0.167)
Needs identification and performance (0.356)	Bid evaluation (-0.154)	Needs identification and performance (0.356)	Bid evaluation (-0.154)
Sourcing and performance (0.236)			Sourcing (0.236)
Bid submission and bid opening (0.170)			Bid submission and bid opening (0.170)

Source: Primary data, 2014

CORRELATIONS BETWEEN PROCUREMENT PROCESS AND PERFORMANCE

Table 4. 35: Main Study Variables Correlations

		PROCUREMENT PROCESS	ORGANISATIONAL PERFORMANCE
PROCUREMENT PROCESS	Pearson Correlation	1	.562**
	Sig. (2-tailed)		.000
	N	104	104
ORGANISATIONAL PERFORMANCE	Pearson Correlation	.562**	1
	Sig. (2-tailed)	.000	
	N	104	104

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, 2014

The two tailed significance offers a Pearson correlation coefficient of 0.562. This suggests an average correlation between the two variables. The relationship between procurement process and organizational performance is 56.2%. This means that holding other factors at ceteris paribus, Procurement process would influence the organizational performance by that much. The stars (**) denoting the indicate the strength of the relationship where

- No star - very weak or no relationship
- * - weak relationship
- ** - averagely strong relationship
- *** - string or very strong relationship

The asymptotic significance test expressed as sig (two tailed) in the table is at a convincing level of 0.00. Any value below 0.05 renders the data collected as reliable. Inference can be made that the responses offered during the study were not obtained by chance since if they were, the significance level would have been computed as above 0.05.

Correlation does not necessarily mean causality, so it is prudent to only be confident of the relationship rather than the influence one has on the other. In other words,

the above correlation may mean that organizational performance may influence Procurement process and vice versa. In order to really capture how organizational performance can be influenced by procurement process, a more elaborate procedure needs to be employed. In the next section, this is tackled under regression modeling.

4.5.2 Regression

The following table summarizes the regression details for the independent variables against the dependent variable of organizational performance. Each of the independent variable either contributes positively or negatively towards the organizational performance. Those that contribute negatively are denoted as negative coefficients while those that influence the dependent variable positively are denoted as positive coefficients.

In order to derive a mathematical model relating the numerous variables $x_1 - x_6$ with the dependent variable of organizational performance, the regression equation needs to be formulated. For a linear relationship, the general formula is given as $y = a + bx$, but since there are many x variables with differing coefficients the approach shall be a bit different as analysed after the regression table.

Regression of procurement process elements on performance

Table 4. 36: Regression of Procurement Process elements against Performance

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	interpretation
		B	Std. Error	Beta		
	(Constant)	.449	.338		.188	Not significant
X1	Procurement Planning	.090	.043	.265	.036	Significant
X2	Needs Identification	.260	.051	.806	.000	significant
X3	Sourcing	.159	.059	.359	.008	significant
X4	Bid submission and bid opening	-.022	.071	-.043	.761	Not significant
X5	Bid Evaluation	.253	.068	.585	.000	significant
X6	Contract award and contract management	.120	.050	-.197	.018	significant

Source: Primary data, 2014

$$y = a + bx_i = a + bx_1 + bx_2 \dots bx_6$$

Where y=organizational performance

a=constant

b= coefficient of x

X_i= independent variables affecting organizational performance

$$Y = 0.449 + 0.090x_1 + 0.260x_2 + 0.159x_3 - 0.022x_4 + 0.253x_5 - 0.120x_6$$

Equation 4: Construct regression Equation

This signifies that procurement planning influences performance at a variation of 9%, needs identification positively influences performance at a variation of 26%, sourcing positively influences performance at a variation of 15.9%, Bid submission and bid opening negatively influences performance at a variation of 2.2%, Bid Evaluation negatively influences performance at a variation of 25.3% and Contract award and contract management negatively influences performance at a variation of 12%.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 ^a	.345	.327	.2933

a. Predictors: (Procurement Process)

The R square value of 0.345 indicate that 34.5% of the variation in the performance of UPS is explained by the variation in the procurement process of the entity. The rest of the variation (65.5%) is explained by other factors which have been held constant in this study.

Regression table for Procurement Process against Organizational Performance

Table 4. 37: Regression of Main Study Variables

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	interpretation
		B	Std. Error	Beta			
1	(Constant)	.781	.301		2.598	.011	Significant
	Procurement Process	.567	.100	.490	5.680	.000	significant

a. Dependent Variable: Performance Significance threshold: 0.05

Source: Primary data, 2014

$$Y = a + bx$$

$$Y = 0.718 + 0.567x$$

Equation 5: Study Regression Equation

Where x = procurement process and y = organisational performance

The 0.567 signifies the variation in performance as a result of procurement process. In other words for every unit change in procurement process there is a 56.7% change in the performance of the organisation.

Model Summary

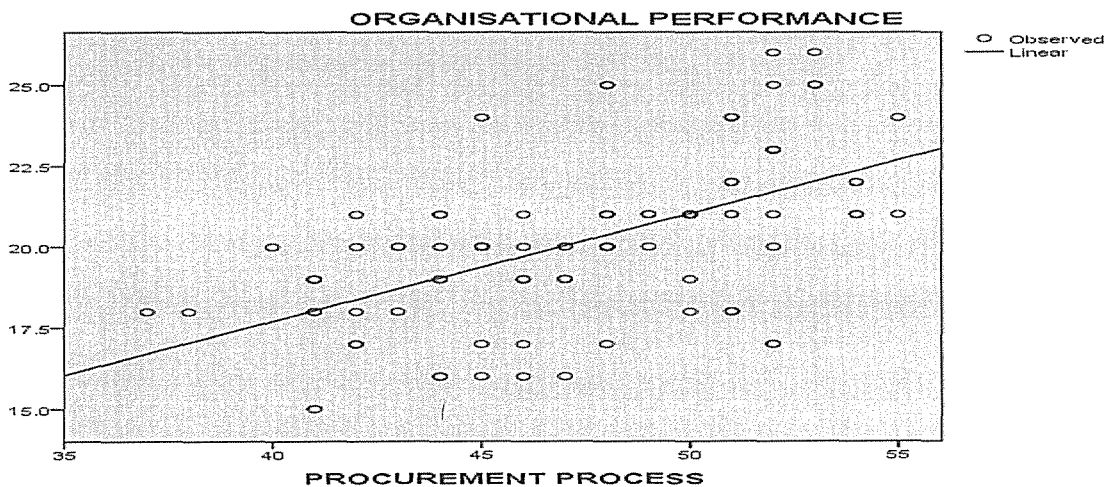
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629 ^a	.396	.384	.31909

a. Predictors: (Procurement Process)

The R square value of 0.396 indicates that 39.6% of the variation in the performance of UPS is explained by the variation in the procurement process of the entity. The rest of the variation (60.4%) is explained by other factors which have been held constant in this study. These factors range from government policy to management skills of directors or economic condition to political situation. All in all the inference is that procurement process is a very important factor to the performance of public institutions.

Graphically this may be represented as illustrated in the figure below.

Figure 5.1: Regression Graph for Procurement Process and Performance



Source: Primary data, 2014

The graph above exhibits a positive average relationship between procurement process and organisational performance. The gradient of the line is convincing enough for us to deduce that organisational performance significantly increases with an increase in the quality of procurement process. This means that procurement policy influences organisational performance averagely. The slope of the curve fairly steep which implies that for each increase in procurement process there is about 0.5 units of organisational performance that comes as a result. This is the ultimate relationship that the study sought to establish.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMEDATIONS

5.0 Introduction

This chapter presents the discussion of the findings, conclusions and recommendations arising out of the research findings in chapter four and suggests areas of further research, findings and results are discussed in line with answers to specific research questions.

5.1 Discussion of Findings

5.1.1 Objective One – To investigate the procurement process at Uganda Prisons Service

Findings revealed that the procurement process followed by entity is quite long and by looking at the tendering process, a lot of time is consumed and each and every stage of the procurement.

This is consistent with the work of (Basheka, 2009) who maintains that procurement management process has been a common problem that needs addressing. The reason for this trend may be of positive performance for the public entities, furthermore, the findings also revealed that, due to public outcry on poor service delivery as a result of a long procurement process, the government of Uganda through the public procurement and disposal of public assets, authority amended the procurement law which comes into effect on Monday, March, 3, 2014 with the motive of promoting efficiency and accountability in the public sector procurement (Daily Monitor, 2014).

Procurement planning was found to be very low at Uganda prisons service. This was attributed to the passiveness of the leaders and management in charge of the process. This has evidently resulted to more challenges that have strategic impact on the organisational performance as supported by Neely (2005). She writes that without a sensible procurement plan, it becomes almost impossible to run the

process itself in public entities. When procurement practitioners outline their procurement activities prior to the beginning of a fiscal year, it provides an organized means whereby time and money are saved. This happens when timelines are followed in the procurement of contract packages and when patience is exercised in the use of the right procedures enshrined by law to ensure transparency and competitiveness (Bairly, 2005).

Needs assessment was also found to be quite of an issue. While users are not fully integrated into the process of procurement, it locks them out of the process of designing specifications which they duly understand and could bring a great deal of assistance had they been brought on board. This is what has resulted in purchase of vehicles which are of smaller capacity as they should be as stated in (Uganda Prisons Service Annual Report, 2013). Basheka (2009), writes that regardless of the approach according to which the procurement idea can be developed, a full and accurate analysis of the existing problems, needs and opportunities is essential for the achievement of a properly planned procurement addressing the real needs of specific target user groups.

Sourcing was also seen as an area of weakness in that at no point in time has Uganda Prison service been able to secure the services of the best suppliers in the market. A good reference is the medicines supply which has proved to be ineffective. Procurers care more about the price more than the quality of the procured medicines. This is what has caused death tolls to rise in prison infirmaries. Iravo (2007) notes that the overall goal of strategic sourcing is to achieve large and sustainable cost reductions, long-term supply stability and minimization of supply risk. The strategies to achieve such goals can be as wide as rationalizing supplier base, leveraging spending across departments, business units and geographical regions, reconfiguring supply specifications, and/or developing strategic partnerships/alliances with selected suppliers.

Bid submission and evaluation have also been marred with all sorts of malpractices. Nepotism and favoritism are very high. Had the correct procedure been followed the prison land worth billions would have been sold at the correct price and the

proceeds used to develop other areas of the facilities as noted in (The Daily Monitor, 2010). A good bid submission policy is where the prospective bidders submit their application for eligibility and bid documents simultaneously on the specified deadline for the submission of the eligibility and bid envelopes. The eligibility envelope normally contains the documents required to prove their eligibility. The bid envelope(s) contains the documents required in application for the contract (Henderson, 1994). In case of single-stage bidding: Prospective bidders should submit simultaneously two envelopes, one containing eligibility requirements and the other containing bidding documents. In case of single-stage bidding variation: Prospective bidders should submit simultaneously three envelopes, one containing eligibility requirements and two containing bidding documents. In case of two-stage bidding: Prospective bidders should submit their eligibility envelopes first, during the first stage of the bidding. Eligible bidders, who are interested to bid, then submit their bidding documents in two sealed envelopes during the second stage of the bidding, (Muhumuza, 2009).

Awarding of contracts and management of the contracts has equally failed. Most respondents were of the idea that there is no autonomy by the contractors. The suppliers are forced to work within the strict rules of the highly ranked officers within the administration of the facilities. This they do due to fear that they may not get favored again should they choose to work independently. Ultimately this kills innovation and degrades the quality in output. Neely (2005) prefers "the most economic advantageous" method in contract awarding. This, she says, is applicable to proposals of different quality within the limits set. Under this, the proposals are graded according to their price for value and the contract is awarded to the one with the best grade. Similar to this is the grading of the proposals according to time, making the proposals needing less time of implementation seem more valuable (Neely, 2005).

5.1.2 Objective two – To determine the Performance at UPS

The findings revealed that the performance of Uganda Prison Service is still not meeting the expectations of the stakeholders, this is so because the procurement

cycle and the time frame provided by the law had created a gap for the entity to hide behind their in effectiveness, the findings further revealed that the entity had been following the procurement process and in the end the cost of the items would be much higher than the market price, however as procurement law has been amended and with the new guide lines, the entity expects improvement in the procurement process management where the study has revealed. The findings also revealed that where the entity used competition in the bidding process, they realized value for money and where there is no competition then there is poor performance. According to Guru and Said (2004) efficiency in procurement can be achieved by consistently aligning the purchasing processes with procurement strategies, while harmonizing the operational procurement activities at a global level. This enables an organization to make more efficient use of the available resources. Sophisticated e-Procurement solutions can reduce the number of manual interfaces in your purchasing process, enabling you to automate the majority of your procurement transactions (Guru & Said, 2004).

Effectiveness is yet to be achieved. Most of the procured items and services end up being only used for a very short period of time before which they become obsolete. The vehicles used to transport prisoners to courts are in a very pathetic state and under capacitated. These are vehicles which should have a durability of decades but the procured ones are not of proper standards and that is why they depreciate fast in value due to tear and wear. If proper procurement procedures had been followed better vehicles would have been purchased with more durability. Basheka (2009) notes that when individuals use effective procurement plans in the execution of their functions, they are more organized, effective and efficient in effecting positive changes and growth in their organizations. This growth and change exposes the procurement officers relevance and reliability in the achievement of duties and responsibilities assigned to his office, thus, producing the necessary measures which would provides the basis for achieving the spirit and intent of the procurement laws.

Efficiency of the organisation is also questionable. At times suppliers who have quality and affordable prices are rejected in favor of other more expensive suppliers because of nepotism. The entity ends up paying more than it should for services it

could have procured at a more competitive price. Most of the tenders on repair of buildings are carried out in this mischief forcing the organisation to spend way more than normal.

Quality of output has also been compromised. Management and appraisal of contracts no longer concerns itself much with quality. As Knudsen (1999), writes, quality is not an aspect of performance that should be left to chance; it must be insisted and achieved. The responses concerning the quality of service by the Uganda Prisons service were piteous as more than 80% of the respondents felt that the entity could do much more than they are doing currently. Hentschel (2009) says the procurement professionals who handle sourcing are well positioned to manage the Quality Assurance (QA) process for their companies—or delegate the task to a competent team member. The buyer who doesn't necessarily grasp the fine details of QA, for example, can work with a quality systems expert (either an in-house professional or a competent third party) to visit supplier plants, review manufacturing and/or distribution processes, and conduct regular quality reviews. For supplier quality assurance to be most effective, he says it should be handled in conjunction with other company departments, not just purchasing (Hentschel, 2010).

5.1.3 Objective Three – to establish the Relationship between procurement and performance at UPS

The study findings show that there is a significant positive relationship between procurement process and performance of Uganda Prison Service. On the person correlation scale this relationship measures at 0.562 which is interpreted as an average positive relationship.

The null hypothesis was thus rejected and the alternative hypothesis adopted since the significance of the relationship was 0.000 which suggests a vivid evidence of a good correlation between the two study variables. A regression model was also formulated as has been shown under Regression section. This model may be used to forecast or present scenarios relating to the how organizational performance may be influenced by an increase or a decrease in one or more factors that affect it.

This implies that as the entity continues disregarding the effectiveness of the procurement process their performance tends to deteriorate and when the procurement process is revised and the time frame for tendering is reduced, performance tends to increase. As noted in Fama & Jensen (1983); this may cause inefficiency and lack of accountability. Organisations which do not have credible procurement means in their processes, procedures, and plans experience lower performance and higher stakeholder dissatisfaction and employee turnover (Amaratunga & Baldry, 2002). Measuring the performance of the purchasing function yields benefits to organisations such as cost reduction, enhanced profitability, assured supplies, quality improvements and competitive advantage as was noted by (Batenburg & Versendaal, 2006)

5.2 Conclusion

The study high lights the performance of Uganda Prison Service procurement system, the results from the study indicates that strong and weak areas of performance in the procurement process in terms of procurement planning, evaluation of bids, records management and contract management, these findings revealed that procurement planning was integrated in the annual entity budgets as part of the legal requirement. This is a good development in public procurement system in Uganda Prison Service since procurement planning is a critical component for the realization of public procurement objectives.

Many loopholes were identified in the findings which are thought to have been the genesis of the poor performance in the Uganda Prisons Service. These hitches ranged from the manner in which contracts and bids are evaluated and allocated. These weaknesses are hypothesized to have had an adverse effect on the quality, effectiveness and efficiency of the entity in its administration of its mandate as a public entity. The relationship that was found to exist between procurement process and organizational performance is significant enough to warrant amendments of the way the process is carried out in the organisation.

The study tried as much as possible to focus on how to employ the procurement process to effectively promote the entity's performance. This performance which is

measured in terms of quality, effectiveness and efficiency can be improved by a great deal by adopting the recommendations as suggested in the subsequent section.

5.3 Recommendations

The research study identified probable weaknesses the procurement process which are potential causes for the substandard performance exhibited by the entity. The conclusion above paves way for a string of suggestions and recommendations which could effectively curb the problem or at least minimize it. The following are the researcher's suggestions with regards to what should be done to the procurement process for a better performance at Uganda Prison Service.

1. Synchronize the procurement processes with the budget. The Process of procurement planning should be one that is consistent with the budget and it is very important for it to be inclusive of the users' opinions and suggestions. As much as management should be involved in drawing procurement plans, the users and other relevant parties need to be brought on the drawing board for a comprehensive planning process.
2. More emphasis should be given to adherence to stipulated rules in (PPDA Act, 2003) throughout the bidding process. Most importantly, the rule that bids should be done in the presence of all bidders should be revisited. This would make sure that all bidders bid from the same level and even encourage transparency. Better still; the bidding process needs to be shortened as there is so much time spent in the exercise.
3. The government needs to amend the PPDA Act to encompass all the aforementioned issues which the study has found to be vital towards the success of the procurement process.

5.4 Areas for Further Research

There is need to conduct studies in the following areas:

1. Procurement planning and organization performance
2. Contract compliance and organization performance
3. Procurement process and service delivery

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APPENDICES

APPENDIX I: RESEARCH INSTRUMENTS

APPENDIX IA: FACE SHEET OF RESPONDENTS

PART A: BIO DATA

1. Gender

Male Female

2. Highest academic education attained

O-Level A-Level Diploma Degree Masters

Others, specify.....

3. Age in Years

<30 31-40
41-50 >50

4. For how long have you worked with your organisation?

<10yrs 11-20yrs
21-30yrs >30yrs

APPENDIX IB: QUESTIONNAIRE

Please answer the following questions by selecting only one of the options as highlighted below

1= strongly agree 2 =agree 3 =disagree 4=strongly disagree 5=neutral

A=agree, SA= strongly agree, D =disagree, SD=strongly disagree,
N=Neutral

PROCUREMENT PROCESS

Table App 1: Questionnaire on Procurement Planning

Procurement Planning	SA	A	D	SD	N
	1	2	3	4	5
Procurement planning is done as per the approved budget					
Users are always involved in drawing the procurement plan					
Planning is done by top management					

Table App 2: Questionnaire on Needs Identification

Need identification	SA	A	D	SD	N
	1	2	3	4	5
It is the user to identify the needs					
Users are involved in designing specification					
Users are represented in the evaluation team					

Table App 3: Questionnaire on Sourcing

Sourcing	SA	A	D	SD	N
	1	2	3	4	5
Sourcing are done in a competitive manner					
Time taken to complete the procurement cycle is too long					
The right source of medium is always used for advertising for bids					

Table App 4: Questions on Bid submission and bid opening

Bid submission and bid opening	SA	A	D	SD	N
	1	2	3	4	5
Bids are submitted as per the rules and regulations					
Bids are open in the presence of bidders					
The bidding period is too long					

Table App 5: Questions on Bid evaluation

Bid evaluation	SA	A	D	SD	N
	1	2	3	4	5
Bids are evaluated following the rules and regulations in the PPDA Act					
Evaluation of bids takes longer periods					
Bidders are informed why their bids failed					

Table App 6 : Questionnaire on Contract Award and contract Management

Contract award and contract management	SA	A	D	SD	N
	1	2	3	4	5
Contracts are always awarded to the best evaluated bidder					
Contracts are completed within the contracted period					
Contractors are always not paid immediately after the contracts' completion					

PERFORMANCE

1= strongly agree 2 =agree 3 =disagree 4=strongly disagree 5=neutral

A=agree, SA= strongly agree, D =disagree, SD=strongly disagree, N=Neutral

Table App 7: Questions on Quality

Quality	SA	A	D	SD	N
	1	2	3	4	5
Goods and services provided are of the right quality and quantity					
Goods and services do not conform to the statement of requirement made by the users					
Goods and services are delivered at the right time					

Table App 8: Questions on Efficiency

Efficiency	SA	A	D	SD	N
	1	2	3	4	5
Goods and services are always purchased at the least cost than estimated value					
Value for money are always attained by the entities					
Procurement records are well maintained					

Table App 9: Questions on effectiveness

Effectiveness	SA	A	D	SD	N
	1	2	3	4	5
Users are always satisfied by organizational spending					
Resources for the entity are well maintained					
Procurement are always made as per the time schedule					

APPENDIX II: TIME FRAME FOR RESEARCH PROJECT

Table App 10: Time Frame for Research

ACTIVITY	DURATION					
	Jan,2013	May,2013	Jan,2014	Mar,2014	July,2014	Sep,2014
Months						
Proposal writing						
Proposal Editing						
Data collection						
Data Arrangement						
Data analysis and presentation						
Editing and final submission						
FINAL REPORT						

APPENDIX III: STUDY BUDGET

Table App 11: Research Budget

ITEMS	COSTS (US \$)
Data collection and coding	
Transport charges	250
Lunch	150
Internet	50
Photocopying	50
Communication	50
Report writing	
Typing	50
Printing	50
Binding	50
Other expenses	100
Total	900

APPENDIX IV: INFORMED CONSENT

Dear Respondents,

I am carrying out a research on Procurement Process and Performance in Uganda Prisons Service, and I am kindly requesting you to spare some time and respond to these questions by ticking in the box corresponding with your answer.

All the information you provide will be treated with confidentiality and the results thereof will be treated for academic purposes only.

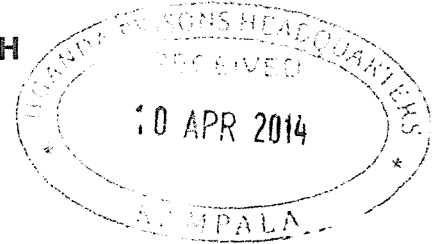


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**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS, BUSINESS AND
MANAGEMENT SCIENCES**

COLLEGE OF HIGHER DEGREES AND RESEARCH



April, 08, 2014.

**INTRODUCTION LETTER FOR OKELLO BONNY REG.NO. MBA/40300/131 TO
CONDUCT RESEARCH IN YOUR ORGANISATION**

The above mentioned candidate is a bonafide student of Kampala international University pursuing a Masters' of Arts in Business Administration.

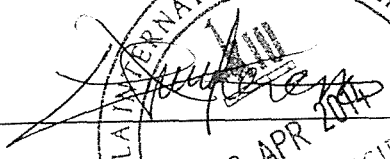
He is currently conducting a field research for his dissertation entitled "**Procurement Process and Performance of Uganda Prisons Services, Uganda.**"

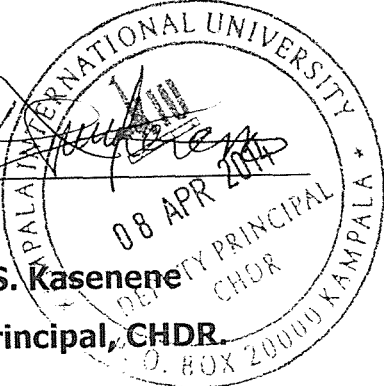
Your organization has been identified as valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with pertinent information he may need.

Any information shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,


Dr. Edris S. Kasenene
Deputy Principal, CHDR.



APPENDIX V: MEAN INTERVAL CALCULATION

$$\frac{H - L}{N}$$

Equation 6: Mean Interval Calculation for Study responses

Where n = number of valid response options = 5

H = highest option = 4

L = lowest option = 1

$$\frac{4-1}{3} = 0.75$$

Table 2: Response Mean Interpretation

Mean Interval	INTERPRETATION
1.00 – 1.75	VERY LOW
1.76– 2.5	LOW
2.51 – 3.25	HIGH
3.26– 4.0	VERY HIGH

APPENDIX VI: PEARSON SCALE OF INTERPRETATION

From	To	Interpretation
-1		Perfect negative relationship
-0.99	-0.85	Very Strong negative relationship
-0.84 -	-0.75	Strong negative relationship
-0.74	-0.65	Fairly string negative relationship
-0.64	-0.45	Average negative relationship
-0.44	-0.25	Weak negative relationship
-0.24	-0.01	Very weak negative relationship
0		No relationship
0.01	0.24	Very weak positive relationship
0.25	0.44	Weak positive relationship
0.45	0.64	Average positive relationship
0.65	0.74	Fairly string positive relationship
0.75	0.84	Strong positive relationship
0.85	1	Very Strong positive relationship
1		Perfect positive relationship

APPENDIX VII: KEY TO QUESTION VARIABLES

Table App 12: Key to Question Variables

#	ABB	QUESTION VARIABLE
1	IV1	Procurement planning is done as per approved budget
2	IV2	Users are always involved in drawing the procurement plan
3	IV3	Planning is done by top management
4	IV4	it is the user to identify the needs
5	IV5	users are involved in designing specifications
6	IV6	Users are represented in the evaluation team
7	IV7	Sourcing is done in a competitive manner
8	IV8	Time taken for sourcing is too long
9	IV9	The right source of medium is used for advertising
10	IV10	Bids are submitted as per the rules and regulations
11	IV11	Bids are opened in presence of bidders
12	IV12	The bidding period is too long
13	IV13	Contracts are always awarded to the best evaluated bidder
14	IV14	Contracts are completed within the contracted period
15	IV15	Contracts are appraised on a monthly basis
16	IV16	Bids are evaluated following the rules and regulations
17	IV17	Users are represented in the evaluation process
18	IV18	Evaluation of bids takes longer periods
19	DV1	Goods and services provided are of the right quality and quantity
20	DV2	Goods and services conform to the requirement of the users
21	DV3	Goods and services are delivered at the right time
22	DV4	Goods and services are purchased at the least cost than the estimated value
23	DV5	Value for money is always attained by the entities
24	DV6	Contractors are always paid in time for the service they provide
25	DV7	Users are always satisfied with the organizational spending
26	DV8	Effective procurement process yields productivity
27	DV9	Procurement is always done in time

APPENDIX VIII: RESEARCHER'S CURRICULUM VITAE

CURRICULUM VITAE

BIO DATA

NAME: BONNY OKELLO
SEX: MALE
DATE OF BIRTH: 21.01.1972
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TELEPHONE NOs.: +256 782 584176
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EMAIL: bonnyok12@gmail.com

CAREER OBJECTIVE

To pursue professional carrier on areas of research and be a key partner in organizational goals, objectives, mission, vision, through full exploitation of my potential and remain competitive and dynamic in the world of competition.

PERSONAL PROFILE IN SUMMARY

Highly committed, self motivated flexible person with good oral and written communication skills, result oriented ,experienced in law enforcement and able to work under pressure and adverse condition with minimum supervision and able to adapt and learn new situations and skills and can work in both small and large team work .

EDUCATIONAL BACKGROUND

YEAR	QUALIFICATION	INSTITUTION
2007-2010	Bachelors in Procurement and Supply Chain Management	Makerere University
2002-2004	Diploma in Business Studies	Makerere University Business School
2001-2001	(Purchasing and Supply Option) Certificate in Business Management And administration	Makerere University
1997-1999	Grade III Teachers Certificate	St Peters Clever Amwa T.C

PERSONAL SKILLS AND COMPETENCES

- Excellent Leadership and people management skills including managing workforce diversity and managing stakeholder's differences.
- Interpersonal skills and ability to maintain good and effective working in multi-cultural environment.
- Computer Literate and ability to use Microsoft Excel, Access, Word and Power point.
- Knowledge in Procurement Laws and regulations.
- Knowledge in Prisons Act, Penal Code Act and Court procedures.
- An Excellent work and experience in store management
- Knowledge in security management.
- Supervisory and decision making ability.
- Good communication and networking skills.
- High degree of Honesty and integrity.
- Interested and committed in continuous learning.
- Ability to work under pressure with less supervision.
- Good planning and organizational skills.

WORK EXPERIENCE

YEAR: 1993- 2000
ORGANISATION: Uganda Prison Service
POSITION: Store Keeper

YEAR: 2001- To Date
ORGANISATION: Uganda Prison Service
POSITION: Court Orderly /court interpreter.

PERSONAL ATTRIBUTES

- Team work.
- Flexible and adoptive.
- Respect for confidentiality.
- Ability to manage security and investigation.
- Stress tolerance.
- Interested and committed to continuous learning.

LINGUISTIC ABILITIES

LANGUAGE

SPOKEN

WRITTEN

○ English	Good	Good
○ Luo (Langi)	Excellent	Excellent
○ Kiswahili	Good	Fair
○ Luganda	Fair	Fair

HOBBIES

- Reading, research, surfing internet to develop knowledge.
- Engaging in intellectual debate and exchanging ideas through innovation and creativity
- Relating and building good working relationship.
- Working at challenging task to achieve set targets.
- Games – soccer.

REFEREES

1. Mr. Asinja Apolo Baker
Senior Superintendent of Prisons,
Prisons Headquarters,
P. O BOX 7182, Kampala.
Tel: +256 712 211 279

2. Mr. Mwesigwa Herbert,
Clerical Officer,
Anti Corruption Court –Kololo,
P.O Box 7085,
Kampala- Uganda,
Tel: +256772385899, + 256714385899

3. Mr. Joseph Kyenda,
Police Officer,
Anti Corruption Court –Kololo
P.O Box 7085,
Kampala- Uganda
Tel: +256772458667, +256752458667

CERTIFICATION

I.....*Okello Bonny*....., the undersigned, certify that to the best of my knowledge and belief, this data correctly describes my qualifications, experience and my personality.

Signed:*Bonny Okello*.....

BONNY OKELLO
+256 0782 584 716
+256 0701 003 740