

**PROCUREMENT REGULATIONS AND THE ADMINISTRATION OF THE  
PROCUREMENT PROCEDURES IN NATIONAL ROADS  
AUTHORITY, SOUTH SUDAN**

**BY**

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A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
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AWARD OF A BACHELOR'S DEGREE IN SUPPLIES AND PROCUREMENT  
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## DECLARATION

I, Martin Mabior Mawien, the undersigned declare that this Research Report entitled "*Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan*" with the exception of the acknowledged references, ideas and concerns is my own original work and has never been presented to any organization or institution of higher learning for a Degree or any other Academic Award.

Signature:

  
.....

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17/01/2015  
.....

**Date**

## APPROVAL

This is to acknowledge that, this Research Report "*Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan*" prepare by Martin Mabior Mawien, has been carried out under my close supervision and is now ready for submission to the College of Economic and Management in partial fulfillment of the requirements for the Bachelors' Degree in Supplies and Procurement of Kampala International University with my approval.

Signature:



.....  
**Dr. Kinyatta Stanley**  
**(SUPERVISOR)**

17<sup>th</sup> Jan 2015

.....  
**Date**

## **DEDICATION**

This research Report s dedicated to my parents; Mawien Dut Ayei and Abaric Chuol Ater. It is also dedicated to my wife Cholok Martin and my two children-Ayen Mabior Mawien and Dut Mabior Mawien. I dedicate this piece of work to the Almighty God for his mercy, Grace and love in my life, if it was not for Jesus, nothing would have been possible.

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## ABSTRACT

The study intended to establish the relationship between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan. This study was guided by three objectives which included; (i) to determine the impact of procurement regulation in terms of; innovation and creativity, integrity, unity of purpose, professionalism on administration of the procurement procedure in South Sudan public entities; (ii) to determine the level of administration of procurement procedures (iii) to establish whether there is a significant relationship between Procurement regulations and the administration of the procurement procedures in Sudan Road Authority. Hence the purpose of this paper was to examine the effect of procurement regulations adherence on administration of the procurement process in National Roads Authority, South Sudan. This study used a descriptive correlation design; the study comprised of a target population of 283 from which a sample size of 166. Choice of respondents was based on three techniques: stratified sampling, purposive sampling and simple random sampling. The data collection instruments were basically self-administered questionnaires, interviews, as well as document analysis. The gathered data was analyzed using descriptive statistics. Statistical Package for Social Sciences (SPSS) computer software was used to generate frequency, tables and percentages. Analysis of data revealed that low level of procurement regulations hindered creation of favorable environment for administration of the procurement process. Correlation analysis was used to find out the associations between all concerns variables for instance Procurement regulations and the administration of the procurement procedures in Southern Sudan National Roads Authority. The findings reveal that majority of the respondents were male who composed (54%) and minorities were females with 46 (46%). majority of the respondents (66%) were in the age bracket of 20-39, (32%) were in the age bracket of 40-59 of age and 2 were 60+. Regarding the educational qualification of respondents 50% had bachelors, 26% diploma, 20% had certificates and 4% had masters, therefore respondents with bachelors dominated in the sample. Concerning the length of experience in commercial transporting activities, (60%) of the respondents had served for a period of 6-10 years and above 11 years (15%) respectively. Analysis of data revealed that low level of procurement regulations adherence hindered creation of favorable environment for administration of the procurement process. Most (61%) respondents indicated that occasionally procurement related disputes occurred in the organization. The major limitation of this study was that it relied solely on the experience of Goss. Perhaps including the experiences of other public entities could increase the transference of findings of South Sudan Road Authority to other entities as well. Poor procurement practices hinder sustainable development and negatively impact upon economic growth. Therefore, need to recognize the importance of adhering to procurement regulations to improve the public procurement process. The proposed typology of adherence to procurement regulations for the public entity can serve as a basis for future research in this area. The study adds to knowledge by providing information on public procurement procedures. Other organizations may consider the factors identified in this study to evaluate their procurement function. The findings on relationship showed that exist between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan is significantly correlated, (all sig.<0.05). This means that the more logistic support is given and available in the firm, the more the bureaucratic Procurement Regulations and the lower the Suppliers' Effectiveness, in National Roads Authority. it was recommended that; the procurement personnel should be trained on how to conduct various procurement functions; organization should consider hiring academically qualified procurement personnel and continually train all procurement personnel on application of procurement regulations; the government should enforce application of procurement guidelines in all national Road authority as stated in the Public Procurement Act; all the undertaken procurement practices should not be fraudulent and a high level of transparency should be maintained; Administration of the Procurement Procedures; Public entities should draft procurement policies that are compatible with procurement regulations and all employees should be made aware of the formulated policies; the south Sudan directives should be put into consideration while formulating policies; the level of stakeholders' involvement should be improved by application of monitoring and supervisory mechanism to oversee if all procurement processes are in line with the procurement regulations guidelines.

## ACRONYMS

<b>EOI</b>	Request for Expression of Interest
<b>ERP</b>	Enterprise Resource Planning
<b>EU</b>	European Union
<b>GDP</b>	Gross Domestic Product
<b>GOSS</b>	Government of Southern Sudan
<b>IFBs</b>	Invitation for Bids
<b>JICA</b>	Japan International Cooperation Agency
<b>MTR</b>	Ministry of Transport and Roads
<b>NCB</b>	National Competitive Bidding
<b>OECD</b>	Cooperation and Development
<b>PLCC</b>	Pearson linear correlation coefficient
<b>PPCRAB</b>	Public Procurement Complaints, Review and Appeals Board
<b>PPD</b>	Public Procurement Directorate
<b>PPOA</b>	Public Procurement Oversight Authority
<b>SPSS</b>	Statistical package for social scientist
<b>TOC</b>	Theory of Constraints
<b>UK</b>	United Kingdom
<b>USA</b>	United States of America
<b>USAID</b>	United States Agency for International Development
<b>UNOPS</b>	United Nations Office for Project Services
<b>VFM</b>	Achieve Value for money
<b>WFP</b>	World Food Programme
<b>SISP</b>	Sudan Infrastructure Services Project
<b>SMPIs</b>	State Ministries of Physical Infrastructure

## CHAPTER ONE

### BACKGROUND OF THE STUDY

#### .0 Introduction

This chapter focuses on the background of the study, Problem Statement, Purpose, research objectives, research questions, scope, hypothesis and significance of the study, validity, ethical consideration and limitations of the study.

#### .1 Background of the study

Procurement encompasses the whole procedure of acquiring property and/or services. It begins when an agency has identified a need and decided on its procurement requirement (Ebrahim, 2010). Procurement continues through the processes of risk assessment, seeking and evaluating alternative solutions, contract award, delivery of and payment for the property and/or services and, where relevant, the ongoing management of a contract and consideration of options related to the contract. Procurement also extends to the ultimate disposal of property at the end of its useful life (Leeders, 2006).

According to Johnson (2010) the landmark in the reforms was in 2005 when the Public Procurement and Disposal Act, 2005 was enacted by Parliament. The Act established an oversight body, the Public Procurement Oversight Authority (PPOA), Public Procurement Oversight Advisory Board and the Public Procurement Administrative Review Board. It amended all other laws relating to procurement in public entities ensuring that all of it is done under the umbrella of the Act thus widening the scope of application of the law and providing a proper basis for enforcement. With the gazettment of the subsidiary legislation entitled Public Procurement and Disposal Regulations 2006, the law became operational on 1st January 2007 (PPOA, 2007).

According to PPOA (2007), the public procurement system in South Sudan has been undergoing reforms consistent with the global trend since the mid 1990s, most notably within the periods covering 1997-2001 and 2005. Before these reforms, the legal framework governing public procurement was very amorphous, providing a conducive environment for the perpetration of various malpractices in public procurement including the endemic corruption that characterized the system. George (2010) contended that the

level of procurement regulations greatly influences the effectiveness and efficiency of the procurement process in public entities.

According to Patrick (2009), with the official launch of Public Procurement Reforms, the country set on the reform road in the area of public procurement by; putting in place a unified legal and regulatory framework to guide the reforms. This was realized through the gazettelement of the Exchequer and Audit Act (Public Procurement, Regulations, 2001), which harmonized all the Treasury circulars and manuals governing procurement in the public sector. Putting in place an institution to oversee development and implementation of the public procurement policy in South Sudan and improve transparency. This was realized through the creation of the Public Procurement Directorate (PPD) to oversee the public procurement process in South Sudan and the Public Procurement Complaints, Review and Appeals Board (PPCRAB) to handle tendering disputes Act (Public Procurement, Regulations, 2007).

Public procurement is concerned with how public sector organizations spend taxpayers' money on goods and services (Hall, 2009). Globally, in many developed nations, government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (Organization for Economic Co-operation and Development, 2006); in the UK, public procurement expenditure is approximately £150 billion. In Africa, public procurement procedures are poorly executed and this negatively affects realization of increased economic development in the region (Atkinson,2003).

In developing countries like South Sudan, the public procurement sector is often the largest domestic market. The government has the obligation of providing goods, works and services to meet a variety of citizen needs. The necessity for public procurement law and also clearly defined procurement systems arises from the fact that, unlike the private sector, public procurement is a business within a national and political system, whose pillars of strengths are integrity, fairness, accountability, competition, transparency, national interest, promotion of local industry and economic development (PPOA, 2009).

This research is based on the theory of constraints (TOC) of Rahman (1998). It seeks to increase manufacturing throughput (efficiency or system performance measured by sales) by identifying those processes that are constraining the manufacturing system the bottlenecks. It is a management philosophy that has been effectively applied to manufacturing processes and procedures to improve organizational effectiveness. Three TOC paradigms that have evolved over the last twenty-five years: logistics, global performance measures, and thinking processes (Blackstone, 2001). More recently, Boyd and Gupta (2004) have referred to these three paradigms as decision making, performance measurement systems, and organizational mindset, respectively. Originally, the logistics paradigm had managers looking for, and elevating, system constraints in order to increase throughput.

The dependent variable in this study is Administration of the procurement procedures which is a method of tending to or managing the affairs of a group of people, department or organizations activities contributing directly to an organizations output. Every procurement department needs to concentrate on how the procurement procedure is administered to help utilize funds and resources effectively. All procurement processes and procedures are clearly outlined in the Public Procurement Act. All public entities are expected to follow the Act; the PPOA was enacted to ensure that the administration and execution of the Act is followed effectively (Andrew, 2008).

The independent variable of this study is procurement regulation which is the integrity, fairness, accountability, competition, transparency, national interest, promotion of local industry and economic development. Procurement largely contributes to the spending of the public entities thus the procurement processes must be highly monitored in how they are administered to ensure efficiency and effectiveness. Unless the procurement process is administered effectively and efficiently, its performance will be highly affected thus adequate factors relating to the above should be highly concentrated on (Ebrahim, 2010).

In public entities the factors mentioned above largely affect the procurement process in that they have to be incorporated so as to realize success. Whatever plan is selected its administration is measured on basis of extent of administration or level of administration



or as a percentage of administration. In some cases it may be measured using the extent to which it delivers success or achievement, saves on cost and resources and time taken to administer each process. Procurement processes take different time frames and amount of resources example time taken for a tendering process is longer than a request for quotations. Every process should be monitored at every stage to ensure transparency and to avoid lag or delays in the process.

On December 15, 2009 in Juba, the Government of Southern Sudan (GOSS) Ministry of Transport and Roads (MTR) unveiled its massive road construction work plan for the year 2010, to be implemented with funding from the United States Agency for International Development (USAID) through its Sudan Infrastructure Services Project (SISP). The GOSS Ministry of Transport and Roads will lead the national program for improving Southern Sudan's road network through strategic planning and policy management directed by the Directorate for Roads and Bridges combined with implementation of road and bridge projects by the Road Authority.

Road maintenance of selected trunk roads by MTR and the World Food Programme aims at carrying out routine and periodic maintenance and spot improvement works on 1549 kilometers of trunk road. The total cost is estimated at US \$36 million. According to USAID/SISP officials, the 2010 Work Plan Conference for Fiscal Year 2010 was organized to present for dissemination a draft Annual Work Plan for the USAID Sudan Infrastructure Capacity Building Program, which will be implemented in close partnership with MTR and State Ministries of Physical Infrastructure (SMPIs). Participation in the workshop by several development partners and implementing agencies besides USAID, including the World Bank, Japan International Cooperation Agency (JICA), United Nations Development Programme (UNDP), United Nations Office for Project Services (UNOPS), European Union (EU), and World Food Programme (WFP), is important to avoid duplication of activities and waste of valuable resources. USAID/SISP plans to deliver assistance to MTR for the establishment of a Road Agency, capacity building for State Ministries of Physical Infrastructure and capacity building for local contractors.

The program will also assist south Sudan in collaboration with the Ministry of Interior to conduct a road safety and road awareness program focused on bringing safety to the public and specifically raising children's awareness of the dangers that come along with improved roads. Program objectives for activities initiated in 2008/2009 were to establish a Road Authority, improve planning capacity, improve management and supervision of road construction contracts, and facilitate coordination with donors and collaboration with the States to undertake road network improvements. The workshop underlined the activities to be carried out in 2010 and responsibilities to be shared with the beneficiaries, implementers, donors, and other agencies. The workshop's primary goal to increase awareness, commitment, collaboration, cooperation and improve participation, especially between MTR and the SMPs, in the implementation of the USAID Sudan Infrastructure Capacity Building Program, so that the south Sudan National Road Authority will know their specific roles and expected level of performance. The intended outcome of the workshop is to reduce possible conflict on implementation of similar programs by other development partners and GOSS agencies, and instead work complementarily.

Transport and Road Minister in the semi-autonomous Government of South Sudan, H.E Hon. Anthony Lino Makana, on Monday said that the Government and its donor partners have geared up to launch one of the biggest road construction and development program in the region. He said that the work plan would be stepped up so as to achieve the target of 7000 kilometers per year, stating, "Of course, before one embarks on any activity, he/she must plan on what to do as a work plan is a road map to the implementation of any activity in a given institution," adding that a house cannot be constructed before its design. "The work plan should be implemented fully, and this will make life easier for the common men, reduce business cost and improve the economy of the less privileged in southern Sudan."

## .2 **Statement of the Problem.**

Although many public entities have setup procurement regulation, for purposes of vendors or bidders, direct selection of tender/bidding, cost control, power of negotiation, contract skeleton, pre-contract screening, internal company policy and procedures, preparing the bold package, elucidation meeting, and results of negotiation process among others, but the administration of the procurement procedures is still ineffectiveness this has been due to remove patterns of abuse, corruption, and the failure of the public purchaser to obtain adequate value in return for the expenditure of public funds thus failure to fully achieved good practices in procuring entity level . Administration of the public procurement procedure although plays a significant role, in developed nations such as Japan, USA and UK, sound procurement processes have been identified in development of country's infrastructure such as roads, railways, housing and telecommunication systems (Edward, 2009). According to Kinyanjui (2010) developing countries in Africa, such as Nigeria, Ghana, Malawi, and Sudan have failed to achieve infrastructure development goals due to application of poor procurement procedures. The poor state of many roads in South Sudan and other public infrastructures is greatly influenced by low emphasis on the employed procurement process and major reforms on public procurement procedures could play an important role towards development of country's road infrastructure. Kirungu (2009) argued that while the legal and regulatory framework is demand adequate, the most significant risks in procurement are found in the institutional environment and performance of the procuring entities in complying with the procurement law and its regulations. In a survey conducted by PPOA (2008) it was found that over 70% of Procuring Entities in South Sudan lost over 1 billion shillings as result of application of poor procurement administrations. In spite of having various studies undertaken on procurement problems by various writers as indicated above, none of the studies have specifically addressed the procurement regulation and administration in South Sudan Road Authority. It is therefore against this background that this study will be undertaken to examine the procurement regulation adherence on administration of the procurement procedures in Sudan public entities with a specific reference to South Sudan National Roads Authority.

### **.3 Research Objectives**

#### **1.3.1 General objective**

The general objective of this study examined the effects of poor administrations of Procurement Regulations in National Roads Authority, South Sudan in South Sudan public entities.

#### **1.3.2 Specific objectives;**

The specific objectives were;

- (1) To determine the impact of procurement regulation in terms of; innovation and creativity, integrity, unity of purpose, professionalism on administration of the procurement procedure in South Sudan public entities
- (2) To determine the level of administration of procurement procedures in Sudan Public Entities in terms of, fairness, competition, transparency, national interest, promotion of local industry and economic development Accountability, value for money, ethics Transparency and competition
- (3) To establish whether there is a significant relationship between Procurement regulations and administration of the procurement procedures in Sudan Sudan Road Authority

### **4 Research questions**

- (1) To determine the impact of procurement regulation in terms of; innovation and creativity, integrity, unity of purpose, professionalism on administration of the procurement procedure in South Sudan public entities
- (2) To determine the level of administration of procurement procedures in Sudan Public Entities in terms of, fairness, competition, transparency, national interest, promotion of local industry and economic development Accountability, value for money, ethics Transparency and competition
- (3) To establish whether there is a significant relationship between Procurement regulations and administration of the procurement procedures in Sudan Road Authority.

## **.5 Scope of the Study**

### **1.5.1 Geographical Scope**

The study was carried out in South Sudan National Roads Authority, a landlocked country in eastern Africa, gained its independence on July 9, 2011, following decades of civil and political unrest. Located close to the equator, the country is covered in tropical forest, swamps and grassland. The White Nile flows through the country, passing by Juba, the new nation's capital. The Sudan Infrastructure Services Project (SISP), funded by the U.S. Agency for International Development (USAID), was initiated in 2007 to provide critical public infrastructure and capacity building activities in support of the 2005 Comprehensive Peace Agreement and the economic development of South Sudan. USAID engaged Louis Berger, as its implementing partner, to work in collaboration with the Government of South Sudan to address a full range of physical and institutional needs

### **1.5.2 Content Scope**

The study was confined to the Procurement regulations and administration of the procurement procedures in Sudan public entities in Sudan national roads authority". The respondents for the study covered logistics, Finance section, transport, Procurement and suppliers department, production section as well as Transportation Department.

### **1.5.3 Theoretical Scope**

This study was based on theory of constraints (TOC) of Rahman (1998). It seeks to increase manufacturing throughput (efficiency or system performance measured by sales) by identifying those processes that are constraining the manufacturing system the bottlenecks. It is a management philosophy that has been effectively applied to manufacturing processes and procedures to improve organizational effectiveness. Three TOC paradigms that have evolved over the last twenty-five years: logistics, global performance measures, and thinking processes (Blackstone, 2001; Draman 1995). More recently, Boyd and Gupta (2004) have referred to these three paradigms as decision making, performance measurement systems, and organizational mindset, respectively. Originally, the logistics paradigm had managers looking for, and elevating, system constraints in order to increase throughput. This included using drum-buffer-rope scheduling techniques and the five focusing steps of TOC. In the second paradigm, global

performance measures were effectively utilized. These measures, based on throughput, operating expense, and inventory, allow managers to easily assess the impact of any given decision and help the manager to focus on the corporate goal.

#### 1.5.4 Time Scope

The study was conducted within seven (7) month. It started with writing proposal followed by data collection, analysis and interpretation, submission of the final thesis, between July 2014 and January 2015.

### 6 Significance of the Study

**Government of South Sudan**, the findings explains why there is need for a growing demand for fiscal accountability, answers the who, for what, to whom and how questions, describes the move toward performance accountability, details the benefits and costs, and concludes with general recommendations such as transparency of national statistics on the national income, balance of payments, banking and non-banking institutions, regulatory bodies, among others nor the accountability of the private sector and non-government organizations.

**Researcher-** the researcher benefited from the study because of the new methods of financial control, importance, Challenges and some of the solutions as well as fulfilling the requirements for the award of a Bachelor's Degree in Supplies and Procurement of Kampala International University.

**Policy makers;** procurement regulations throw lights on how the gradual spread of globalization has put economic policymakers in many developing countries and economies in transition in a reactive mood, rather than proactive; external developments that do not always lend themselves to precise identification would appear to have a greater role, or even a dominating role on fiscal policies.

**Procurement and logistics industry**, the findings explains that without procurement regulations most works are likely to experience window dressing of budget estimates of revenues and expenditures, avoidance of credit limits through an accumulation of unpaid

bills, transfer of amounts toward the end of the year to deposit accounts to avoid lapse of funds, manipulation of performance data and associated means.

**Auditors;** Auditors may be able to reduce substantive audit testing if controls are determined to be effective. With effective procurement regulations, auditors may often be able to modify the nature and/or timing and/or reduce the quantity of substantive procedures performed. The reduction in substantive procedures will be realized in audit year one and even more in audit years two and three when tests of operating regulations would not have to be repeated, unless material changes have occurred to the business process or controls or a significant risk is involved.”

**General public;** Every companies and enterprise must have more or less good cash management system in order to maintain company's cash liquidity so that it must always positive at all time. If not the cash manager must find a solution on how to finance the cash flow deficit.

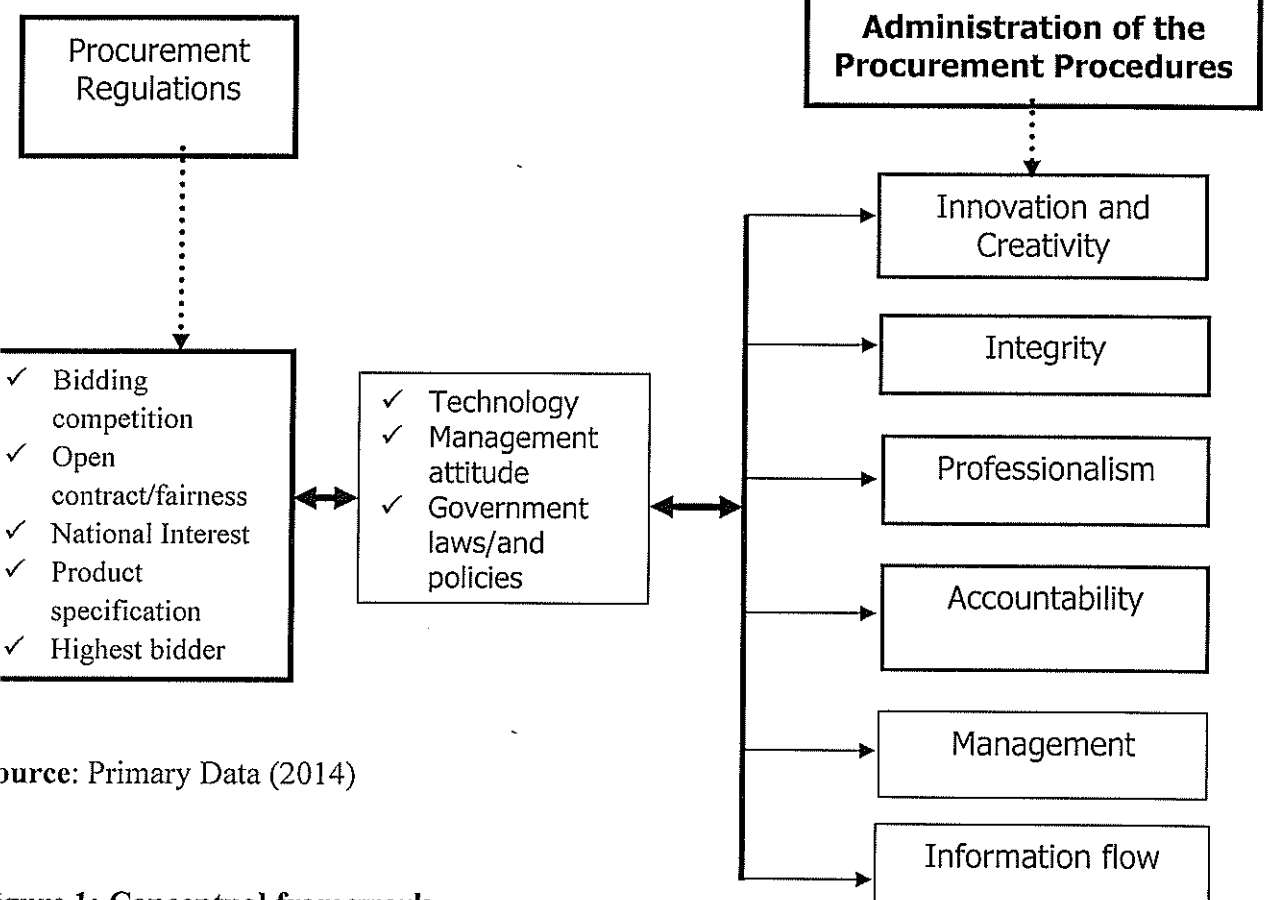
In conclusion findings of this study may assist the construction industry to embrace the procurement procedures for satisfactory end results that will satisfy the project sponsor, users and stakeholders.

## 7. **Conceptual Framework**

The level of procurement regulation adherence is the degree in which state enterprises applies and follow the procurement guidelines as stipulated in the public procurement Act. Procurement guidelines govern the choice of suppliers, products and the methods and procedures to be used to communicate with suppliers (George, 2010). Public enterprises in road construction industry procurement systems exhibit low level of adherence to procurement regulations since cases of malpractices are experienced and this negatively affects administration of the procurement process.

**Independent Variable (IV)**

**Dependent Variable (DV)**



Source: Primary Data (2014)

Figure 1: Conceptual framework

According to PPOA (2007), the public procurement system in Sudan has been undergoing reforms consistent with the global trend since the mid 1990s, most notably within the periods covering 1997-2001 and 2005. Before these reforms, the legal framework governing public procurement was very amorphous, providing a conducive environment for the perpetration of various malpractices in public procurement including the endemic corruption that characterized the system. George (2010) contended that the level of adherence to procurement regulations greatly influences the effectiveness and efficiency of the procurement process in public entities. According to Patrick (2009), with the official launch of Public Procurement Reforms, the country set on the reform road in the area of public procurement by; putting in place a unified legal and regulatory framework to guide the reforms.



## .8 Key Operational Terms

*Procurement*; refers to the act of obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment. It usually encompasses of purchasing planning, standards determination, specifications development, suppliers research and selection, value analysis, financing, price negotiation, making the purchase, supply contract administration, inventory control and stores and disposal as well as other related functions.

*Procurement regulations*; refer to a process of the promulgation, monitoring, and enforcement of rules, established by primary and/or delegated legislation. Thus, a written instrument containing rules having the force of law. They create limits, constrain or right, create or limit a duty, or allocate a responsibility. Regulation can take many forms: legal restrictions promulgated by a government authority, contractual obligations that bind many parties, self-regulation by an industry such as through a trade association, social regulation, co-regulation, third-party regulation, and certification, accreditation or market regulation.

*Administration* here includes the performance or management of government business operations and decision making as well as the efficient organization of people and other resources to direct activities toward common goals and objectives.

*Competition*: Competitive tendering is the means by which most goods and services are procured. Procurement rules assist in the creation of competition markets and benchmarks and reform efforts in this area would improve quality and lead to greater competitiveness among suppliers.

*Accountability*: At the international level, governments are often involved in trading activities and procure goods and services such as defense equipment, provide or receive aid, and operate diplomatic posts in other nations and the conduct of these activities results in financial risk exposures, and accountability problems.

*Value for Money*: Sometimes the government is at liberty to consider other criteria than the lowest price; for example technical capabilities, qualifications of key personnel, and

past performance records in awarding contracts to potential suppliers. Some of the barriers which need to be overcome in order to achieve Value for money (VFM) are weak governing bodies, politics, tradition, and lack of education and training programmes.

*Transparency:* it is an essential aspect of ensuring accountability and minimizing corruption, and has gained prominence in Organizations for Economic Cooperation and Development countries. Government procurement is one area where corruption is rampant in both developing and developed countries.

*Ethics:* Purchasing professionals are held to higher standards of ethical conduct than people in other professions, yet some do not even know what is expected of them. If the workforce is not adequately educated in such matters, this may lead to serious consequences; including, breaches of codes of conduct.

## CHAPTER TWO

### LITERATURE REVIEW

#### **.0 Introduction**

This chapter introduced and focuses on the theoretical review, conceptual framework and review of related literature.

#### **.1 Procurement Regulations**

Public procurement is the process whereby public sector organisations acquire goods, services and works from third parties. It includes much that supports the work of government and ranges from routine items for example stationery, temporary office staff, furniture or printed forms, to complex spend areas for example construction, Private Finance Initiative projects, aircraft carriers or support to major change initiatives. Government must apply the highest professional standards when it spends this money on behalf of taxpayers, to ensure it gets a good deal and to provide appropriate and necessary goods and services to the quality required to meet user needs.

The level of procurement regulation adherence is the degree in which state enterprises applies and follow the procurement guidelines as stipulated in the public procurement Act. Procurement guidelines govern the choice of suppliers, products and the methods and procedures to be used to communicate with suppliers (George, 2010). Public enterprises in road construction industry procurement systems exhibit low level of adherence to procurement regulations adherence since cases of malpractices are experienced and this negatively affects administration of the procurement process.

According to PPOA (2007), the public procurement system in Kenya has been undergoing reforms consistent with the global trend since the mid 1990s, most notably within the periods covering 1997-2001 and 2005. Before these reforms, the legal framework governing public procurement was very amorphous, providing a conducive environment for the perpetration of various malpractices in public procurement including the endemic corruption that characterized the system. George (2010) contended that the level of adherence to procurement regulations greatly influences the effectiveness and efficiency of the procurement process in public entities. Public regulation is concerned

with how public sector organizations spend taxpayers' money on goods and services (Hall, 2009). Globally, in many developed nations, government organizations across the world tend to spend between 8 per cent and 25 per cent of GDP on goods and services (Organization for Economic Co-operation and Development, 2006); in the UK, public procurement expenditure is approximately £150 billion (Department of Environment, Food, and Rural Affairs, 2007). In Africa, public procurement procedures are poorly executed and this negatively affects realization of increased economic development in the region. In Nigeria for instance, high level of corruption and bureaucratic procedures in the government are some of the key challenges responsible for lack of development of road network infrastructure in the northern parts of the country.

In developing countries like Kenya, the public procurement sector is often the largest domestic market. The government has the obligation of providing goods, works and services to meet a variety of citizen needs. The necessity for public procurement law and also clearly defined procurement systems arises from the fact that, unlike the private sector, public procurement is a business within a national and political system, whose pillars of strengths are integrity, fairness, accountability, competition, transparency, national interest, promotion of local industry and economic development (PPOA, 2009).

### **2.1.1 Innovation and Creativity**

Innovation requires collaboration, ideation, implementation and value creation. Community developers actively engaged in innovation illustrated each of these elements during breakout sessions. Collaboration. Teamwork is essential to getting things done. In today's global and digital 24/7 world, challenges are more complex; it's becoming increasingly important to bring more, diverse minds to the table and to break down silos. Collaboration is one type of group activity familiar to community development. There is no shortage of initiatives intended to be collaborative. Collaboration has never been easy, mostly because conflict and competition within and among groups dominates the landscape. As everyone tends to avoid tension, what we actually may be left with in communities is peaceful (or less than peaceful) coexistence, and not collaboration. It may be a good time for re-thinking collaboration. There is a good chance that what community development needs may not be found within existing relationships. It is often

repeated that collaborative relationships are important because it takes more than one person, group or organization to address challenges. Now, relationships developed across sectors, disciplines and areas of study and practice may yield greater returns. Interdisciplinary networks, especially those that include younger professionals and ethnic groups, can reveal answers to persistent challenges and new intersections where none were easily apparent.

Tangible goals of collaboration include building affordable housing, supporting enterprise creation and bringing high-speed Internet to rural areas. Many collaboratives seek to describe an issue or reach consensus. An important outcome of collaboration could be to create new measures of success in economic development. Re-thinking collaboration means finding how intellectual efforts, like mobilizing the creative capital of each individual, can generate value for the community. Collaborative process is more than working together. It means the ability to think together and to act on complex projects. The traditional strategic planning process is not a model for the disciplines required to transform our economies. Rather, strategic "doing" offers a framework to achieve results. Thinking together is open innovation. Strategic doing guides open innovation. Strategic doing means: Strategic doing is based on important design elements. Design requires us to become more aware and intentional about creating spaces for important conversations on topics that matter to the community. Physical locations in the community can be created to model and mirror new collaborative behaviors. The place and space must be hospitable and intentional. This means conversations are open-sourced and carefully managed. Productive conversations require good listening skills. How much do we listen to another person only with the thought of what we want to say next? Good listening means inquisitiveness and curiosity drive conversation and not power, authority and political influence.

### **2.1.2 Value for Money**

Sometimes the government is at liberty to consider other criteria than the lowest price; for example technical capabilities, qualifications of key personnel, and past performance records in awarding contracts to potential suppliers (Cummings and Qiao, 2003). Some of the barriers which need to be overcome in order to achieve Value for money (VFM) are

weak governing bodies, politics, tradition, and lack of education and training programmes (Palmer and Butt, 1985).

The purpose of public procurement is to obtain the best VFM (BVFM) and to do this it is important to consider the optimum combination of “whole life cost” (i.e. acquisition cost, cost of maintenance and running costs, disposal cost) of a purchase and its fitness for purpose (i.e. quality and ability to meet the contracting authority’s requirements). This definition enables contracting authorities to compile a procurement specification which includes social, economic and environmental policy objectives within the procurement process. “Whole life cost” includes both quantifiable and non-quantifiable or intangible costs and benefits (Dorothy, 2010).

Procurement processes within contracting authorities can only result in best value for money when the following ten guiding principles governing the administration of Cypriot public procurement have been satisfied to an acceptable extent.

### **2.1.3 Ethics**

Purchasing professionals are held to higher standards of ethical conduct than people in other professions, yet some do not even know what is expected of them (Atkinson, 2003). If the workforce is not adequately educated in such matters, this may lead to serious consequences; including, breaches of codes of conduct.

### **2.1.4 Accountability**

At the international level, governments are often involved in trading activities and procure goods and services such as defense equipment, provide or receive aid, and operate diplomatic posts in other nations and the conduct of these activities results in financial risk exposures, and accountability problems. At the national level public sector managers have to deal with a more competitive environment than has been the common practice in the past. The public is also demanding greater accountability and better service (Gunasekaran, 2005). Therefore, managing the risks associated with the complex competitive environment give rise to accountability problems (Barrett, 2000) as the roles and responsibilities of the participants in the process are not clear.

Administration of the public procurement process plays a significant role towards supporting realization of increased country’s economic growth and development. In developed nations such as USA and UK, sound procurement processes have been

identified to play an important role in development of country's infrastructure such as roads, railways, housing and telecommunication systems (Edward, 2009). According to Kinyanjui (2010) developing countries in Africa, such as Nigeria, Ghana, Malawi, and Kenya have failed to achieve infrastructure development goals due to application of poor procurement processes. The poor state of many roads in Kenya and other public infrastructures is greatly influenced by low emphasis on the employed procurement process and major reforms on public procurement processes could play an important role towards development of country's road infrastructure (Dorothy, 2010).

Kirungu (2009) says that while the legal and regulatory framework is demand adequate, the most significant risks in procurement are found in the institutional environment and performance of the procuring entities in complying with the procurement law and its regulations. In a survey conducted by PPOA (2008) it was found that over 70% of Procuring Entities in Kenya lost over 1 billion shillings as result of application of poor procurement processes.

According to Patrick (2009), with the official launch of Public Procurement Reforms, the country set on the reform road in the area of public procurement by; putting in place a unified legal and regulatory framework to guide the reforms. This was realized through the gazettelement of the Exchequer and Audit Act (Public Procurement, Regulations, 2001), which harmonized all the Treasury circulars and manuals governing procurement in the public sector. Putting in place an institution to oversee development and implementation of the public procurement policy in Kenya and improve transparency. This was realized through the creation of the Public Procurement Directorate (PPD) to oversee the public procurement process in Kenya and the Public Procurement Complaints, Review and Appeals Board (PPCRAB) to handle tendering disputes Act (Public Procurement, Regulations, 2007).

According to Johnson (2010) the landmark in the reforms was in 2005 when the Public Procurement and Disposal Act, 2005 was enacted by Parliament. The Act established an oversight body, the Public Procurement Oversight Authority (PPOA), Public Procurement Oversight Advisory Board and the Public Procurement Administrative Review Board. It amended all other laws relating to procurement in public entities ensuring that all of it is done under the umbrella of the Act thus widening the scope of

application of the law and providing a proper basis for enforcement. With the gazettment of the subsidiary legislation entitled Public Procurement and Disposal Regulations 2006, the law became operational on 1st January 2007 (PPOA, 2007).

### **2.1.5 Professionalism**

Professional success is a main goal for most, if not all, workers. Obtaining professional success depends on several factors, including self-recognition of limitations, building a strong network and filling the gaps to reach personal and professional goals. Incorporate one or more key elements in your career plan when working toward your professional goals and years of success. Setting Goals; setting personal goals can help you achieve professional success. However, if the goals are too broad or too large, you might get derailed. Creating a Network; you may not be able to reach the professional success you desire without a strong network that can guide you in the right direction and provide positive references for new employment opportunities. A network includes people you are working with, people you went to school with and professionals you meet at events and conferences. Knowing Your Limits; No one is perfect, and recognizing your own limitations is a benefit. Just as you know your strengths and work continuously to perfect them, work on your limitations by identifying them, trying new approaches and learning from your mistakes. Do not avoid addressing your limitations or weaknesses.

Learning and Listening; Stay current with your given industry by taking training, reading articles, watching the news and discussing industry changes with friends and fellow colleagues. An employer may ask what you do to stay current, so reading and researching frequently may benefit you in professional growth. Leadership; another key element of professional success is showing leadership. Do not confuse leadership with management; leadership is showing initiative and taking the lead when sharing ideas or approaching during meetings. It does not refer to telling people what to do or avoiding ideas that may go against your own. Sharing your leadership and ideas also show your creative thinking and knowledge, which may show managers and executives your professional attitude.



## **.2 ADMINISTRATION OF THE PROCUREMENT PROCEDURES**

Procurement procedure is the process followed in acquiring of goods, works and services by the government procuring entities which includes purchasing, hiring, leasing or any other contractual means of engaging suppliers in the provision of services to the public (lent, 2002). Public procurement is controlled by government and is financed from taxation, grants, public debts and fees for services. The main goal of public procurement is effective and efficient provision of public service. It is aimed at satisfaction of customers in terms of cost, quality, and timeliness of the delivered product or service, minimizing administrative operating costs, conducting business with integrity, fairness and openness (GoK, 2005).

Administration is a method of tending to or managing the affairs of a group of people, department or organizations activities contributing directly to an organizations output. Every procurement department needs to concentrate on how the procurement process is administered to help utilize funds and resources effectively. All procurement processes and procedures are clearly outlined in the Public Procurement Act. All public entities are expected to follow the Act; the PPOA was enacted to ensure that the administration and execution of the Act is followed effectively ((Cuymmings, 2003).

### **2.2.1 Fairness**

The procurement procedures outline in detail the specific actions to be taken so as to accomplish a purchase task within the guidelines of the company. The procedure provides the framework and direction for achieving the most economical supply of materials with the maximum efficiency. It also provides the means of processing information and communicating from the time of need until the materials are delivered (Kenneth, 2003).

According to Gary (2002), procurement procedure entails the following major processes; Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration and Contract Closeout. Procurement planning is the process of identifying which project needs can be best met by procuring products or services outside the project organization and should be accomplished during the scope definition effort. It involves consideration of whether to procure, how to procure, what to procure, how much to

procure, and when to procure. Procurement planning should also include consideration of potential sellers, particularly if the buyer wishes to exercise some degree of influence or control.

Procurement largely contributes to the spending of the public entities thus the procurement processes must be highly monitored in how they are administered to ensure efficiency and effectiveness. Unless the procurement process is administered effectively and efficiently, its performance will be highly affected thus adequate factors relating to the above should be highly concentrated on (Dorothy, 2010).

In public entities the factors mentioned above largely affect the procurement process in that they have to be incorporated so as to realize success. Whatever plan is selected its administration is measured on basis of extent of administration or level of administration or as a percentage of administration. In some cases it may be measured using the extent to which it delivers success or achievement, saves on cost and resources and time taken to administer each process. Procurement processes take different time frames and amount of resources example time taken for a tendering process is longer than a request for quotations. Every process should be monitored at every stage to ensure transparency and to avoid lag or delays in the process. To ensure effective administration of the procurement process, the management should be keen to follow up by following processes as stipulated in the Act and also putting measures in to place that will help in achieving effective administration of the procurement process. Procuring entities should constantly train their employees, update their software, implement good strategies, and comply with regulations at every stage of any procurement process.

To improve on the level of procurement regulations adherence, the procurement personnel should be trained on how to conduct various procurement functions; the organization should consider hiring academically qualified procurement personnel and continually train all procurement personnel on application of procurement regulations. The government should enforce application of procurement guidelines in all public entities as stated in the Public Procurement Act. All the undertaken procurement practices should not be fraudulent and a high level of transparency should be maintained so as to avoid procurement of unnecessary and low quality goods and services.

Public entities should draft procurement policies that are compatible with procurement regulations and all employees should be made aware of the formulated policies. The PPOA directives should be put into consideration while formulating policies and so as to avoid inconsistency with the Public Procurement Act. The level of stakeholders' involvement should be improved by application of monitoring and supervisory mechanism to oversee if all procurement processes are in line with the procurement regulations guidelines.

### 2.2.2 Competition

Competitive tendering is the means by which most goods and services are procured. Procurement rules assist in the creation of competition markets and benchmarks and reform efforts in this area would improve quality and lead to greater competitiveness among suppliers. Competitive tendering (bidding) is a widely used procurement method within government agencies and private sector organisations. The idea behind competitive tendering is that it forces suppliers to compete and (so the theory goes) consequently the purchaser and taxpayer will gain better "value for money" (Hall, 2009)

Competitive tendering involves a purchasing organization advertising its interest to acquire services or supplies and requests tenders to respond and to compete for the opportunity to win the business. In some countries the tendering/bidding process is mandatorily used in some government organizations for purchases over predetermined dollar values (Hall, 2009).

Dr. Deming wrote many important sections on customer - supplier relationships. Most relevant to this column is Deming's comment in *The New Economics* that states, "The idea of several suppliers for any one item, competing with each other for lower prices (as advocated by some authors), makes good talk, but as a practical matter it is only talk, even under long term contracts. It destroys any possibility of a good relationship between customer and supplier. The losses would be one of those unknowable figures". Although "unknowable," Dr. Deming did indicate where such losses are likely to be incurred. One example would be that competitive tendering tends to erode trust, and without trust suppliers and purchasers are much less likely to collaborate on continually improving a product or service –and continually reducing its cost (Smith-Deighton, 2004).

Another important aspect of hard-to-quantify losses is described by Mary Walton in the *Deming Management Method*, "Financial people like to have several vendors pit against

each other to drive down price. This practice, Dr. Deming says, with no regard to quality and service, can actually drive good vendors and good service out of business.” government procurement guidelines only allow suppliers who actually tender to be considered for a procurement decision. If the leading supplier or suppliers do not tender, the purchaser can only consider bids from suppliers who do tender. If leading suppliers are not considered, the purchaser may end up buying inferior product or service.

When making significant purchases, frank and open communication between potential supplier and customer is crucial. Competitive tendering is not conducive to open communication; in fact, it often discourages deep dialogue because in many cases all discussions between a bidder and the purchaser must be made available to all other bidders. Hence, Bidder A may avoid asking certain questions because the questions or answers may help other bidders by revealing Bidder A’s approaches, features, and the like (Hall, 2009).

A supplier forced to play the competitive tendering game may come under pressure to keep costs down to ensure he gets a satisfactory profit margin. One way a supplier can lower costs is by using cheaper labor and/or materials. If the cheaper labor and materials are poor quality, the procurer will often end up with inferior, poor quality product or service. Sub-contractors seemed to be cutting corners and creating safety risks. As a result the buyer was urged by the union to put in checks and balances in the tendering process. Such checks and balances a) miss Deming’s points about the flaws in competitive tendering, b) create financial costs, time delays, and c) make it more likely for disagreements about terms to occur, perhaps leading to litigation (Smith-Deighton, 2004).

Competitive tendering can force a supplier to accept a very slim profit margin. These low margins can result in a supplier having little or no money to spend on research and development, new technology and equipment. The result – society gets a lower price tag today, but society loses out tomorrow and well into the future. When government agencies, and indeed, private companies use competitive tendering it can take several years to choose a successful bidder. The result is the customer can wait incredibly long periods for product or service that may be required quickly. A situation that compounds the problem of lengthy time frames of competitive tendering is when a selected supplier is unable to meet the

requirement that he has contracted for. To the procurer's frustration, the lengthy competitive tendering process may have to begin again. As such, it is rework caused by competitive tendering itself (Smith-Deighton, 2004).

### 2.2.3 Transparency

Transparency is an essential aspect of ensuring accountability and minimizing corruption, and has gained prominence in Organizations for Economic Cooperation and Development (OECD) countries. Government procurement is one area where corruption is rampant in both developing and developed countries. Transparency requires governments to adhere to higher standards conduct by ensuring that conduct will be open to scrutiny (Smith-Deighton, 2004).

Transparency is a wide and complex terrain, including everything from legally required disclosures to employee tweets, much of it having nothing to do with sustainability. However, an increasing number of transparency initiatives are focused on social and environmental outcomes, from the rise in sustainability reporting over the last twenty years, to more recent bursts of open innovation. This increase in transparency represents a tremendous opportunity for business, the environment, and society at large if six key elements are done right (Smith-Deighton, 2004).

With the generation and capture of ever-larger streams of data, many sustainability professionals are asking, "What is the future of reporting?" Given the pace and nature of the changes afoot, that might simply be the wrong question for those working to drive the sustainability agenda forward. In fact this blurring of transparency and reporting has likely been holding progress back. The better question to ask is, "What should companies do to enable all internal and external stakeholders to make better decisions?" It is almost certain that the answer to that question won't simply be, "Create a better sustainability report," even as we continue to believe in the value of effectively measured, managed and reported triple bottom line data captured in those reports (Palmer, 1985).

Right information: Data needs to be correct. This sounds basic but we don't need to think too long to come up with examples where it is hasn't been quite so. We know that accurate information doesn't necessarily mean stakeholders will make good decisions. Case in point: we have clear data indicating that smoking is bad for one's health, but people are still taking up the habit today. However, fewer people are taking up the habit, and correct

information about tobacco previously obscured is undoubtedly a contributor to these improved outcomes. Right stakeholders: This correct information needs to reach the stakeholders who need it to make better decisions (others can have it, too, but they may not need it). Cotton farmers in Ghana should know how the difference in price between organic and conventional cotton might affect their livelihood before they grow it and take it to market. Teenaged shoppers in the USA maybe don't need this information quite as urgently, and in fact they may be better served knowing how short-term clothing purchases will affect their long-term financial prospects, and/or how these purchases may affect local waste streams (Leeders, 2006).

Right format: This is likely the most challenging for communications staff, for all manner of practical reasons. But it is a growing reality. For example, it's a safe bet that most citizens affected by gold mining operations in Chile are not reading a 158-paged PDF about responsible mining. An anonymous, text message-based hotline might be an appropriate human rights reporting mechanism for factory workers in China where mobile phone usage is high, while not in Bangladesh or Haiti where the world's poorest people are not yet as networked by electronics. Apps might engage urban American citizens, while information delivered by a leader at a faith-based gathering might better reach older, rural Americans. This pixelated mosaic of format options is going to form a high-resolution image of effective transparency. Right time: Successful corporate transparency efforts should be timed in such a way that they enable stakeholders to act in order to improve possible outcomes. It's not enough to state, "Here's what happened. It was/wasn't good." An effectively timed effort will bend trends in the right direction rather than witnessing them as they unfold, because it will reach stakeholders when they are most ready and able to bring about positive change (Leeders, 2006).

Right frequency: Similar to format, this one is happening at a rate that companies are scrambling to keep up with. This doesn't just mean pumping out weekly e-blasts to everyone who has "liked" a company on Facebook, or yielding to the quarterly reporting cycle. It does mean providing internal stakeholders with effective systems and safeguards to find and share data, to create a sort of constant leaching of information that is effective and infectious. This will require a level of corporate disclosure nay, of openness that

completely eclipses the current flow of “communications.” Key messages honed by Public Affairs, approved by Legal/Compliance and uttered by spokespeople will cease to be the norm. Rather, information will be shared in a semi-constant state. Just as a person can look at a watch and instantly find the time accurately reflected, companies will be a steady and reliable source of information.

#### **2.2.4 National interest**

At the international level, governments are often involved in trading activities and procure goods and services such as defense equipment, provide or receive aid, and operate diplomatic posts in other nations and the conduct of these activities results in financial risk exposures, and accountability problems. At the national level public sector managers have to deal with a more competitive environment than has been the common practice in the past. The public is also demanding greater accountability and better service (Gunasekaran, 2005). Therefore, managing the risks associated with the complex competitive environment give rise to accountability problems (Barrett, 2000) as the roles and responsibilities of the participants in the process are not clear(George, 2010).

To improve on the level of procurement regulations adherence, the procurement personnel should be trained on how to conduct various procurement functions; the organization should consider hiring academically qualified procurement personnel and continually train all procurement personnel on application of procurement regulations. The government should enforce application of procurement guidelines in all public entities as stated in the Public Procurement Act. All the undertaken procurement practices should not be fraudulent and a high level of transparency should be maintained so as to avoid procurement of unnecessary and low quality goods and services (George, 2010).

Public entities should draft procurement policies that are compatible with procurement regulations and all employees should be made aware of the formulated policies. The PPOA directives should be put into consideration while formulating policies and so as to avoid inconsistency with the Public Procurement Act. The level of stakeholders’ involvement should be improved by application of monitoring and supervisory mechanism to oversee if

all procurement processes are in line with the procurement regulations guidelines (Palmer, 1985).

Procurement is a key function in the operations of an organization. It is the process of obtaining goods or services in any way, including borrowing, leasing and even force or pillage. These goods and services must be purchased at the correct time and location for the express gain or use of public institutions. The Procurement of goods, services and works is one of the major areas in government operations which, when strategically and systematically handled it can lead to higher levels of performance and productivity (Gunasekaran, 2005)

### **2.2.5 Promotion of local industry**

The promotion of domestic industry requires activation of a package of economic laws that are still disabled unlike some of the blocks as tariff law and the protection of the domestic product and consumer protection product to be able to compete with national importer. the industrial sector is one of the economic sectors the country and the basis of economic development because it will create jobs and absorb unemployment and reduces the incidence of poverty in the country, as well as reduce foreign imports and to provide hard currency for the country(Barrett, 2000). The suffering of the industrial sector of the South Sudan significant deterioration since the nineties of the last century and so far as a result of the difficult circumstances that gripped the country such as wars and blockades international economy imposed on South Sudan, as well as the absence of economic policy clear to the South Sudan government (Kinyanjui, 2010).

### **2.2.6 Economic development Accountability**

**Accountability:** At the international level, governments are often involved in trading activities and procure goods and services such as defense equipment, provide or receive aid, and operate diplomatic posts in other nations and the conduct of these activities results in financial risk exposures, and accountability problems. At the national level public sector managers have to deal with a more competitive environment than has been the common practice in the past. The public is also demanding greater accountability and better service (Gunasekaran,2005). Therefore, managing the risks associated with the complex



competitive environment give rise to accountability problems (Barrett, 2000) as the roles and responsibilities of the participants in the process are not clear (McCrudden, 2008).

Procurement environment has changed over the years thus affecting the strategies employed to optimize procurement. According to Ukalkar (2000) there are five major factors which have affected procurement. These factors are the globalization in scope of the procurement products (goods and services), rapid growth rate of business activities as a result of information technology, increased customer demands leading to proliferation of products to target more diverse tastes by mass customization of products, increased customer awareness making them more sophisticated about the products they buy and the proliferation of standards in compliance to “environmental, health, safety and customer rights protection laws, the emergence of regional trade blocs, international standards like ISO-9000 and company standards QS-9000 systems and procedures”, thus warranting periodical reviews on procurement systems, processes, status in the organization, a professionally trained, motivated and responsible personnel to manage the functions.

Budget Execution is affected by procurement. Unless procurement has been planned adequately, with realistic times taken into account for the preparation of procurement requirements and allotment of budget, the budget execution will be hampered. In a public institution plans are implemented based on the above identified factors. Whatever plan is executed its implementation is measured on basis of extent of implementation or level of implementation or as a percentage of implementation. In some cases it may be measured using five point likert scale, 1 to 5 or extent of disagreement or disagreement. Procurement plans are categorised as annual, quarterly, semi-annual or long term plans which are over one year. Once implemented they should reviewed from time to time to ensure level of achievement or lack implementation and reasons given and necessary measures taken (Golder, 2007).

To ensure effective implementation procurement plans, annual procurement planning should be integrated with applicable budget processes and based on indicative or approved budgets. Procuring entities should revise and update their procurement plans, as appropriate, during the course of each year. For effective role of inventory management to

be achieved the government through the ministry of Health needs to lay more emphasis on enforcing the laid out procedures in Othaya district hospital by conducting regular audits. It was evident that at times, the procurement procedures were not fully observed and shortcuts were used to ensure goods and services are procured in the hospital. Also the procurement department should ensure that the hospital is well equipped with procurement plan as it would provide the organization with the information about the purchase of goods and services, how vendor will be chosen, what kind of contract will be used, how vendor will be managed and who will be involved at each stage of the process. E-procurement should be implemented in Othaya district hospital since with proper implementation is an organized form of open communication. It allows managers to confirm, cutting down on unnecessary purchases and cost and therefore inventory management. E-procurement in the public sector should also increase transparency in procurement through electronic publishing of tender notices and contract awards and this enhances accountability and reduces the instances of corruption therefore inventory management.

### **2.2.7 value for money**

Value for Money: Sometimes the government is at liberty to consider other criteria than the lowest price; for example technical capabilities, qualifications of key personnel, and past performance records in awarding contracts to potential suppliers (Cummings and Qiao, 2003). Some of the barriers which need to be overcome in order to achieve Value for money (VFM) are weak governing bodies, politics, tradition, and lack of education and training programmes (Palmer and Butt, 1985).

The purpose of public procurement is to obtain the best VFM (BVFM) and to do this it is important to consider the optimum combination of “whole life cost” for instance acquisition cost, cost of maintenance and running costs, disposal cost) of a purchase and its fitness for purpose for instance quality and ability to meet the contracting authority’s requirements. This definition enables contracting authorities to compile a procurement specification which includes social, economic and environmental policy objectives within the procurement process. “Whole life cost” includes both quantifiable and non-quantifiable or intangible costs and benefits (McCrudden, 2008).

Procurement processes within contracting authorities can only result in best value for money when the following ten guiding principles governing the administration of Cypriot public procurement have been satisfied to an acceptable extent: Essentially, whole life costing, (WLC), incorporating the acquisition, operation, maintenance and disposal of the asset, is aimed at answering the question “What is the minimum WLC of achieving these business or policy objectives ?” rather than the more limited question “What is the cost of buying this item?” In deciding on which option to select for meeting a need or providing a service, it is essential to consider all the costs involved in each option.

Some of these costs will be incurred at the outset, when equipment is bought or initial payments are made for service contracts. However, many of the costs will only arise over the life of the option, for example, as a result of operating the equipment, such as, energy costs, equipment maintenance costs, staff training, and disposal costs, along with the environmental impact of both the old equipment and the new equipment at the end of its working life (McCrudden, 2008).

The cost of achieving an objective differs from the cost of buying an item in two ways. Firstly a purchase may not be necessary for the achievement of the objectives identified. For example; there may be a number of different options available such as hire, lease, and partnership along with outright purchase. Second, the purchase price is unlikely to be the only cost incurred as a result of the procurement. For example, there may be operating costs including: fuel costs, maintenance and labour costs along with disposal costs including recycling. Determining the full cost of meeting a given requirement involves an understanding of how the eventual solution will be operated over the whole life.

## **Conclusion**

Administration of the procurement process in Sudan public entities plays a major role towards improving the performance of public sector organizations and realization of increased economic growth and development. Public sector organizations in road sector play a significant role towards development and maintenance of country’s road infrastructure and therefore much emphasis should be given to strengthen administration of procurement processes.

The level of procurement regulations remains low in spite of various measures made by the government to improve on procurement regulations implementation. This greatly affects administration of the procurement process since most of the procurement functions are not in tandem with the procurement procedures legal framework. This supports findings by George (2010) who contended that the level of adherence to procurement regulations greatly influences the effectiveness and efficiency of the procurement process in public entities.

Most roads public sector organizations including Goss lack an effective framework that monitors and supervises whether procurement functions are in tandem with the procurement guidelines in the procurement act and this subjects procurement functions to high level of manipulations by unethical procurement staff leading to wastage of organization resources.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### **0 Introduction**

This chapter specifically focused on research design, area of the study, population of the study, sampling design, sample size, sources of information, data collection instruments, research procedures, validity and reliability, data analysis and presentation, ethical consideration as well as research limitations.

#### **1 Research Design.**

This study used a descriptive correlation design. The purpose of employing this method is to describe the nature of a situation, as it exists at the time of the study and to explore the cause/s of particular phenomena (Creswell, 1994). The descriptive approach is also quick and more practical financially. Moreover, this method allowed for a flexible approach, thus, when important new issues and questions arise during the duration of the study, a further investigation may be allowed. The study opt to use this kind of research considering the goal of the study to obtain first hand data so as to formulate rational and sound conclusions and recommendations for the study.

*Ex-post- facto* was also be used in collecting data in regard to academic performance. The quantitative pattern was used in that it utilized techniques and measurement that generate numerical or quantifiable data and statistical tools was utilized for analysis (Mugenda and Mugenda, 2003) on the qualitative part the study employed in order to obtain in-depth point of view of the respondents (Amin, 2005) According to Saunders, Lewis (2003), the design enables the researcher to carryout in-depth investigation into the subject matter.

#### **2 Research Population**

The study comprised of target population of 283 as a sample size of 166 was used with employees from Finance Officers 10, Administrator 8, Procurement Personnel 20, Marketers 10 and Civil Servants 235. These employees are selected because majority of them engage in daily transaction of their respective desks/sections in National Roads in South Sudan, Uganda.

**3 Sample Size**

While there are several ways of determining sample size, the researcher used, The Slovene’s formula was used to determine the minimum sample size of 85 respondents, as indicated below:

$$n = N / 1+N (e^2).$$

Where: **n** = the required sample size

**N** = Known population size

**e<sup>2</sup>** = Margin of error at 0.05 level of significance.

$$n = \frac{283}{1+283(e)^2} \quad e = 0.005$$

$$= \frac{283}{1+283 (0.05^2)}$$

$$= 283 \times 0.0025$$

$$n = 283/1.7075$$

$$n = 166$$

**Table 3.1: Target Population**

Group Category	Population Size	Population Sample size
Finance Officers	10	5
Administrator	8	4
Procurement Personnel	20	10
Marketers	10	5
Civil Servants	235	142
<b>Total</b>	<b>283</b>	<b>166</b>

**3 Sampling Procedure**

There was an interview on appointment and questions collected with or without response. Choice of respondents was based on three techniques: stratified sampling, purposive sampling and simple random sampling. Stratified sampling ensured that all categories of Supplier Selection Process was represented; while simple random sampling gave each respondent a chance of representation and purposive to cater for those participants under the study. Care was taken to ensure that all respondents are

represented in the study. Areas are chosen using the simple random sampling technique to ensure that each unit in the entire population under study is represented.

#### **4 Instrumentation**

The data collection instruments was basically be self-administered questionnaires, which comprised of; open and close-ended questions that require respondents to answer all the questions to the best of their knowledge and options given to avoid deviating from the variables under study. Interviews were conducted during data collection from which the researcher had to ask questions and respondents answer from selected sections. The interviews were supplemented with document Analysis of various sections or branches and assess their control system.

##### **3.4.1 Interviews;**

An interview guide was used especially with the general procurement personnel who also were lead the interviewer to the respective operational. The researcher carried a face-to-face interview with these interviewees. The research is preferred because it was intended to promote answer to the statement of the problem.

##### **3.4.2 Questionnaires;**

These are an efficient data collection tools when the researcher knows what was required and how to measure the variable of interest. For this particular case, the research was personally administering the questionnaires to the targeted respondents. The preference for the questionnaire is upon the fact that they save time especially when handling a large study population scattered geographically and can be stored for future reference. Questionnaires were also give straight forward answers and therefore easy to evaluate

##### **3.4.3 Document Analysis**

Relevant documents like procurement manual, records, periodicals, newspapers, personal documents, internet journal, article, financial reports, and other research reports were consulted for triangulation purposes. This data that was collected addressed the issues concerning, Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, the factors influencing financial performance and the available literature on these factors, solutions/techniques that they come up with to curb these factors and why they are not helping to curb the situation.

## 5 Validity and Reliability

The research instruments gave to content experts to evaluate the relevance, flow, wording and clarity of questions or items in the instrument, after which a content validity of the questionnaires, the researcher specified the indicators which was relevant to the concept being measured.

**Table 3.2**  
**Validity of the data analysis**

Items	Valid Items	Total Items	Validity
Procurement regulations	30	20	100%
The Administration of the procurement procedures in National Roads Authority	30	30	100%

The results in table 2 indicated that 30 items were used (Procurement regulations ) and 30 items was used on The Administration of the procurement procedures in National Roads Authority valid based on the contents of the instrument.

Content Validity Index (CVI) = the number of relevant questions

The total number of questions

A representative sample of indicators from the domain of indicators of the concepts of: Procurement regulations and administration of the procurement procedures in Sudan public entities: A case study of southern Sudan national roads authority was selected referred to as sampling validity.

The researcher relied on the supervisor and experts in the study to measure content validity. The supervisor assessed what concept the instrument was trying to measure and ascertained that the instruments adequately Procurement Regulations the Administration of the Procurement Procedures in National Roads Authority, South Sudan.

Although the constructs developed in this study were measured primarily on previously validated measurement items and strongly grounded in the literature, they were modified to suit the National Roads to measure and necessary adjustment were made after consultation to ensure that instrument was clear, relevant, specific and logically arranged.



## **.6 Data Gathering Procedures**

### **3.6.1 Before data gathering**

1. An introduction letter was secured from the College of Economics and Management to conduct the study after which permission from National Roads Authorities was sought.
2. There were actual interviews on appointment and questions collected with or without response. Permission to conduct the research was upon approval of the Report.
3. The researcher was oriented and briefs his research assistants on the sampling and data gathering procedures.
4. The questionnaires for actual distribution were prepared and coded accordingly.
5. The non standardized instruments were tested for validity and reliability.

### **3.6.2 During data gathering**

1. The respondents were requested to answer the questionnaires as objectively as possible and not to leave any option unanswered.
2. The researcher emphasized that picking of the questionnaires was after five days from the date of distribution.
3. During the picking of the questionnaires, all returned questionnaires were checked to see if all are fully answered.

### **3.6.3 After data gathering**

The data collected was collated, organized and entered into excel for data processing and analysis.

## **7 Data Analysis**

Correlation analysis used to find out the associations between all concerns variables. Correlation was used to find out the association between Procurement regulations and administration of the procurement procedures in Sudan public entities: A case study of Southern Sudan National Roads Authority.

These numerical values and interpretations was utilized for the obtained means.

## **7 Ethical Consideration**

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. The respondents and states were coded instead of reflecting the names.
2. The researcher was obtained an introductory letter from the College of Economics and Management (Appendix A) of Kampala International University that introduced him to the concerned authorities for permission to collect data for this study.
3. Solicit permission through a written request to the concerned officials of the commercial transporting agents be included in the study.
4. Request the respondents to sign in the *Information Consent Form*.
5. Acknowledge the authors quoted in this study through citations and referencin g.
6. Present the findings in a generalized and acceptable manner.

## 8 Limitations of the Study

The study is likely to face the following limitations

- (i) Most of the departments and organizations officials in National Roads authority are very busy hence accordingly their time to a researcher was not be easy . The researcher would overcome this, by setting appointments where possible or delivering questionnaire to their respective sections or department/desk and collecting them later.
- (ii) The study was limited by time because there is a lot of information to be gathered, sieved for knowledge and analyzed. The time for this research is short to capture the very essence of the point why there are several loopholes within in the logistics and procurement section.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 0 INTRODUCTION

This chapter presents analyses and interprets findings on demographic characteristics of respondents, level of Procurement Regulations, level of Administration of the Procurement Procedures in National Roads Authority, South Sudan and the relationship between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan.

#### 1 Description of Respondents

In this study, respondents were described according to gender, age, educational level position in the organization and number of years of experience in the business activities. In each case, respondents were asked to declare their respective profile information in order to enable the researcher classify them accordingly. Close ended questionnaire were employed by the researcher in ascertaining information about their personal profiles and analyzed their responses using frequencies and percentage distributions as summarized in table 4.1 below.

**Table 4.1: Profile of respondents (n=100)**

Profile	Frequency	Percent (%)
<b>Gender:</b> Male	54	54
Female	46	46
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Age:</b> 20-39	66	66
40-59	32	32
60 <sup>+</sup>	2	2
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Educational Levels:</b> Bachelors	50	50
Diploma	26	26
Certificate	20	20
Masters	4	4
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Position in the business</b>		
Manager	66	66

Employee	32	32
Director	2	2
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Length of experience</b>		
6-10 years	60	60
1-5 years	25	25
11 and above	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source:** Primary data,(2015)

Results from Table 4.1 indicate that most of the respondents were male that is to say 54(54%) and minorities were females with 46 (46%). Therefore, males dominated in this sample.

Pertaining age (66%) respondents were in the age bracket of 20-39, (32%) were in the age bracket of 40-59 of age and 2 were 60<sup>+</sup>. It can therefore be deduced that though all age categories were represented, the youth respondents monopolized in this study. This is true because organizations prefer employing youths who have the potential to work towards development.

Regarding the educational qualification of respondents 50% had bachelors, 26% diploma, 20% had certificates and 4% had masters, therefore respondents with bachelors dominated in the sample.

Concerning the length of experience in commercial transporting activities, (60%) of the respondents had served for a period of 6-10 years, followed by (25%) 1-5 years and above 11 years (15%) respectively. This indicates that majority of the respondents are experienced, knowledgeable about the Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan activities therefore are able to give perfect information.

## **2 The level of Procurement Regulations**

The first independent variable in this study was Procurement Regulations for which the researcher wanted to determine its level. It was divided into four aspects namely Innovation and Creativity, Integrity, Unity of Purpose, and Professionalism were measured using qualitative questions in which respondents were required to indicate the extent to which they strongly agree, agree, strongly disagree, disagree with each of the

<b>Professionalism</b>			
Good listening means inquisitiveness and curiosity drive conversation and not power, authority and political influence	3.27	Very High	1
I show initiative and taking the lead when sharing ideas or approaching during meetings	3.02	High	2
I create a network including people you are working with, people you went to school with and professionals you meet at events and conferences	3.00	High	3
I know your strengths and work continuously to perfect them, work on your limitations by identifying them, trying new approaches and learning from your mistakes	2.92	High	4
Stay current with your given industry by taking training, reading articles, watching the news and discussing industry changes with friends and fellow colleagues	2.81	High	5
<b>Average mean</b>	<b>2.74</b>	<b>High</b>	
<b>Overall mean</b>	<b>2.96</b>	<b>High</b>	

**Source:** Primary data (2015)

#### **Key for interpretation of means**

<b>Mean range</b>	<b>Response mode</b>	<b>Interpretation</b>
3.26-4.00	strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Very low

Table 4.2 results indicate that four items on Procurement Regulations were measured on reveals that Innovation and Creativity was very high on aspect like Collaboration; *Teamwork is essential to getting things done* with a mean of 3.34 and the remaining four aspects were high (with means ranging from 2.86-2.72) with average mean of 2.89 this means that Innovation and Creativity is always effective for every program to be done at National Roads Authority, South Sudan. This implies that sometimes the government is at liberty to consider other criteria than the lowest price; for example technical capabilities, qualifications of key personnel, and past performance records in awarding contracts to potential suppliers (Cummings and Qiao, 2003). Some of the barriers which need to be overcome in order to achieve Value for money (VFM) are weak governing bodies, politics, tradition, and lack of education and training programmes (Palmer and Butt, 1985).

The results in table 4.2 regarding Integrity, five items were rated, thus integrity was rated high ranging from ; Supplier Selection is affected by politicians and other external players with a mean of 3.05; Open tendering is done transparently with a mean of 2.90; Restricted tendering is never done in National Roads Authority with a mean of 2.77, Bids evaluation is handled by competent members with a mean of 2.55; Annual procurement plan is not prepared in good time with an average mean of 2.76. this implies that, Purchasing professionals are held to higher standards of ethical conduct than people in other professions, yet some do not even know what is expected of them (Atkinson, 2003). If the workforce is not adequately educated in such matters, this may lead to serious consequences; including, breaches of codes of conduct.

Purchasing professionals are held to higher standards of ethical conduct than people in other professions, yet some do not even know what is expected of them (Atkinson, 2003). If the workforce is not adequately educated in such matters, this may lead to serious consequences; including, breaches of codes of conduct.

Thus, integrity requires collaboration, ideation, implementation and value creation. Community developers actively engaged in innovation illustrated each of these elements during breakout sessions. Collaboration. Teamwork is essential to getting things done. In today's global and digital 24/7 world, challenges are more complex; it's becoming increasingly important to bring more, diverse minds to the table and to break down silos. Collaboration is one type of group activity familiar to community development. There is no shortage of initiatives intended to be collaborative. Collaboration has never been easy, mostly because conflict and competition within and among groups dominates the landscape. As everyone tends to avoid tension, what we actually may be left with in communities is peaceful coexistence, and not collaboration. It may be a good time for re-thinking collaboration. There is a good chance that what community development needs may not be found within existing relationships. It is often repeated that collaborative relationships are important because it takes more than one person, group or organization to address challenges. Now, relationships developed across sectors, disciplines and areas of study and practice may yield greater returns. Interdisciplinary networks, especially those that include younger professionals and ethnic groups, can reveal answers to persistent challenges and new intersections where none were easily apparent.

Regarding Unity of Purpose, the results indicated in table 4.2 above reveal that out of the five items rated, two items were very high for instance Composure of tender committee is all inclusive (all departments represented) (mean= 3.28), Urgent procurement is not common in National Roads Authority with (mean =3.00), and the remaining three(3) were rated high for example, deliveries' inspection process is not handled well by inspection committee(mean=2.87), All suppliers are promptly paid on delivery (mean=2.69), e-procurement system on procurement leads to quality purchase (mean=2.22) all with the average mean of 2.82, thus According to Kinyanjui (2010) developing countries in Africa, such as Nigeria, Ghana, Malawi, and Kenya have failed to achieve infrastructure development goals due to application of poor procurement processes. The poor state of many roads in Kenya and other public infrastructures is greatly influenced by low emphasis on the employed procurement process and major reforms on public procurement processes could play an important role towards development of country's road infrastructure (Dorothy, 2010).

Additionally, the results on Professionalism indicated that five items were measured and showed that, one aspect was very high with a mean of 3.27 for instance good listening means inquisitiveness and curiosity drive conversation and not power, authority and political influence (mean=3.27); and four were high for instance, I show initiative and taking the lead when sharing ideas or approaching during meetings (mean=3.02); I create a network including people you are working with, people you went to school with and professionals you meet at events and conferences (mean=3.00); I know your strengths and work continuously to perfect them, work on your limitations by identifying them, trying new approaches and learning from your mistakes (mean=2.92); stay current with your given industry by taking training, reading articles, watching the news and discussing industry changes with friends and fellow colleagues (mean=2.81) with an average mean of (mea=2.74) this implies that, Professional success is a main goal for most, if not all, workers. Obtaining professional success depends on several factors, including self-recognition of limitations, building a strong network and filling the gaps to reach personal and professional goals. Incorporate one or more key elements in your career plan when working toward your professional goals and years of success. Setting

Goals; setting personal goals can help you achieve professional success. However, if the goals are too broad or too large, you might get derailed. Creating a Network; you may not be able to reach the professional success you desire without a strong network that can guide you in the right direction and provide positive references for new employment opportunities. A network includes people you are working with, people you went to school with and professionals you meet at events and conferences. Knowing Your Limits; No one is perfect, and recognizing your own limitations is a benefit. Just as you know your strengths and work continuously to perfect them, work on your limitations by identifying them, trying new approaches and learning from your mistakes. Do not avoid addressing your limitations or weaknesses.

On the overall, it is deduced that Procurement Regulations in organizations are generally high with a mean of 2.96 as the overall mean index (Grand average mean) for the four aspects, which confirmed that the level of Procurement Regulations in National Roads Authority, South Sudan. Thus Procurement procedure is the process followed in acquiring of goods, works and services by the government procuring entities which includes purchasing, hiring, leasing or any other contractual means of engaging suppliers in the provision of services to the public

### 3 Description of the Administration of the Procurement Procedures

The third objective of the study was set to determine the level of Administration of the Procurement Procedures for which respondents were required to ascertain the extent to which they agree or disagree with the items or statement by indicating the number which best describes their perceptions. This variable was measured using thirty qualitative questions with response rate ranging between 1=strongly disagree, 2=Disagree, 3=Agree and 4=strongly agree. The responses were analyzed and described using means as summarized below in table 4.3.

#### Key for interpretation of means

Mean range	Response mode	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Very low



The results in table 4.3 above shows the five items on the dependent variables which were collected from respondents". All the items for the dependent variables were measured on a four likert scale (1 = strongly disagree, 2=disagree, 3 = agree and 4 = strongly agree).

The respondents contended that low level of procurement regulation adherence hindered creation of favorable environment for administration of the procurement process and this concurred with George (2010) that the level of adherence with procurement regulations greatly influences the effectiveness of the procurement process in public entities.

**Table 4.3: Level of Administration of the Procurement Procedures (n=100)**

Categories	Mean	Interpretation	Rank
<b>Fairness</b>			
There is a distributional Fairness	3.51	High	1
I have a belief in the equality of people motivates not only the sentiment for equality of outcomes, such as income and wealth; it also motivates a belief in the equality of actions.	3.48	High	2
I serve my customers not because of their race, gender, or religion.	3.41	High	3
We give discounts to the customers as a moral and righteous acts	3.29	High	4
Clients are compensated with treatment that are approximately equal in value to the effort they put forth	2.26	High	5
<b>Average mean</b>	<b>3.31</b>	<b>High</b>	
<b>competitiveness</b>			
I take Action: the ability to move or stay where we are.	3.35	High	1
I foresee these changes to adjust to them.	3.30	High	2
I Position myself: the ability to use the Ground to find success.	3.29	High	3
The success of the competitive unit depends on five qualities in its leader: bravery, intelligence, strictness, trust in and care about people.	2.90	High	4
I have the ability to get hard information	2.80	High	5
<b>Average mean</b>	<b>3.12</b>	<b>High</b>	
<b>Transparency</b>			
I have the right information	3.19	High	1
I ensure equal conditions and accessibility to all economic operators, by informing them in an open and transparent way.	3.05	High	2
Right time: Successful efforts should be timed in such a way that they enable stakeholders to act in order to improve possible outcomes.	3.01	High	3

A competitor with a strong philosophy is a strong competitor. A clear philosophy makes decision -making easier. Understanding your competitor's philosophy allows you to predict them	2.96	High	4
Right frequency: Similar to format, this one is happening at a rate that companies are scrambling to keep up with. But also Right intentions	2.80	High	5
<b>Average mean</b>	<b>3.00</b>	<b>High</b>	
<b>National interest</b>			
Be accountable for the responsibilities assigned to them, as well as for the decisions made by them, keep the appropriate records.	2.95	High	1
Confidentiality/ Accuracy of Information/ Protection of Intellectual Property – Respect the confidentiality of information acquired in the course of performing their duties and not disclose any such information without having proper and legitimate authority to do so	2.92	High	2
Conformity to the Laws Serving the Public Interest/ Responsiveness – Conform to the national and government legislation, as well as to other requirements and commitments regarding public procurement. Serve the public interest and act with responsiveness in using the “taxpayers” money.	2.90	High	3
Professionalism, I work to a high standard of professionalism by complying with the legis!ation in force and applying the best practices.	2.79	High	4
Exploit the opportunities to incorporate environmental considerations and issues in each stage of the procurement lifecycle.	2.58	High	5
<b>Average mean</b>	<b>2.83</b>	<b>High</b>	
<b>Promotion of local industry</b>			
Environmental considerations and long term environmental costs – It is important that sustaining the environment is not always thought of as an increase in costs. For example recycling of waste material on a construction site may reduce clearing costs.	2.78	High	1
Possible discounts for bulk purchases (although these may be offset by interest charges and storage costs). Economies of scale can reduce costs particularly if there is an aggregation of need across different contracting authorities.	2.75	High	2
Additional costs (i.e. transport postage and packing, storage) – These will vary according to the location of the supplier and the requirements of the contracting authority.	2.71	High	3
Availability of suppliers - For example, if there are a large number of suppliers in the market place it is likely that the cost of providing supplies, services or works will be cheaper due to the higher level of competition. In this case it is likely a contracting authority will receive better value for money.	2.71	High	4

I source for the right goods, services, and/or works of the right quality; in the right quantity; at the right time at the right place delivered to the right place	2.48	Low	5
<b>Average mean</b>	<b>2.69</b>	<b>High</b>	
<b>Value for money</b>			
I avoid any favourably treatment to specific supplier or potential supplier.	3.00	Very High	1
Efficiency and effectiveness should be sought in the procurement process to secure value for money for the contracting authority.	2.90	High	2
The location of the supplier. For example in an ICT service contract , contracting authorities may get a greater number of consultant delivery days from a closer supplier than one who includes travel costs and fewer delivery days.	2.85	High	3
The cost of the procurement process itself. It is important that the cost of the procurement process is not disproportionate to the costs of the actual contract	2.75	High	4
The objectives of the procurement need to be tangible and measurable to be able to assess value for money.	2.55	High	5
<b>Average mean</b>	<b>2.81</b>	<b>High</b>	
<b>Overall Mean</b>	<b>2.96</b>	<b>High</b>	

Source: Primary data (2015)

On the construct of fairness, five items were measured, and it was revealed , there is a distributional Fairness (mean=3.51), I have a belief in the equality of people motivates not only the sentiment for equality of outcomes, such as income and wealth; it also motivates a belief in the equality of actions (mean=3.48), I serve my customers not because of their race, gender, or religion(mean= 3.41), Giving discounts to the customers are generally viewed as moral and righteous acts (mean=3.29), Clients are compensated with treatment that are approximately equal in value to the effort they put forth (mean=2.26) and with an average mean of 3.31. this imply that, government must apply the highest professional standards when it spends this money on behalf of taxpayers, to ensure it gets a good deal and to provide appropriate and necessary goods and services to the quality required to meet user needs.

Thus these findings are in argument with (Kenneth, 2003). who revealed that the procedure provides the framework and direction for achieving the most economical supply of materials with the maximum efficiency. It also provides the means of processing information and communicating from the time of need until the materials are delivered .

For Gary (2002), procurement procedure entails; Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration and Contract Closeout. Procurement planning is the process of identifying which project needs can be best met by procuring products or services outside the project organization and should be accomplished during the scope definition effort. It involves consideration of whether to procure, how to procure, what to procure, how much to procure, and when to procure.

Competitiveness five items were measured and the results indicated; I take Action: the ability to move or stay where we are; (mean=3.35), I foresee these changes to adjust to them (mean= 3.30), I Position myself: the ability to use the Ground to find success (mean=3.29), the success of the competitive unit depends on five qualities in its leader: bravery, intelligence, strictness, trust in and care about people (mean=2.90), I have the ability to get hard information (mean=2.80) and with the average mean of 3.12. This implies that, competitive tendering is the means by which most goods and services are procured. Procurement rules assist in the creation of competition markets and benchmarks and reform efforts in this area would improve quality and lead to greater competitiveness among suppliers

Additionally, Procurement management is about solving problems and managing risks. Customers need supplies and services to solve immediate and future needs. They usually have little understanding of procurement and unrealistic expectations about the procurement process. Procurement planning and strategy development are important to reduce risk in the procurement process. A comprehensive understanding of the procurement process, principles and guidelines is also important to finding appropriate solutions and minimizing risks. Although an initial review of the offers received is done at the bid opening event, a preliminary examination of the offers is done at the beginning of the evaluation process to determine, the responsiveness of the offers to the solicitation documents. After that, a detailed examination is done only of the offers that complied with (were responsive to) the requirements of the solicitation documents. In the case of solicitations for goods and works procurement, after confirming compliance with the technical requirements, a comparison of the proposed price is made, and the offer that is technically compliant, and with the lowest evaluated bid price, is the one that is

recommended for contract award. When evaluating consultants, individuals or firms, the technical qualifications are also initially assessed. For individual consultant selection, once the technical qualifications are determined, the consultant obtaining the highest technical score above the minimum technical qualifying mark is requested to submit a financial offer and to negotiate a contract. In the case of consulting firms, depending on the procurement method, the selection could be similar to that of individual consultants or the final selection could be determined by scoring and assigning weights to both the technical and financial evaluation. The highest ranked consultant resulting from the sum of the combined technical and financial scores would be recommended for invitation to negotiate the contract. The result of the bid or proposal evaluation process is dependent on the procurement method and the procedures for determining the selected supplier, contractor or service provider that will be recommended for negotiations and/or contract award.

Regarding Transparency five items were measured and the results indicated that; I have the right information (mean=3.19), I ensure equal conditions and accessibility to all economic operators, by informing them in an open and transparent way (mean=3.05), Right time: Successful efforts should be timed in such a way that they enable stakeholders to act in order to improve possible outcomes (mean=3.01), A competitor with a strong philosophy is a strong competitor. A clear philosophy makes decision-making easier. Understanding your competitor's philosophy allows you to predict them (mean=2.96); Right frequency: Similar to format, this one is happening at a rate that companies are scrambling to keep up with. But also Right intentions (mean=2.80) with an average mean=3.00). It implies that transparency is an essential aspect of ensuring accountability and minimizing corruption, and has gained prominence in Organizations for Economic Cooperation and Development (OECD) countries. Government procurement is one area where corruption is rampant in both developing and developed countries. Transparency requires governments to adhere to higher standards conduct by ensuring that conduct will be open to scrutiny (Smith-Deighton, 2004).

Additionally, Successful corporate transparency efforts should be timed in such a way that they enable stakeholders to act in order to improve possible outcomes. It's not enough to state, "Here's what happened. It was/wasn't good." An effectively timed effort will bend trends in the right direction rather than witnessing them as they unfold, because it will reach stakeholders when they are most ready and able to bring about positive change.

Regarding, National interest the results revealed that five items were measured and the results indicated that, be accountable for the responsibilities assigned to them, as well as for the decisions made by them, keep the appropriate records (mean=2.95), Confidentiality/ Accuracy of Information/ Protection of Intellectual Property – Respect the confidentiality of information acquired in the course of performing their duties and not disclose any such information without having proper and legitimate authority to do so (mean=2.92), Conformity to the Laws Serving the Public Interest/ Responsiveness – Conform to the national and government legislation, as well as to other requirements and commitments regarding public procurement. Serve the public interest and act with responsiveness in using the “taxpayers” money (mean=2.90), Professionalism, I work to a high standard of professionalism by complying with the legislation in force and applying the best practices (mean=2.79), Exploit the opportunities to incorporate environmental considerations and issues in each stage of the procurement lifecycle (mean=2.58) and with an average mean of 2.83. It implies that, It is important to start thinking about conflict of interest before beginning the bid or proposal evaluation process. All prospective members of the evaluation panel should sign a confidentiality and non-disclosure statement declaring absence of any family or business ties with firms and/or individuals being evaluated. After the names of the firms and/or individuals to.

At the international level, governments are often involved in trading activities and procure goods and services such as defense equipment, provide or receive aid, and operate diplomatic posts in other nations and the conduct of these activities results in financial risk exposures, and accountability problems. At the national level public sector managers have to deal with a more competitive environment than has been the common practice in the past. The public is also demanding greater accountability and better service (Gunasekaran, 2005). Therefore, managing the risks associated with the complex competitive environment give rise to accountability problems (Barrett, 2000) as the roles and responsibilities of the participants in the process are not clear.

Additionally, Public entities should draft procurement policies that are compatible with procurement regulations and all employees should be made aware of the formulated

policies. The PPOA directives should be put into consideration while formulating policies and so as to avoid inconsistency with the Public Procurement Act. The level of stakeholders' involvement should be improved by application of monitoring and supervisory mechanism to oversee if all procurement processes are in line with the procurement regulations guidelines. Procurement is a key function in the operations of an organization. It is the process of obtaining goods or services in any way, including borrowing, leasing and even force or pillage. These goods and services must be purchased at the correct time and location for the express gain or use of public institutions.

On the construct of promotion of local industry, the findings reveals that, Environmental considerations and long term environmental costs – It is important that sustaining the environment is not always thought of as an increase in costs. For example recycling of waste material on a construction site may reduce clearing costs (mean=2.78), Possible discounts for bulk purchases (although these may be offset by interest charges and storage costs). Economies of scale can reduce costs particularly if there is an aggregation of need across different contracting authorities (mean=2.75). This implies that, the promotion of domestic industry requires activation of a package of economic laws that are still disabled unlike some of the blocks as tariff law and the protection of the domestic product and consumer protection product to be able to compete with national importer. the industrial sector is one of the economic sectors the country and the basis of economic development because it will create jobs and absorb unemployment and reduces the incidence of poverty in the country, as well as reduce foreign imports and to provide hard currency for the country. The suffering of the industrial sector of the Sudan significant deterioration since the nineties of the last century and so far as a result of the difficult circumstances that gripped the country such as wars and blockades international economy imposed on Sudan, as well as the absence of economic policy clear to the Sudan government.

Hence, when building a procurement record-keeping system you must consider what documents should be placed on file, and how easy reviewer of those records will be able to reconstruct the entire procurement process in order to understand exactly how it was carried out from beginning to end. One of the ways to do this is to.

Additional costs for instance transport postage and packing, storage – These will vary according to the location of the supplier and the requirements of the contracting authority

(mean=2.71), Availability of suppliers - For example, if there are a large number of suppliers in the market place it is likely that the cost of providing supplies, services or works will be cheaper due to the higher level of competition. In this case it is likely a contracting authority will receive better value for money (mean=2.71), I source for the right goods, services, and/or works of the right quality; in the right quantity; at the right time at the right price; And delivered to the right place (mean=2.48) with an average mean of 2.69. this implies that, Budget Execution is affected by procurement. Unless procurement has been planned adequately, with realistic times taken into account for the preparation of procurement requirements and allotment of budget, the budget execution will be hampered. In a public institution plans are implemented based on the above identified factors. Whatever plan is executed its implementation is measured on basis of extent of implementation or level of implementation or as a percentage of implementation. In some cases it may be measured using five point likert scale, 1 to 5 or extent of disagreement or disagreement. Procurement plans are categorised as annual, quarterly, semi-annual or long term plans which are over one year. Once implemented they should reviewed from time to time to ensure level of achievement or lack implementation and reasons given and necessary measures taken.

On the construct of Value for money, five items were measured and the findings revealed that, I avoid any favourably treatment to specific supplier or potential supplier (mean=3.00), Efficiency and effectiveness should be sought in the procurement process to secure value for money for the contracting authority (mean=2.90), The location of the supplier. For example in an ICT service contract , contracting authorities may get a greater number of consultant delivery days from a closer supplier than one who includes travel costs and fewer delivery days (mean= 2.85), The cost of the procurement process itself. It is important that the cost of the procurement process is not disproportionate to the costs of the actual contract (mean=2.75), The objectives of the procurement need to be tangible and measurable to be able to assess value for money (mean=2.55) and with an average mean of 2.81. This implies that, sometimes the government is at liberty to consider other criteria than the lowest price; for example technical capabilities, qualifications of key personnel, and past performance records in awarding contracts to potential suppliers (Cummings and Qiao, 2003). Some of the barriers which need to be overcome in order to achieve Value for



money (VFM) are weak governing bodies, politics, tradition, and lack of education and training programmes (Palmer and Butt, 1985).

On the overall, it is deduced that Administration of the Procurement Procedures in National Roads Authority, South Sudan generally high with an overall mean of 2.96 for the five aspects which confirmed that the level of Procurement regulations and administration of the procurement procedures is high, hence being competitive, efficient and effective.

#### 4 Relationship between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan

The forth objective of sought to determine relationship between the Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan. On this, the researcher stated a null hypothesis that there is no significant relationship between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan. To achieve this last objective and to test the null hypothesis, the researcher correlated the means of all aspects of Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan using Pearson linear correlation coefficient, as indicated in table 4.4 below:-

**Table 4.4: Significant relationship between the Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan**

(n=100)				
Variables correlated	r-value	Sig- Value	Interpretation	Decision on Ho
Procurement Regulations Vs Administration of the Procurement Procedures	.468	000	Positive and Significant	Rejected

Source: Primary Data, (2015)

The results in table 4.4 indicate that the relationship that exist between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan is significantly correlated, (all sig.<0.05). This means that the more logistic supports given and available in the firm, the more the bureaucratic Procurement Regulations and the lower the Suppliers' Effectiveness, in National Roads Authority.

**CHAPTER FIVE**  
**DISCUSSION, SUMMARY OF FINDINGS, CONCLUSIONS, AND**  
**RECOMMENDATIONS**

**5.0 Introduction**

This final chapter presents and summarizes the findings, conclusions and recommendations based on the study objectives and study hypothesis.

**5.1 Summary Findings**

The purpose of this study was to test the null hypothesis, to validate existing information related to theory to which the study is based on, to generate new information based on the findings of the study and to bridge the gaps identified in the previous studies. The study was guided by three specific objectives, which included: (i) to determine the impact of procurement regulation in terms of; innovation and creativity, integrity, unity of purpose, professionalism on administration of the procurement procedure in South Sudan public entities; (ii) to determine the level of administration of procurement procedures in Sudan Public Entities in terms of, fairness, competition, transparency, national interest, promotion of local industry and economic development Accountability, value for money, ethics Transparency and competition; (iii) to establish whether there is a significant relationship between Procurement regulations and the administration of the procurement procedures in Sudan Road Authority. Hence the purpose of this paper was to examine the effect of procurement regulations adherence on administration of the procurement process in National Roads Authority, South Sudan.

The findings indicated that most respondents were male with (54%), ranged between 20-39 years of age with (66%), over (50%) had bachelors' in education and majority (60%) had a length of experience between 6-10 years.

On the level of Procurement Regulations in National Roads Authority, South Sudan had an overall average mean which showed **2.83**(high) on likert scale.

The level of the Administration of the Procurement Procedures in National Roads Authority, South Sudan was also high with an average mean of 2.73, this means that the level of performance was generally high.

The findings also indicated a positive significant relationship, since the significant value was less than or equal to 0.05, which is the maximum level of significance required to declare a significant relationship.

South Sudan is entitled to follow the Public Procurement Act and the Public Procurement Regulations which clearly outlines the procurement process. In addition to this the organization is also governed by the PPOA. The level of procurement regulations adherence was found to be low and this hinder administration of the procurement process in road public sector organizations. As a result of this the study noted that there were frequent cases of procurement related disputes which was an indication of non-compliance of procurement regulations and declined efficiency and effectiveness in the procurement process. This was in agreement with Edward (2009) that lack of effective process of enforcing application of procurement regulations in many public sector organizations hinders compliance with procurement regulations. Majority (65%) of the respondents stated that lack of procurement regulation compliance adversely affected the administration of the procurement process.

The findings of this research study are deemed to be applied entirely in the procurement functions of both public and private companies in aid of rationalizing short and long term objectives in line with strategic procurement. Since the overriding philosophy in strategic procurement is to identify current and future needs as well as creation of new-buyer supplier relationships, the study was mirrored in a way that brought forth a clear understanding of best procurement approaches which enhances companies' performance

## **.2 CONCLUSIONS**

In this section, the researcher gives conclusion to the study findings in relation to the study objectives above.

With reference to the purpose of the study the researcher concludes that the levels of Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan.

Administration of the procurement process in Sudan Sudan Road Authority plays a major role towards improving the performance of public sector organizations and realization of

increased economic growth and development. Public sector organizations in road sector play a significant role towards development and maintenance of country's road infrastructure and therefore much emphasis should be given to strengthen administration of procurement processes.

The level of procurement regulations adherence in Administration of the procurement process remains low in spite of various measures made by the government to improve on procurement regulations implementation. This greatly affects administration of the procurement process since most of the procurement functions are not in tandem with the procurement procedures legal framework.

This supports findings by George (2010) who contended that the level of adherence to procurement regulations greatly influences the effectiveness and efficiency of the procurement process in public entities. Most roads public sector organizations including Sudan Sudan Road Authority lack an effective framework that monitors and supervises whether procurement functions are in tandem with the procurement guidelines in the procurement act and this subjects procurement functions to high level of manipulations by unethical procurement staff leading to wastage of organization resources. Prioritizing on improving the level of enforcement to tackle challenges can improve efficiency and effectiveness in administration of the procurement process and hence lead to adherence of procurement regulations.

As for the null hypothesis, results indicated a positive significant relationship between Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan leading to a conclusion that the more adequate Procurement Regulations is given and available in the firm, the more the Administration of the Procurement Procedures in National Roads Authority, South Sudan and the lower the Procurement Regulations, the less the Administration of the Procurement Procedures. The study was based on theory of constraints (TOC) of Rahman (1998). It seeks to increase manufacturing throughput (efficiency or system performance measured by sales) by identifying those processes that are constraining the manufacturing system the bottlenecks. It is a management philosophy that has been effectively applied to manufacturing processes and procedures to improve organizational effectiveness. Three

TOC paradigms that have evolved over the last twenty-five years: logistics, global performance measures, and thinking processes (Blackstone, 2001). More recently, Boyd and Gupta (2004) have referred to these three paradigms as decision making, performance measurement systems, and organizational mindset, respectively. Originally, the logistics paradigm had managers looking for, and elevating, system constraints in order to increase throughput.

The strengths of the Procurement Regulations was shown in aspects like; Collaboration; *Teamwork is essential to getting things done*, Supplier Selection is affected by politicians and other external players, Composure of tender committee is all inclusive (all departments represented) , Good listening means inquisitiveness and curiosity drive conversation and not power, authority and political influence

### **3 Recommendations**

From the findings and the conclusions of the study, the researcher recommends there is need to improve on gender equality in the study since most of them were found to be males leaving out women unemployed.

#### **5.3.1 Procurement Regulations**

- a-1** The procurement personnel should be trained on how to conduct various procurement functions.
- a-2** The organization should consider hiring academically qualified procurement personnel and continually train all procurement personnel on application of procurement regulations.
- a-3** The government should enforce application of procurement guidelines in all public entities as stated in the Public Procurement Act.
- a-4** All the undertaken procurement practices should not be fraudulent and a high level of transparency should be maintained so as to avoid procurement of unnecessary and low quality goods and services.

### **5.3.2 Administration of the Procurement Procedures**

- b-1 Public entities should draft procurement policies that are compatible with procurement regulations and all employees should be made aware of the formulated policies.
- b-2 The south Sudan authority/directives should be put into consideration while formulating policies and so as to avoid inconsistency with the Public Procurement Act.
- b-3 The level of stakeholders' involvement should be improved by application of monitoring and supervisory mechanism to oversee if all procurement processes are in line with the procurement regulations guidelines.

### **5.3.3 Procurement Regulations and the Administration of the Procurement procedures**

- C-1 Prioritizing on improving the level of enforcement to tackle challenges can improve efficiency and effectiveness in administration of the procurement process and hence lead to adherence of procurement regulations.

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## APPENDICES

### APPENDIX I: TRANSMITTAL LETTER FROM THE COLLEGE OF ECONOMICS AND MANAGEMENT



**KAMPALA  
INTERNATIONAL  
UNIVERSITY**

Ggaba Road, Kansanga\* PO BOX 20000 Kampala, Uganda  
Tel: +256 0752 823 479 Fax: +256 (0) 41 - 501 974  
E-mail: rincmba@gmail.com,  
\* Website: <http://www.kiu.ac.ug>

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#### **COLLEGE OF ECONOMICS AND MANAGEMENT DEPARTMENT OF HUMAN RESOURCES AND SUPPLY MANAGEMENT**

**December, 31<sup>st</sup>, 2014**

Dear Sir/Madam,

**RE: INTRODUCTORY LETTER FOR MARTIN MABIOR MAWIEN.  
REG NO. BSP/33983/121/DF**

This is to introduce to you the above named student, who is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Supplies and Procurement Management, Third year Second semester.

The purpose of this letter is to request you to avail him with all the necessary assistance regarding his research.

**Topic: - PROCUREMENT REGULATIONS AND ADMINISTRATION OF  
THE PROCUREMENT PROCESS.**

**CASE STUDY:- NATIONAL ROADS AUTHORITY, SOUTH SUDAN.**

Any information shared with him from your organization shall be treated with utmost confidentiality.

We shall be grateful for your positive response.

Yours truly,



**MBAGO RONALD  
HOD, HUMAN RESOURCES & SUPPLY MGT.**

**APPENDIX II: RESEARCH INSTRUMENTATIONS**  
**KAMPALA INTERNATIONAL UNIVERSITY**  
**COLLEGE OF ECONOMICS AND MANAGEMENT**

Dear Sir/Madam,  
Greetings!

I am **Martin Mabior** a candidate for a Bachelors' Degree in Supplies and Procurement (BSP) at the college of Economics and Management of Kampala International University with a thesis on, "*Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan*"

As I pursue this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires two days after you receive them?

Thank you very much in advance,

Yours faithfully,

**Martin Mabior**

0704697847 (RESEARCHER)

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**INFORMED CONSENT**

I am giving my consent to be part of the research study carried out by Mr. **Martin Mabior** that will focus on "*Procurement Regulations and the Administration of the Procurement Procedures in National Roads Authority, South Sudan*"

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time. I have been informed that the research is voluntary and that the results will be given to me if I request for them

Signature.....  
Initials.....

Date.....

**APPENDIX IIA: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

**Direction:**  
Please provide information about yourself. Kindly **tick or fill out** in the blank spaces of each option:

Code# ..... Date received by respondent \_\_\_\_\_

**Company Staff**

**1. Gender:**

Male  Female

**2. Age:**

20-39 years  40-59 years   
60 and above

**3. Educational level:**

Certificate  Masters  Diploma  Ph.D.

Bachelors  Others (please specify) \_\_\_\_\_

**4. Your position/post in the organization: \_\_\_\_\_**

Manager  Employee  Director

**5. Number of years in this business: \_\_\_\_\_**

1-3 years      4-6 years      7 and above

**APPENDIX IIB: QUESTIONNAIRE TO DETERMINE PROCUREMENT REGULATIONS**

**Direction:** Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

<b>Instructions:</b>	<b>Rating</b>	<b>Description</b>
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Strongly Disagree	(2)	You disagree with no doubt at all
Disagree	(1)	You disagree with some doubt

<b>NO</b>	<b>The following statements/components are related to Level of procurement regulations</b>	<b>Rating</b>			
	<b>Innovation and Creativity,</b>				
1	Collaboration; <i>Teamwork is essential to getting things done</i>	1	2	3	4
2	Listen and explore thus what can we do together	1	2	3	4
3	Learn and adjust—How will we learn together	1	2	3	4
4	Focus and align—What should we do together	1	2	3	4
5	Link and leverage—What will we do together	1	2	3	4
	<b>Integrity</b>				
6	Supplier Selection is affected by politicians and other external players.	1	2	3	4
7	Open tendering is done transparently	1	2	3	4
8	Restricted tendering is never done in National Roads Authority	1	2	3	4
9	Bids evaluation is handled by competent members	1	2	3	4
10	Annual procurement plan is not prepared in good time	1	2	3	4
	<b>Unity Of Purpose</b>				
11	Composure of tender committee is all inclusive (all departments represented)	1	2	3	4
12	Urgent procurement is not common in National Roads Authority.	1	2	3	4
13	Deliveries' inspection process is not handled well by inspection committee.	1	2	3	4
14	All suppliers are promptly paid on delivery.	1	2	3	4

15	e-procurement system on procurement leads to quality purchase	1	2	3	4
	<b>Professionalism</b>				
16	Good listening means inquisitiveness and curiosity drive conversation and not power, authority and political influence	1	2	3	4
17	I show initiative and taking the lead when sharing ideas or approaching during meetings	1	2	3	4
18	I create a network including people you are working with, people you went to school with and professionals you meet at events and conferences	1	2	3	4
19	I know your strengths and work continuously to perfect them, work on your limitations by identifying them, trying new approaches and learning from your mistakes	1	2	3	4
20	Stay current with your given industry by taking training, reading articles, watching the news and discussing industry changes with friends and fellow colleagues	1	2	3	4

*Thank you for your valuable time and cooperation*

**APPENDIX IIC: QUESTIONNAIRE TO DETERMINE THE ADMINISTRATION OF  
THE PROCUREMENT PROCEDURES**

**Direction:**

Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

<b>Response Mode</b>	<b>Rating</b>	<b>Description</b>
Strongly Agree	(4)	You agree with no doubt at all.
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly Disagree	(1)	You disagree with no doubt at all

<b>No</b>	<b>Administration of the procurement procedures</b>	<b>Rating</b>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>fairness</b>				
1	There is a distributional Fairness	1	2	3	4
2	I have a belief in the equality of people motivates not only the sentiment for equality of outcomes, such as income and wealth; it also motivates a belief in the equality of actions.	1	2	3	4
3	I serve my customers not because of their race, gender, or religion.	1	2	3	4
4	Giving discounts to the customers are generally viewed as moral and righteous acts	1	2	3	4
5	Clients are compensated with treatment that are approximately equal in value to the effort they put forth	1	2	3	4
	<b>competitiveness</b>				
6	I take Action: the ability to move or stay where we are.	1	2	3	4
7	I foresee these changes to adjust to them.	1	2	3	4
8	I Position myself: the ability to use the Ground to find success.	1	2	3	4
9	the success of the competitive unit depends on five qualities in its leader: bravery, intelligence, strictness, trust in and care about people.	1	2	3	4
10	I have the ability to get hard information	1	2	3	4
	<b>transparency</b>				
11	I have the right information	1	2	3	4
12	I ensure equal conditions and accessibility to all economic operators, by	1	2	3	4

	informing them in an open and transparent way.				
13	Right time: Successful efforts should be timed in such a way that they enable stakeholders to act in order to improve possible outcomes.	1	2	3	4
14	A competitor with a strong philosophy is a strong competitor. A clear philosophy makes decision -making easier. Understanding your competitor's philosophy allows you to predict them	1	2	3	4
15	Right frequency: Similar to format, this one is happening at a rate that companies are scrambling to keep up with. But also Right intentions	1	2	3	4
	<b>National interest</b>				
16	Be accountable for the responsibilities assigned to them, as well as for the decisions made by them, keep the appropriate records.	1	2	3	4
17	Confidentiality/ Accuracy of Information/ Protection of Intellectual Property – Respect the confidentiality of information acquired in the course of performing their duties and not disclose any such information without having proper and legitimate authority to do so	1	2	3	4
18	Conformity to the Laws Serving the Public Interest/ Responsiveness – Conform to the national and government legislation, as well as to other requirements and commitments regarding public procurement. Serve the public interest and act with responsiveness in using the “taxpayers” money.	1	2	3	4
19	Professionalism, I work to a high standard of professionalism by complying with the legislation in force and applying the best practices.	1	2	3	4
20	Exploit the opportunities to incorporate environmental considerations and issues in each stage of the procurement lifecycle.	1	2	3	4
	<b>Promotion of local industry</b>				
21	Environmental considerations and long term environmental costs – It is important that sustaining the environment is not always thought of as an increase in costs. For example recycling of waste material on a construction site may reduce clearing costs.	1	2	3	4
22	Possible discounts for bulk purchases (although these may be offset by interest charges and storage costs). Economies of scale can reduce costs particularly if there is an aggregation of need across different contracting	1	2	3	4



	authorities.				
23	Additional costs (i.e. transport postage and packing, storage) – These will vary according to the location of the supplier and the requirements of the contracting authority.	1	2	3	4
24	Availability of suppliers - For example, if there are a large number of suppliers in the market place it is likely that the cost of providing supplies, services or works will be cheaper due to the higher level of competition. In this case it is likely a contracting authority will receive better value for money.	1	2	3	4
25	I source for the right goods, services, and/or works of the right quality; in the right quantity; at the right time at the right price; And delivered to the right place	1	2	3	4
	<b>Value for money</b>				
26	I avoid any favourably treatment to specific supplier or potential supplier.	1	2	3	4
27	Efficiency and effectiveness should be sought in the procurement process to secure value for money for the contracting authority.	1	2	3	4
28	The location of the supplier. For example in an ICT service contract , contracting authorities may get a greater number of consultant delivery days from a closer supplier than one who includes travel costs and fewer delivery days.	1	2	3	4
29	The cost of the procurement process itself. It is important that the cost of the procurement process is not disproportionate to the costs of the actual contract	1	2	3	4
30	The objectives of the procurement need to be tangible and measurable to be able to assess value for money.	1	2	3	4

*Thank you for your valuable time and cooperation*

## APPENDIX II D: INTERVIEW GUIDE

### Direction:

Please write your preferred *ANSWER* on the space provided

1. Do you have a legal framework for procurement contracts?
2. How do you administer the procurement regulations?
3. Do you consider the value for money (efficiency) in the acquisition of required goods, works or services?
4. Is there Integrity - avoiding corruption and conflicts of interest while monitoring the procurement regulations?
5. Who is accountable for financial and logistics reports?
6. Are there equal opportunities and equal treatment for providers /suppliers and creditors?
7. Is there an efficient implementation of industrial, social and environmental objectives (“horizontal policies”) in procurement?
8. Do you always make sure that goods, works or services acquired are suitable?
9. Do you ensure that the contracting partner is able to provide the goods, works or services on the agreed terms?
10. Do you conclude an arrangement to secure what is needed on the best possible terms (which does not necessarily mean the lowest price)?
11. Comment on the general administration of procurement procedures on national Roads Authority, South Sudan

**APPENDIX III: THE ADOPTED TIME FRAME OF THE STUDY**

		<b>July-2014</b>	<b>Octo.</b>	<b>Nov.</b>	<b>Jan. 2015</b>
<b>No</b>	<b>Activity</b>				
1	Report Preparation				
2	Data Collection And Review				
3	Data Processing, Coding, Typing Editing				
4	Submission of Final Report				
5	Report Preparation				
6	Data Processing, Coding, Typing Editing				
7	Submission of the First Draft of The Report				
8	Discussing The Results Wit The Supervisor				
9	Reviewing and Correcting Typesetting Etc.				
10	Submission of Final Draft of the Report				

**APPENDIX IV: THE ADOPTED BUDGET FOR THE STUDY.**

<b>NO.</b>	<b>DESCRIPTION</b>	<b>QUANTITY</b>	<b>UNIT COST</b>	<b>Total</b>
<b>1.</b>	<b>Stationery</b>			
	A) 3 Ream of Photocopying Paper	3	8,500	25500
	B) 1 Ream Ruled Paper	1	7,000	7,000
	C) 5 Floppy Diskettes	5	1,000	5,000
	D) 6 Bic Pens	6	200	1,200
	E) 1 Flash Disk of 2.0 GB	1	28000	35,000
	F) 6 Pencils	6	100	600
	G) 6 Pencils	2	75,000@	<b>1,50,000</b>
	<b>Sub Total</b>			<b>224,300</b>
<b>2.</b>	<b>Secretarial Services</b>			
	A) Typesetting		35,000	35,000
	B) Photocopying		15,000	15,000
	C) Binding	3 copies	15,000	45,000
	D) Printing	100 per page	1500	150,000
<b>3.</b>	<b>Travel Costs</b>			<b>285000</b>
<b>4.</b>	<b>Data Treatment and Analysis</b>			
	a) Literature Collection			40,000
	b) coding			60,000
	c) interpreting and analysis			120,000
	d) Appointment schedules			40,000
	<b>Subtotal</b>			<b>290000</b>
	<b>Grand total</b>			<b>792,300</b>

ource: Private (2015)

**APPENDIX V: SKETCH MAP OF THE STUDY AREA.**

