

**TENDERING PROCESS AND ORGANISATIONAL PERFORMANCE: A CASE
STUDY OF KIRUHURA DISTRICT LOCAL GOVERNMENT,
WESTERN UGANDA.**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS
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APPROVAL

I do hereby certify that this research of Ntungire Gordon has been submitted for university examination in partial fulfillment of the requirements for the degree in Bachelor of Supplies and procurement management of Kampala International University, with my approval as a supervisor.

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DEDICATION

I dedicate this book to my family members most especially my father Mr. Mboomba George and my Mother Mrs. Joyce Kibetenga for the effort put through my education and my life may God award you for your generous support.

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I wish to extend my gratitude to all who have been influential in the completion of this study. Am indebted to my supervisor Ms. Kabasinguzi Christine who inspired me to continue with the subject herein and made suggestions to this work

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3.2 Population of the study	17
3.3 Sample Size	18
3.3.1 Sampling Procedure.....	18
3.3.2 Sample Technique	18
3.4 Data sources.....	18
3.5 Data collection instrument.....	19
3.6 Validity and Reliability of the Instruments	19
3.6 Research procedure.....	20
3.7 Data analysis.....	20
3.8 Ethical consideration	20
3.9 Limitations of the study	21
CHAPTER FOUR	22
PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS	22
4.0 Introduction.....	22
4.1 Profile of respondents	22
4.1.1 Respondents Gender	22
4.1.2 Age of respondents	23
4.1.3 Qualifications of respondents	23
4.2 Effect of bidding practice on organization performance in Kiruhura district.....	24
4.3 Effect of evaluation practice on organization performance in Kiruhura district	28
4.4 Relationship between contract awards and organization performance in Kiruhura district.	32
CHAPTER FIVE SUMMARY, CONCLUSION AND RECOMMENDATIONS AND.....	35
AREAS OF FURTHER STUDY	35
5.0 Introduction.....	35
5.1 Summary of findings.....	35
5.2 Conclusions.....	36
5.3 Recommendations.....	36
5.4 Areas of further study	37
APPENDICES.....	41
Appendix i: Table for determining the sample size.....	41

Appendix ii: Research Questionnaire42

Appendix iii: Research Budget.....46

Appendix iv: Time Frame/Work Plan47

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter looks at the background of the study, statement of the problem, purpose of the study, specific objectives, and research questions, scope of the study, significance of the study and conceptual framework.

1.1 Background of the study

According to Bailey, P. (2000) tendering is the process of making an offer, bid or proposal, or expressing interest in response to an invitation or request for tender. Organizations will seek other businesses to respond to a particular need, such as the supply of goods and services, and will select an offer or tender that meets their needs and provides the best value for money. Tender request documents; also referred to as invitations to tender, Requests for Tender (RTF), Requests for Proposal (RFP) etc outline what is required, that is, what the requesting organization's needs are. These documents also outline the particular requirements, criteria, and instructions that are to be followed. Interested suppliers will then prepare a tender; the documents that outline the offer that they are making, and will include pricing, schedules as well as their eligibility for the project or procurement. They will outline their advantage over competitors; provide information on qualifications, competencies and experience. Further they have to demonstrate how their bid offers the best value for money.

Hamon (2003) defined organizational performance in terms of how well an organization accomplishes its objectives. AS Shah, S. (2005) point out that performance refers to the quality and quantity of individual or group work achievement. Organizational performance and market performance. However, look at organizational performance from the perspective of SCM organizational performance. Koh et al. (2007) rightly pointed out that although organizational performance is measured by both financial and market criteria, the short-term objectives of SCM are to enhance productivity and reduce inventory and lead time. Organizational performance measures on four dimensions: relative profitability, return on investment, customer retention, and total sales growth. Based on the above literature, we focus on five dimensions of organizational performance including sales growth, lead time, cost reduction, quality improvement and return on investment.

Balasubramanian P(2005) stressed that organizational performance has been historically associated to human race which could be traced through the development of social organizations. The first were families and small nomadic tribes, then came permanent villages and tribal communities, this evolution of organization have accelerated in the recent years to emergence of large formal organizations with the methodologies and techniques for improving operational performance but what should be noted is that the exact performance systems do not explicitly tell us where to start to be able to improve performance effectively. It is important to identify the particular factors that facilitate performance such as physical distribution management so as to have proper measure of organizational performance based on the current and previous results to prepare for continuous improvement.

Basheka (2008) justifies several organizations have efficient trends of performance levels as the results of efficient practice during tendering which include bidding, evaluation, and contract award but the Kiruhura district has been realized with lots of catastrophes in term of misuse of office and corrupt tenders while procuring goods and services due to culture and policies of the organization, government policies and regulations show personal interest. However a lot has been observed that gradually led to the declining performance to be ranked at high risk in public procurement and disposal of asset (PPDA) procurement audit report 2014.

There are several weaknesses in the tendering process which have always affected performance of entities which partake the tendering process. The tendering process is tainted with aspects of limited skills amongst suppliers, collusion of bidders, corruption among others which compromise the quality of services, supplies and or works. This has a negative bearing on the performance on organizations.

The district is geared towards facilitating an efficient and effective service delivery through taking care of enabling policies, systems and structures. This focuses on performance for national development and improved quality of life in Uganda. The (Procurement audit report, 2010) cites the ministry of public services among the government entities whose purchasing levels had gone low given that a series of anomalies were identified in the ministry concerning purchasing. The researcher therefore sets a course of action to evaluating the effect tendering process on performance of the

1.2 Problem Statement

Agaba (2007) affirm that the tendering process in Uganda is operated under the public procurement and disposal of assets authority act (PPDA act 2003), with an objective of achieving organizational performance as regards to efficiency, product chain and lead time as a result of effective bidding practices, evaluation and contract award. But Kiruhura district has been observed with several weaknesses like personal interest, bribery, funds embezzlement that generally affect its performance through delayed tendering processes, failure to accomplish the projects tendered. Despite of the law governing the operations of tendering in Uganda, and one wondering why given all the years the district has been in existence. Could it be as a result of: (organizational policies, political, social and economic factors and factors personal interests). Therefore this forms the gap that the researcher wishes to investigate with Kiruhura district as a major area of interest.

1.3 Purpose of the study

To assess the effect of tendering process on organizational performance and the relationship between the two variables in Kiruhura district

1.4 Specific objectives

- i. To establish the effect of bidding practice on organization performance in Kiruhura district.
- ii. To examine the effect of evaluation practice on organization performance in Kiruhura district.
- iii. To establish the relationship between contract award and organization performance in Kiruhura district.

1.5 Research questions

- i. What is the effect of bidding practices on organization performance in Kiruhura district district?

1.6 Content Scope

The study focused on tendering process as independent variable and organization performance aspects such as product chain, efficiency and lead-time.

1.6.2 Geographical Scope

The study was carried out at Kiruhura district in Uganda. The district is located in western part of Uganda. The area is chosen due to the fact that it handles tendering processes in most of its operations.

1.6.3 Time Scope

The study covered the period between January to June 2015. The conducting of the study took into consideration the use of primary data and so time into consideration provided ample time for extracting the study requirements.

1.7 Significance of the study

The study findings will be helpful in identifying some factors which hinder effective tendering Process on organization performance.

The study may help to suggest solutions to the factors affecting tendering process on organization performance in Kiruhura district.

Some of the aspects addressed herein will be important in availing answers to questions of how to maximally exploit the opportunity of accessibility in the tendering process in order to attain maximum yield for reinvestment especially value for money and service delivery.

These study findings will serve as reference points for future tendering and procurement process researchers by providing some literature information (literature review) about other factors affecting the service delivery.

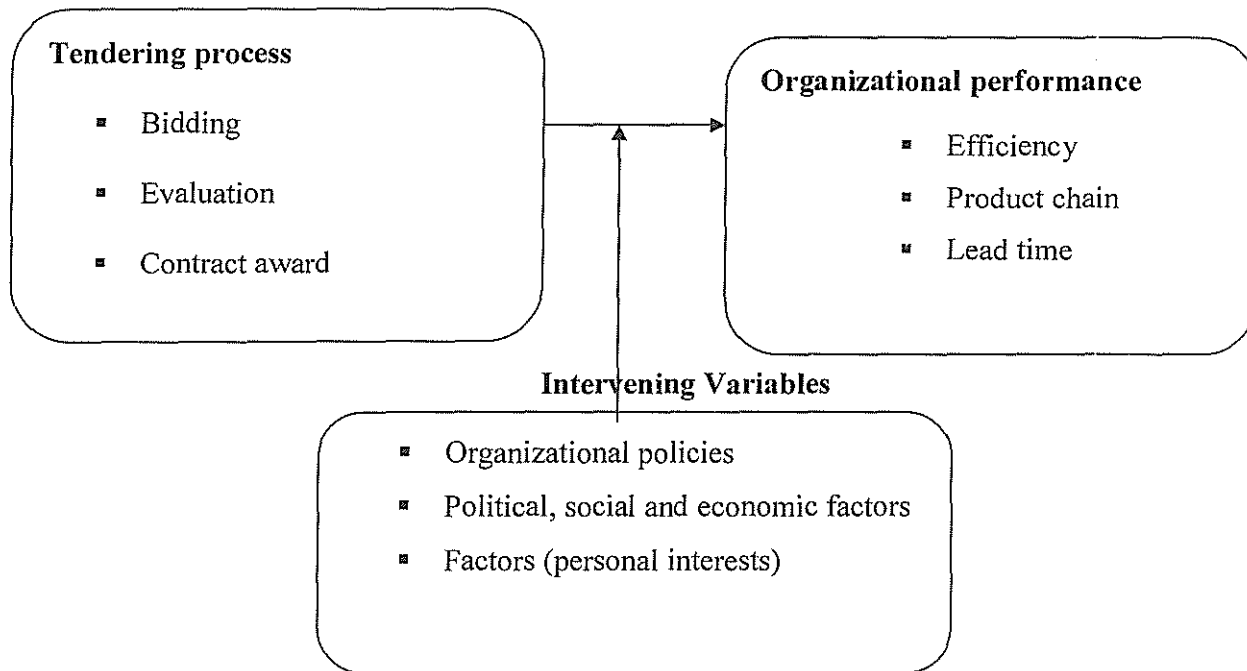
The research will provide information regarding to tendering and mechanisms for their effective improvement in Uganda. The research will explore other parameters that can enhance organizational performance in Uganda visa vis procurement.

The research will result into the award of bachelor's degree in procurement and supplies management, upon its submission to the university authorities

1.8 Conceptual frame work

Independent Variable

Dependent Variable



Source: Adapted from Agaba & Shipman (2007)

Explanation of the conceptual framework

The figure above indicates researcher's conceptualization of variables, their linkages and how each related to one another amidst other intervening factors. The independent variable presents tendering process which the researcher view as bidding practices, evaluation and contract award. On the other hand organizational performance through efficiency, product chain and lead time.

The adoption of bidding also has an impact on the product chain, efficiency and cost as for example cost of advertisement may not be incurred and delivery time including quality adequately adhered to. The choice of any method of competition in service provider sourcing may be influenced by factors such as government policy and management policy. Management policy could go for a given purchasing competitive bidding method hence its selection and the policy under threshold might provide for a different method so its adoption.

Evaluation provides potential offeror's the opportunity to provide information on problems encountered on the identified contracts. The evaluation is meant to indentify the correct suppliers for contract award. Contract award takes considerations of aspects of organizational operations under which the award of the contract to the qualified bidders arise. The influence of the contract award determines the operation of the contract to its completion

Bidding negatively affect the performance of organizations if not followed through loss of money and delayed services delivery.

Therefore Organizational policies, political, social and economic factors and Factors (personal interests do a major role in determining the operation of the tendering process and the entire organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter shows what other scholars have written about the tendering process practice, organization performance, relationship between contract award and organization performance, and other indicating factors. This section shows all the literature that was used in the study. This helped the researcher in data compilation and making the analysis in the research report. In this literature review, several materials for example textbooks, magazines, pamphlets news papers and the internet will be consulted.

2.1 Tendering process

Balunywa, m.(2004) assert that tender process is determined: the organization requesting the tender will determine the type of tender that will be used, as well as what will be involved in the tender process. Request for tender is prepared: the request for tender outlines what is required, the contractual requirements and how you should respond. Tenders are invited: the value, complexity and business category determine how tenders are invited. Evaluation and selection: each tender will be checked for compliance, and if compliant, then evaluated against the criteria specified in the tender documentation. The tender that offers best value for money will win the business. Notification and debriefing: when a contract has been awarded, the successful renderer will be advised in writing of the outcome. Unsuccessful tenderers are also advised and offered a debriefing interview. Contracts established and managed: generally a formal agreement will be required between the successful renderer and the relevant agency.

Carter Rosalyn Y. and Grimm Rick (2001) argued that open (Public) Tendering: While reading a newspaper one would have noticed advertisements (often by some government departments), calling for Tenders for Works and Services to be executed with a brief description of requirements. This type of Tender Invitation, to all those interested in the Contract, to submit a Tender in response to an advertisement is known as Open Tendering. There could be conditions by the Client in such a request, is another matter. A large amount of Clients time and effort is required to evaluate and award a Contract under this method.

Newman, David (2001) argued that selective (Closed) Tendering: a method of Tender Invitation where a select group of Tenderers, selected normally through a scientific process of prequalification, are invited to submit a Tender is known as Selective Tendering. Selective Tendering is widely used since it is proven to be effective and quicker to award Contracts to the right companies i.e. experienced and qualified companies. It is also effective when Clients have a pool of experienced contractors or where the Client expects a high level of interest from Tenders. Selective .Under Selective Tendering, Competitive Tendering has been found to be the most effective among all methods in getting best value for money and hence widely adopted.

Committee (2005) assert that a request for Tender from more than one Tenderer, in competition with other Tenderers, is known as Competitive Tendering. The Tenderers invited to Tender could either be selected thru a Prequalification Process or could be selected from a Client's own internally developed list of registered companies. The factors that determine if a Prequalification is required or not varies from situation to situation.

2.2 Organizational performance (Dimensions)

Kerning and Jaeger, (2000) assert that organization performance is a function of employee performance. Organization effectiveness depends on constantly improving the performance of organizational members and developing and maintaining the human potential that serves as the backbone of the organization. Organizational performance is based on the following dimensions. According to Sultan (2007) business performance can be measured by many indicators for instance efficiency, product chain and lead-time.

Efficiency

Kayondho K. et al. (2009) asset that efficiency is the measurement for producing results taking into account used resources. It thus refers to the 'inside' of the organization how the organization achieves its results. The cost of all the inputs of an organization. Organization should analyses all the inputs and acquire them at least monetary cost. This is what sourcing globally is all about. Because of globalization and development in telecommunication and computer technology, access to global networks becomes possible and facilitates global sourcing, the relationship between input and output and it is usually expressed as a ratio. Having obtained low costs inputs they should be utilized and deployed productively.

Product chain

According to Torrington and Hall (2008) Identified in their study of companies that those who adapted Total quality management (TQM) processes experienced overall better performance in terms of employee relationship, productivity customer satisfaction, market share and improved productivity Total quality management (TQM) is therefore a long term strategy for improvement.

Lead Time

Knudsen Danies (2003) contend that it has been consistently argued that time is the competitive weapon of the 2000s. Unfortunately many companies take a restrictive view of time compression which they link purely with production cycle time reduction. However, Thomas (2000) utilizes the phrase total cycle time (TCT) stating that the first word of Total Cycle Time was intended to express how short cycle times can be applied productively to all segments of a business, not just manufacturing efforts.

2.3 Effect of bidding process on organizational performance:

Bidding practice

Croom S. and R. Johnstone(2004) contend that bidding is an offer (often competitive) of setting a price one is willing to pay for something *or* a demand that something be done. A price offer is called a bid. The term may be used in context of auctions, stock exchange, card games, or real estate. Bidding is used by various economic niches for determining the demand and hence the value of the article or property, in today's world of advance technology, Internet is one of the most favourite platforms for providing bidding facilities, it is the most natural way of determining the price of a commodity in a free market economy.

Wittig, W.A (2004) contend that the bidding documents clearly state the type of contract to be entered into and contain the appropriate contract provisions. The most common types of contracts provide for payments on the basis of lump sum prices, unit prices, reimbursable cost plus fees, or combinations thereof. Reimbursable cost contracts should be acceptable only in exceptional circumstances, such as conditions of high risk or where costs cannot be determined in advance with sufficient accuracy. Such contracts should include appropriate incentives to limit costs and may only be concluded subject to the approval of the accounting officer/authority. It is

advisable that the reasons and formal approval for following the reimbursement route are recorded for auditing purposes.

Thomas, C J and B J Wilson (2002) argued that pre-qualification undertaken in restrictive competitive bidding is usually necessary for large or complex works, or in any other circumstances in which the high costs of preparing detailed bids could discourage competition, such as custom designed equipment, industrial plant, specialized services and contracts to be let under turnkey, design and build, or management contracting. This also ensures that invitations to bid are extended only to those who have adequate capabilities and resources. Pre-qualification may also be useful to determine eligibility for preference for domestic contractors, when appropriate.

Basheka, B. (2004) argued that many governments and employers claim that competitive bidding will deliver cheaper, more cost-efficient service. Competition between private contractors and the public sector employees keeps downward pressure on public service costs, especially wages and benefits these kinds of measures are attractive to many public sector decision makers, at a time when public service delivery is suffering from downloading and funding cuts, Contractors usually reduce the wage bill by cutting the number of employees through attrition and layoffs. These kinds of measures are attractive to many public sector decision-makers.

McCruden J.C (2004) assert that bidding provides a credible fall-back option for the public sector if bids are considered to be inflated, as well as a benchmark for assessing whether the terms and conditions offered by bidders are realistic. Even where self-supply is not feasible, calculating the cost of self-supply can help to reduce collusion risks and Prison Services are indeed calculating a so-called 'public sector comparator' in these cases, reflecting the cost that would have to be incurred for in-house provision.

Maloney, W. (2003) contend that through competitive Tendering could be very effective, it could be potentially time consuming and expensive at the same time if a large number of Tenderers are invited. To ensure that the process is effective, one has to settle at an appropriate / optimum number of Tenderers to be invited to Tender. If the Tender list were large, it would consume a large amount of time for evaluation and if there were few, there could be a potential danger of

loss of competition and value received perhaps not commensurate with the resources employed. The Contract scope also plays a major part in the selection of the list.

Kanyane (2005:62) asserts that conflict of interest is another problem that is weakening the government arising when the private interests of a government official clash or even coincide with public interests. Such tension raises an ethical dilemma when the private interest is sufficient to influence or appear to influence the exercise of official duties. It is the responsibility of all public officers to ensure the integrity and impartiality of the procurement process. Conflict-of-interest situations may arise in cases where a public officer exercises his authority, influences decisions and actions or gains access to valuable information, perhaps but not necessarily restricted or confidential. Conflict of interest may also arise from participation by consulting firms or contractors in government procurement.

Porter (2003b) contends that cover quoting refers to the manipulation of the three-quote procurement system by a departmental official, acting in collusion with a supplier, whereby multiple quotations are submitted as if they were independent quotes. Cover quoting cannot happen in ignorance or be occasioned by negligence. It is pre-meditated and intentional. The official involved in the procurement process would contact one supplier and request that supplier to submit multiple quotations, under the guise of different entities. When received, the officer would process or present these as independent quotations.

Cheung, C.F, W.M Wang and Victor Lo (2004) contend that suppliers who would like to participate in public procurement find the procurement procedures irrational and cumbersome. They are sometimes excluded when the procurement is too big and they are apprehensive of unfamiliar procedures. They are not well informed of how the procurement process functions, which renders the process, open to abuse. The private sector does not believe the public procurement process can move without a "push". The private sector, however, would embrace clear, easy-to-follow guidelines if this minimizes costs and facilitates business.

2.4 Effect of evaluation practice on organizational performance

According To A.H. J. (2001a) Evaluation is a systematic collection and analysis of data in order to assess the strengths and weaknesses of programs, policies, and organizations to improve their effectiveness. Evaluations assess whether we are doing the right things, not only if we are doing things right (as planned. The external professionals undertaking the evaluations are independent of the control of those who are involved in planning or implementing the interventions that are being evaluated. Unhindered access to information should be granted to the evaluation team. The evaluations shall meet certain quality standards (explicitly address the issue of attribution, triangulation of data; logical coherence between data, findings, conclusions and recommendations; transparency concerning sources, and strengths and weaknesses of methods used, etc.)

Grimm Rick (2001) stressed that contract evaluation provide potential offeror's the opportunity to provide information on problems encountered on the identified contracts. Limit this section to the discussion of problems and corrective actions taken. It is not necessary or efficient to burden the process by asking that the contractor prepare a description of its past performance history. The references will inform the source selection team of the contractor experience and performance. Inform potential offeror's that past performance information on work for State and local governments, private sector clients, and subcontracts that are similar to the Government requirement will be evaluated equally with similar Federal contracts. This will help ensure that firms new to the contract process are given a fair opportunity to compete.

Johnstone (2004) argued that the evaluation practice enhances the ability to provide effective management, meet subcontractor and SDB goals, cooperative and proactive behavior with the technical representative(s) and Contracting Officer, flexibility, responsiveness to inquires, problem resolution and customer satisfaction. The offeror will be evaluated on satisfaction of the technical monitors with the overall performance, and final product and services. Evaluation of past performance will be based on consideration of all relevant facts and circumstances. It will include a determination of the offeror's commitment to customer satisfaction and will include conclusions of informed judgment

According to Peters, J (2007) evaluation practice improves legal contract compliance and avoids legal claims which ensure effective contract continuity. For large complex contracts, it may be best for an agency to establish a separate past performance evaluation team, especially if the agency anticipates receiving a large number of proposals. Include contracting and program office representatives on the team. Maximum effectiveness occurs when the evaluator's background matches that of the reference. This allows the Government to obtain a more complete picture of the offeror's performance. Upon completion of the reference check, the source selection team should review trends to determine the risks of successful performance on the contract. When checking private-sector references, the source selection team should consider the potential of any conflict of interests between the offeror and the reference

Peters, J (2007) further assert that the past performance of the offeror's resource is a good indicator of future performance for new companies entering the marketplace that lack relevant experience, or mergers of previously established companies. If the key management personnel, subcontractors, or other resources, have experience on contracts similar to the pending requirement for another contractor; state and local government contracts; private contracts; or was a major subcontractor; then the source selection team can perform the appropriate evaluation and risk assessment. This reduces the chance of needing to "neither reward nor penalize an offeror with no other relevant past performance information

Milgrom, P (2007) contend that evaluating the suitability of potential suppliers to meet the commercial requirements of the organization is normally undertaken via a prequalification system. This is the most efficient method of assessing suitability to meet the required criteria and is carried out prior to inviting them to tender. In large, complex contracts of long duration it is important to The regulations limit the scope of the Selection Stage to three key areas of questioning relevant to the subject areas of the contract

According to Nickell (2006) compared to open invitations a limited number of invited bidders can decrease project duration due to shortened bidding stage. It also increases the chance for lasting relationships and a continuous workload for the selected contractors, which facilitate cooperation. For economical performance, the outcome is less certain. While an open bid is likely to result in a lower bid, a closed bid may be better in terms of avoiding cost overruns as there is less reason for underestimating costs for bidders in this situation.

According to Obermann, G and T Kostal (2003) by focusing on low bid price the client aims to select the contractor who performs the work to the lowest cost. However, it increases the risk for cost and schedule growth due to a higher amount of change orders. Soft parameters related to competence and experience, such as poor site management, supervision, and planning on behalf of the contractor, are common causes of cost and time overruns and poor customer satisfaction.

2.5 Relationship between contract award and organizational performance:

According to Johan, N. (2006) contract awarding is the method used during a procurement in order to evaluate the proposals (tender offers) taking part and award the relevant contract. Usually at this stage the eligibility of the proposals has been concluded. So it remains to choose the most preferable among the proposed. There are several different methods for this, which are obviously related to the proposition method asked by the procurement management.

Oboth, M. J. (2001) asserts that traditionally, construction clients perform most of the control, of both work in progress and the final product, instead of leaving it up to the contractor (Eriksson, 2008a). Such tight monitoring of contractors' behavior and performance increase the risk for opportunism and hampers cooperation increased reliance on contractors' self control can instead save both money and time due to earlier identification of defects and a less comprehensive end inspection. Self-control also has the potential to increase the contractors' concern for quality since they cannot rely on others to control the quality of their work.

Basheka (2008) argued that contract Management: The realization of the value of successful tender process and the inherent value for money in procurement is in the successful contract implementation. The adequacy and reliability of the statement of requirements in meeting the need for the procurement is finally tested through contract management process. In order to improve on contract management, there is need to enforce the appointment of a contract manager in all cases. However this should be accompanied with a capacity building development program in contract management for the user department to improve the contract management.

Porter, R and J Zona (2003 b) assert that contracts can range from a single, adhoc agreement for the provision of a product or service of relatively low monetary value, requiring little more than a short term, formal relationship, or an overarching framework agreement, through contracts for

long term product or service contracts, to a series of contracts for large, complex construction or leading edge research and development contracts with multi-million pound values requiring the establishment of strategic partnerships and alliances.

Wittig, W.A (2004) further assert that there is increasing need to use costing approaches that accommodate environment related activities and costs e.g. life cycle costing or whole life costing, 'Input-Output' analysis, process flow analysis especially at product design and evaluation. Social accounting systems would also be of significance as these would cater for the social issues of sustainable procurement practices.

Kennard M. (2006) points out that contract management teams and others involved in contract evaluation and monitoring should ensure that sustainability targets are satisfactorily obtained from the contractor's performance. Consideration should be given to such issues as non-compliance penalties, costs of dealing with non-compliance cases, environmental cleaning costs and time, rate of emissions and so on. project budgets supporting a business case built upon sustainable procurement must be split between the management of capital and revenue spending based on a plan that is environmentally friendly and that greater consideration must be given to bid evaluation criteria so that they support sustainable methods of construction or generation of goods & services.

Oboth (2001) argued that time and effort must also be spent on determining how the contract will work once it has been awarded. The importance of contract management has already been mentioned and it is vital that a contract management plan is drawn up in advance of contract award. This should set out how the obligations of all the parties should be carried out effectively and efficiently. A willingness to adapt the terms of the contract to reflect change and unforeseen problems. Although the risk assessment process mentioned earlier may be carried out thoroughly and professionally, problems are still likely to arise during the contract period.

2.6 Related Literature

According to McCruden J.C (2004) contract evaluation provide potential offeror's the opportunity to provide information on problems encountered on the identified contracts. This analogy presents a protracted view of the varying author's views on the concepts of study with key and major emphasis of the study focusing on objectives. This chapter in greater length

defines the dimensions of the major variables tendering process and organizational performance including their operational framework. Wittig, W.A (2004) contend that the bidding documents clearly state the type of contract to be entered into and contain the appropriate contract provisions. The most common types of contracts provide for payments on the basis of lump sum prices, unit prices, reimbursable cost plus fees, or combinations thereof. It presents the positive and negative results through which bidding s and evaluation practices affect the performance of organizations. The relationship between the dimension of contract award and organizational performance are here by mentioned with backing authorities presented in the references. Contracts can range from a single, adhoc agreement for the provision of a product or service of relatively low monetary value. R and J Zona (2003 b)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the methodology that is used to study on the tendering process and on organizational performance. It highlights how data is collected and analyses. This chapter also describes in detail the overall research design adopted by the study, population of the study, sample size and sample selection strategy, data collection methods, and data collection instruments, validity and reliability of instruments, data analysis, ethical procedure and limitations of the study.

3.1 Research design

William M.K. Trochim 2006) contend that research design provides the glue that holds the research project together. A design is used to structure the research, to show how all of the major parts of the research project-the samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research questions therefore correlation and case study design employing both quantitative and qualitative research approaches.

The research employed the self administered questionnaire as a tool of data collection and to counter the shortcomings that would accrue from use of that tool, interviews were conducted with some of the respondents. Therefore a comparative descriptive survey design that provides for both quantitative and qualitative data output.

3.2 Population of the study

(Eco, E (2009) defined a population as the total elements of the study that the researcher has interest in regards to the provision of data. For the purpose of this study the researcher will target the population that includes the procurement and disposal unit 03, contracts committee 05, user department 55, accounting officers 02 and contracts and evaluations committee 05, evaluation committee 05. There for the total research population that the researcher will be 70 people as showed above.

3.3 Sample Size

A sample is the subset of a population that was used to represent the entire group as a whole. Basing on the study population, the researcher will select 60 respondents using Krejucie, Robert V, Morgan, Daryle W, table of 1970

3.3.1 Sampling Procedure

Table Showing sample size and sampling techniques

No	Category of PDEs	Population	Sample Size	Sampling technique
1	Accounting officer	02	02	Purposive Sampling
2	Contracts committee	05	05	"
3	Procurement department	03	03	Simple random sampling
4	Evaluation committee	05	05	Simple random sampling
5	User department	55	47	Simple random sampling
	Total	70	60	

Source: Krejucie, Robert V, Morgan, Daryle W, table of 1970

3.3.2 Sample Technique

According to Sekaran (2003), sampling is the process of choosing the research units of the target Population, which are to be included in the study. The samples to be used in the study is selected using purposive sampling which is a function of non- probability sampling. Under purposive sampling technique, the researcher will purposely choose who, in their opinion are thought to be relevant to the research topic. In this case, the judgment of the researcher is more important than obtaining a probability sample. The process of sampling in this case will involve purposive identification of the respondents. The sample size will therefore be selected from all the different respondents of choice in the study population.

3.4 Data sources

The researcher will gather information from two sources that is primary and secondary source.

Primary source

This is the data sources enable the researcher to attain information from the field. Data collection in this case was done through the use of questionnaire. Data will be collected from people's opinions, ideas through questioning and interviewing the study respondents.

Secondary Source

Secondary data will be collected from official records /documents at the macro and transactional levels. Among others, the records/documents included stores records and journal, meeting correspondences and information pertaining the nature of tendering as for documents which include ordering documents among others.

3.5 Data collection instrument

Questionnaire

Questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. In this method questionnaire is sent to a respondent with the request to respond. Both open and closed ended questionnaire will be administered to respondents. Questionnaire will be used because it is simple, free from bias of the researcher, and it maintains confidentiality to those who respond to it.

Interview Guide

This will be done through oral conversations in order to get information. To increase the response rate the researcher interviewed method to obtain primary data. The interviews will be formal/ semi structured or structured involving a pre-designed interview guide.

3.6 Validity and Reliability of the Instruments

Data quality control refers to reliability and validity of instruments , validity refers to the appropriateness of the instruments while reliability refers to its consistence in measuring whatever it is intended to measure .According to Amin (2005) the research instruments must be appropriate for the study objectives to be achieved.

The tool validity will be checked and confirmed using retest method, one week later between the first and second application and using Cronbach Alpha for the internal coordination; the value for retest was a content validity index (CVI.) The researcher used judges to establish validity for each item. Where by five judges were selected to judge each item. Three of them agreed that the item is valid $CVI = \frac{\text{number of judges declared item valid}}{\text{total no of judges}} = \frac{4}{5} = 0.8 = \frac{\text{number of item declared valid}}{\text{total number of items for the instrument}}$ to be accepted as valid this average index was 0.8.

3.6 Research procedure

The researcher chose a topic and supervisor at the University, upon approval of a research topic by the supervisor; the researcher will attain permission from the university to conduct the data collection from Ministry of public service. The researcher will begin on data collection process. After data collection, data was fed into the computer excel. After computation, the researcher will prepare the final reports for submission to the faculty.

3.7 Data analysis

Data analysis is the science of examining raw data with the purpose of drawing conclusions about that information. The collected data will be analyzed using quantitative analysis which majorly involved six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that were necessary for preparing data for further processing e.g. coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting included the mechanical task of registering the occurrence and frequency of the occurrence of certain answers.

3.8 Ethical consideration

Seeking permission from area authorities to conduct research

Maintaining the privacy and confidentiality of the respondents that is to say keep their personal issues private and non disclosure of response from particular respondents to maintain integrity and also protect them from potential victimization

Maintaining honesty and avoiding exceptional and deceptive behavior such as creating false impression in the minds of participants through withholding information, establishing false intimacy or telling lies as this can potentially harm research participants.

Report what is actually found and not manufacture and publish dream up data and also giving due recognition to any one whose work may have been used in this research and not try to pass it as the researchers original work

3.9 Limitations of the study

Long distance from the institution to the area of the study is one of the anticipated limitations the researcher will likely to face. This would hinder free movement during data collection. However, the researcher will try as much as possible to move to the area to collect the data in phases to ease on transport charges

Non-response to certain questions and providing of false information is another anticipated limitation to the study. This is due to the fear by some respondents that the researcher exposed confidentiality to public. However, the researcher used logical questions so that the respondents could be able to release such information needed by the researcher.

Bureaucracy in Public Procurement entities leading delay in approval by the authorities in Kiruhura district was counteracted by early delivery of the introduction letter.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

Data presentation, interpretation and analysis has been done under the guidance of the research objectives set in chapter one. The interpretation also seeks to answer the research questions that were raised. Presentation and interpretation of data has been done with the aid of quantitative and qualitative methods involving the use of tables, graphs, percentages.

4.1 Profile of respondents

4.1.1 Respondents Gender

Table 1: Showing Gender respondents

Respondents	Frequency	Percentage
Male	40	66.7
Female	20	33.3
Total	60	100

Source: Primary data, 2015

Results in table 1 indicate that the majority of respondents are male represented by 66.7% of the total number of respondents, female respondents were 33.3% of the respondents. This is an indication that gender sensitivity was taken into consideration, therefore Kiruhura takes the tendering process an aspect of the district is an aspect of both men and women therefore cannot be doubted on gender grounds.

4.1.2 Age of respondents

Table 2: Showing the age of the respondents

Age	Frequency	Percentage
18 -25	8	13.3
26 – 35	15	25
36 – 45	27	45
46+	10	16.7
Total	60	100

Source: Primary Data, 2015

Results in table 2 show that majority of respondents were aged between 36-45 years with 45% respondents followed, by 26-35 years represented by 25% respondents, followed by 46+ represented by 16.7% respondents and 18-25 represented by 13.3%. From the above analysis, it can be construed that majority of them are mature hence the information obtained is presumed perfect and important for decision making.

4.1.3 Qualifications of respondents

Table 3: Showing academic qualifications of the respondents

Qualifications of respondents	Frequency	Percentage
Certificate	9	15
Diploma	10	16.7
Degree	25	41.6
Others	16	26.7
Total	60	100

Source: Primary data, 2015

Results in table 3 indicate that majority of the respondents were degree holders representing 41.6% followed by others with 26.7%, diploma with 16.7% and finally certificate with 15% .This implies that the respondents are well educated and therefore the information obtained from them can be relied on for the purpose of this study.

4.2 Effect of bidding practice on organization performance in Kiruhura district.

The first objective of the study was to assess the effect of bidding practice on organization performance in Kiruhura district. The following information was extracted and presented as shown below.

Table 4: Showing responses on the effect of bidding practice on organization performance in Kiruhura district.

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	f	%	F	%	F	%	F	%	f	%	F	%
Provides a lean supply base for effective management	12	20	35	58.3	3	5	10	16.7	0	0	60	100
Bidding enhances value for money	30	50	12	20	7	11.7	5	8.3	6	10	60	100
The organization incurs less costs in acquiring services hence easy management	28	46.7	12	20	11	18.3	4	6	0	0	60	100
There is effective information sharing due to a limited number supply base	32	53.3	10	16.7	3	5	8	13.3	10	16.7	60	100
Selected suppliers can be easily called upon to provide emergency services	15	25	23	38.3	8	13.3	5	8.3	9	15	60	100
We easily train and develop our suppliers for easy organization operation	18	30	21	35	13	21.6	4	6.7	4	6.7	60	100
Quality is realized due to a prequalified supplier base	30	50	16	26.6	7	11.7	4	6.7	3	5	60	100
The services rendered as easily supervised due to prequalification	38	63.3	7	11.7	5	8.3	5	8.3	5	8.3	60	100

Source: Primary Data, 2015

The data collected above shows that in relation to the showing responses on the effect of bidding practice on organization performance in Kiruhura district the research was based on the agreement parameters of strongly agreed, agreed, not sure, disagree and strongly disagreed.

Provides a lean supply base for effective management 20% of the respondents who strongly agreed, 58.3% agreed, 5% of the respondents were not sure and 16.7%disagreed and none strongly disagreed.

Bidding enhances value for money had 50% of the respondents strongly agreed, 20% agreed, 8% disagreed, 11.7% of the respondents were not sure , 8.3% disagreed and 10% strongly disagreed.

The organization incurs less costs in acquiring services hence easy management had 46.7% of the respondents who strongly agreed, 20 agreed, 18.3% were not sure, 6% disagreed and none strongly disagreed.

There is effective information sharing due to a limited number supply base had 53.3% of the respondents who strongly agreed, 16.7% agreed, 5% were not sure 13.3% disagreed and 16.7% strongly disagreed

Selected suppliers can be easily called upon to provide emergency services

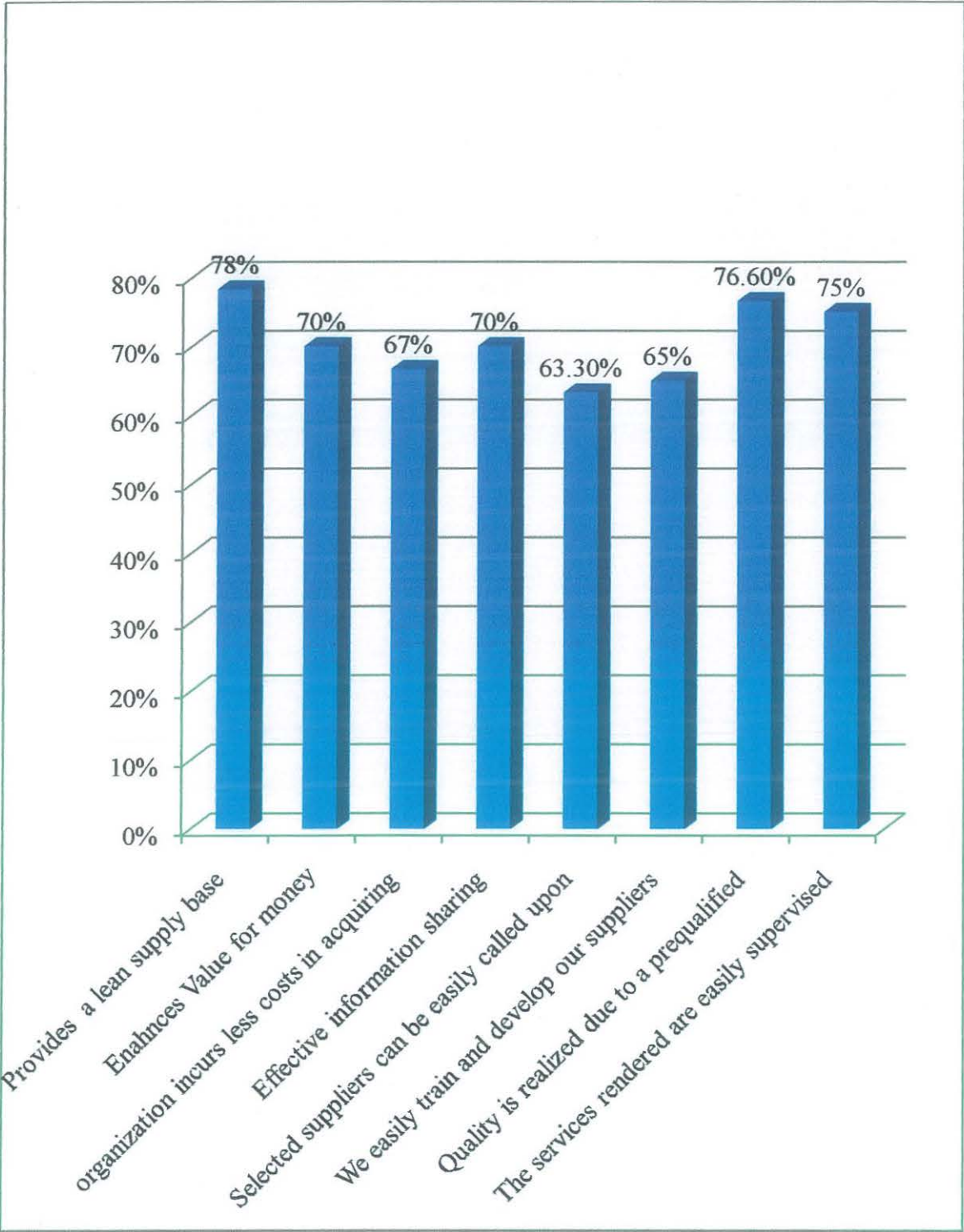
Selected suppliers can be easily called upon to provide emergency services had 25% of the respondents who strongly agreed, 38.3% agreed, 13.3 % of the respondents were not sure 8.3% disagreed, and 15% strongly disagreed.

30% of the respondents strongly agreed with We easily train and develop our suppliers for easy organization operation, 35% agreed, 21.6 % were not sure, 6.7% disagreed and 6.7% strongly disagreed.

Quality is realized due to a prequalified supplier base had 50% of the respondents who strongly agreed, 26.6% agreed, 11.7 % were not sure, 6.7% disagreed and 5 % of the respondents strongly disagreed

The services rendered as easily supervised due to prequalification indicating usual interaction had 63.3%, of the respondents who strongly agreed, 11.7% agreed, 8.3% were not sure, 8.3% disagreed and 8.3% strongly agreed.

The findings were further presented on the graph below. Showing those respondents who strongly agreed and agreed.



Source: Primary data, 2015

The study findings on the effect of bidding practice on organization performance in Kiruhura district. The study findings on the level of agreement was that 78% of the respondents agreed that it Provides a lean supply base for effective management. Bidding enhances value for money 70%, The organization incurs less costs in acquiring services hence easy management had 67%, there is effective information sharing due to a limited number supply base 70%, Selected suppliers can be easily called upon to provide emergency services 63.3%, We easily train and develop our suppliers for easy organization operation 65%, Quality is realized due to a prequalified supplier base 76.6%, the services rendered as easily supervised due to prequalification indicating usual interaction 75%. The study findings imply that tendering provide the enhancement of service delivery in Kiruhura district.

4.3 Effect of evaluation practice on organization performance in Kiruhura district

The second objective of the study was to establish the effect of evaluation practice on organization performance in Kiruhura district. The study findings were presented and interpreted as show below

Table 5: Showing responses on the effect of evaluation practice on organization performance in Kiruhura district.

Weight	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Challenges												
Enables the choice of sufficiency	33	55	13	21.6	4	6.7	4	6.7	6	10	60	100
Management of the organizations	28	46.7	17	28.3	14	23.4	1	1.7	0	0	60	100
There is effective provision of customers	40	66.7	7	11.7	3	5	5	8.3	5	8.3	60	100
Provision of quality services to the community	39	65	2	3.3	7	11.7	4	6.7	8	13.3	60	100
Evaluations enhances the adoption of skilled service	20	33.3	19	31.7	6	10	10	16.7	5	8.3	60	100
Complying with the legal framework	45	75	4	6.7	1	1.7	8	13.3	2	3.3	60	100
Attainment of least cost suppliers	17	28.3	13	21.7	15	25	5	8.3	10	16.7	60	100
Maintains the organizational reputation into the public domain	39	65	6	10	0	0	15	25	0	0	60	100

Source: Primary Data, 2015

The table 5 illustrates field data collected on the effect of evaluation practice on organization performance in Kiruhura district, the responses were captured in form of those who strongly agree, agree, not sure, disagree and strongly disagree. The following was collected.

Enables the choice of sufficient and reliable suppliers in the district had 55% of the respondents who strongly agreed, 21.6% agreed, 6.7% were not sure, 6.7 disagreed and 10% strongly disagreed.

The management of the organizations attains evidence of value for money had 46.7% of the respondents who strongly agreed, 28.3% agreed, 23.4% were not sure, none of the respondents strongly disagreed and 1.7% of the respondents disagreed.

There is effective provision of reliable customers had 66.7 % of the respondents who strongly agreed, 11.7 agreed, 5% were not sure and 8.3% and 8.3% strongly disagreed and disagreed respectively on this cause.

Provision of quality services to the community had 65% of the respondents who strongly agreed, 3.3 agreed, 11.7% were not sure, 6.7% disagreed and 13.3% strongly disagreed.

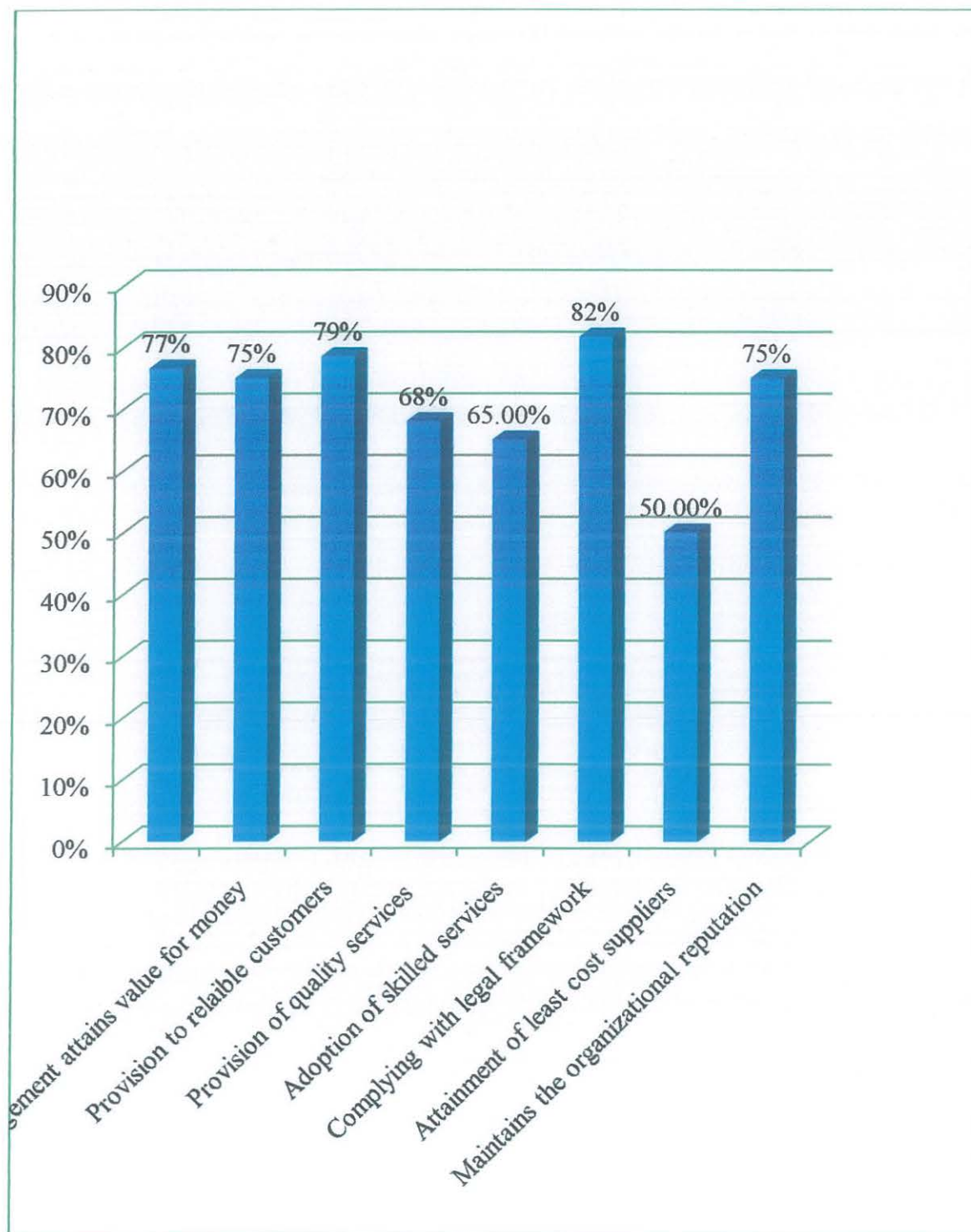
Evaluations enhances the adoption of skilled service providers had 33.3% of the respondents who strongly agreed, 31.7% agreed, 10% were not sure, 16.7% disagreed and 8.3% strongly disagreed.

To help in complying with the legal framework and attaining value for money had 75% of the respondents who strongly agreed, 6.7% agreed, 1.7% were not sure, 13.3% disagreed and 3.3 strongly disagreed. This was the cause that had the largest number of respondents who strongly agreed and agreed.

Attainment of least cost suppliers is due to procurement evaluation had 28.3% of the respondents who strongly agreed, 21.7 % agreed, 25% were not sure, 8.3% disagreed and disagreed 6.7% strongly.

Maintains the organizational reputation into the public domain had 65% of the respondents who strongly agreed, 10% agreed, none were not sure and strongly disagreed and 25% disagreed.

The information can further be presented in the figure 2 shown below



Source: Primary data, 2015

The responses on the effect of evaluation practice on organization performance in Kiruhura district. The findings were that enables the choice of sufficient and reliable suppliers in the district 77% of the respondents, the management of the organizations attains evidence of value for money had 75%, there is effective provision of reliable customers 79%, Provision of quality services to the community 68%, evaluations enhances the adoption of skilled service providers 65%, to helps in complying with the legal framework and attaining value for money 82%, attainment of least cost suppliers is due to procurement evaluation 50% and maintains the organizational reputation into the public domain 75% of the respondents. The results imply that organizational evaluation affect performance.

4.4 Relationship between contract awards and organization performance in Kiruhura district.

The third objective of the study was to assess the relationship between contract awards and organization performance in Kiruhura district. The data collected was presented as shown in the information below.

Table 6: Showing responses on the relationship between contract awards and organization performance in Kiruhura district.

Relationship	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	f	%	F	%	F	%	F	%
Contract award enhances the organizational operations	30	50	9	15	11	18.3	6	10	4	6.7	50	10
Contract award enhances service delivery time	36	60	3	5	10	16.7	2	3.3	0	0	60	100
Providing support services for the organizational operation	30	50	20	33.3	2	3.3	4	6.7	4	6.7	60	100
Improves the operational scale of preferences	20	33.3	19	31.7	6	10	8	13.3	7	11.7	60	100
Provides a guidelines on the execution of organizational undertakings	15	25	24	40	5	8.3	6	10	10	16.7	60	100
Providing measures for the	17	28.3	13	21.7	15	25	5	8.3	10	16.7	60	100
Establishment of guiding operational	20	33.3	19	31.7	6	10	8	13.3	7	11.7	60	100
Contract award enables the provision of support services for the organizational operation	15	25	24	40	5	8.3	6	10	10	16.7	60	100

Source: Primary Data, 2015

In reference to the table above, the findings was that the relationship between contract awards and organization performance in Kiruhura district prevails through the following mentions.

Contract award enhances the organizational operations through providing legal framework had 50% of the respondents who strongly agreed, 15% agreed, 18.3% were not sure, 10% disagreed and 6.7% strongly disagreed

60% of the respondents strongly agreed with contract award enhance service delivery time ,5% agreed 16.7% were not sure, 3.3% disagreed and 15% of the respondents strongly disagreed.

Providing support services for the organizational operation had 50% of the respondents who strongly disagreed, 33.3% agreed, 3.3% of the respondents were not sure 6.7% disagreed and 6.7% of the respondent strongly disagreed.

Improves the operational scale of preferences had 33.3% of the respondents who strongly agreed, 31.7% agreed, 10% were not sure, 13.3% disagreed and 11.7% strongly disagreed.

Provides guidelines on the execution of organizational undertakings had 25% of the respondents who strongly agreed, 40% agreed, 8.3% were not sure, 10% disagreed and 16.7% strongly disagreed.

Providing measures for the advancement of the contractual terms in the organizations had 28.3% of the respondents who strongly agreed, 21.7 % agreed, 25% were not sure, 8.3% disagreed and disagreed 6.7% strongly.

Establishment of guiding operational measures for the organization” had 33.3% of the respondents who strongly agreed, 31.7% agreed, 10% were not sure, 13.3% disagreed and 11.7% strongly disagreed.

Contract award enables the provision of support services for the organizational operation had 25% of the respondents who strongly agreed, 40% agreed, 8.3% were not sure, 10% disagreed and 16.7% strongly disagreed.

The study findings on the were that majority of the respondents were that providing support services for the organizational operation, others were that contract award enhances the organizational operations through providing legal framework, contract award enhances service

delivery time, Improves the operational scale of preferences, Provides a guidelines on the execution of organizational undertakings, Providing measures for the advancement of the contractual terms in the organizations, Establishment of guiding operational measures for the organization and contract award enables the provision of support services for the organizational operation. The results imply that many respondents agree that there is relationship between contract awards and organization performance in Kiruhura district.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS AND AREAS OF FURTHER STUDY

5.0 Introduction

This chapter presents the summary, conclusions and recommendations made based on the study findings. They were made basing on the research questions. It also gives areas of further study.

5.1 Summary of findings

The study findings were that bidding practice affect organization performance in Kiruhura district where 78% of the respondents agreed that it Provides a lean supply base for effective management, Bidding enhances value for money 70%, The organization incurs less costs in acquiring services hence easy management had 67%, there is effective information sharing due to a limited number supply base 70%, Selected suppliers can be easily called upon to provide emergency services 63.3%, We easily train and develop our suppliers for easy organization operation 65%, quality is realized due to a prequalified supplier base 76.6%, the services rendered as easily supervised due to prequalification indicating usual interaction 75%.

The results on effect of evaluation practice on organization performance in Kiruhura district. The findings were that enables the choice of sufficient and reliable suppliers in the district 77% of the respondents, the management of the organizations attains evidence of value for money had 75%, there is effective provision of reliable customers 79%, Provision of quality services to the community 68%, evaluations enhances the adoption of skilled service providers 65%, to helps in complying with the legal framework and attaining value for money 82%, attainment of least cost suppliers is due to procurement evaluation 50% and maintains the organizational reputation into the public domain 75% of the respondents

Majority of the respondents were that is relationship between contract awards and organization performance in Kiruhura district providing support services for the organizational operation, others were that contract award enhances the organizational operations through providing legal framework, contract award enhances service delivery time, Improves the operational scale of preferences, Provides a guidelines on the execution of organizational undertakings, Providing measures for the advancement of the contractual terms in the organizations, Establishment of

guiding operational measures for the organization and contract award enables the provision of support services for the organizational operation.

5.2 Conclusions

The study was set to assess the effect of tendering process on organizational performance and the relationship between the two variables in Kiruhura district establish the effect of bidding practice on organization performance in Kiruhura district, examine the effect of evaluation practice on organization performance in Kiruhura district, establish the relationship between contract award and organization performance in Kiruhura district. Bidding practice affect organization performance in Kiruhura district positively according to 78% of the respondents agreed through providing a lean supply base for effective management, it was also established that bidding enhances value for money 70%, bidding practices was found providing a positive avenue to the operation of the organization.

Evaluation practice affect organization performance in Kiruhura district through complying with the legal framework and attaining value for money 82%, enabling the choice of sufficient and reliable suppliers in the district according to 77% of the respondents that there is management of the organizations attains evidence of value for money. It was established that there is strong relationship between contract awards and organization performance in Kiruhura district through providing support services for the organizational operation among other issue were that contract award enhances the organizational operations through providing legal framework, contract award enhances service delivery time and improves the operational scale of preferences, Provides a guidelines on the execution of organizational undertakings.

5.3 Recommendations

- The prevalence of relationship between bidding and organizational performance indicate that there is need to adequately comprehend bidding in the ministry. The procurement department and departments affiliated to procurement need to adequately adopt competitive procurement in order to realize value for money.
- Relevant measures should be instituted to sharpen the translation of the observance of the Act into value for money. This can be achieved with for example, application of modern information systems at all local administration levels, effective management with sound

strategic planning and It was also established that district employ brilliant scholars, however good performance only but also other attribute such as nationalism, on-going development, and ability to perform with dedication and integrity.

- Public Perception of tender Evaluation Confidentiality. The public perception of the tender evaluation confidentiality is low. There is a need for an increased emphasis on ensuring improvement in confidentiality perception not only on evaluation but the entire public procurement to realize value for money.
- The government should ensure that procurement officers are well trained and are professionally qualified staff for public sector procurement. This will help to maximize the use of existing resources, possibly by developing a specialized multi-disciplinary contracting team.
- There is increasing need to use costing approaches that accommodate environment related activities and costs e.g. life cycle costing or whole life costing, 'Input-Output' analysis, process flow analysis especially at product design and evaluation. This will enhance effective contract award.

5.4 Areas of further study

The results presented in this report may not be conclusive and should be treated as being preliminary. Further analysis of the survey data on tendering process and organizational performance needs to be done to validate these findings and provide greater confidence in explaining the influence tendering process and organizational performance. Therefore based on these there is need for further study to be conducted on the following.

- Bid evaluation and tendering process
- Tendering and accountability of purchasing entities
- Competitive bidding and organizational performance

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APPENDICES

Appendix i: Table for determining the sample size

Krejcie, Robert V, Morgan, Daryle W, table of 1970

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

Note: "N" is population size

"S" is sample size.

Appendix ii: Research Questionnaire

Dear Respondent

This questionnaire is designed to seek information from you on the “Tendering process and organizational performance a case study of Kiruhura district. It is carried as a partial fulfillment of the requirements for the award of Bachelors of supplies and procurement management of Kampala international University. Your contribution, opinions and experience will be highly appreciated.

Thanks for your cooperation.

PART I : Particulars of respondents

Gender

Male ☐

Female ☐

1. In which age bracket are you?

18-37 ☐

38-48 ☐

28 - 38 ☐

49+ ☐

2. Education level

Certificate ☐

Degree ☐

Diploma ☐

Post graduate ☐

Under the following sections, please tick according to your level of agreement

5. SA Strongly Agree
4. Agree
3. Not sure
2. Disagree
1. Strongly Disagree

Please evaluate the statement by ticking in the box with the number that best suits you.

**PART II: Effect of bidding practice on organization performance in Kiruhura district
district in Uganda**

N0	Scale	1	2	3	4	5
1	Provides a lean supply base for effective management					
2	Bidding enhances value for money					
3	The organization incurs less costs in acquiring services hence easy management					
4	There is effective information sharing due to a limited number supply base					
5	Selected suppliers can be easily called upon to provide emergency services					
6	We easily train and develop our suppliers for easy organization operation					
7	Quality is realized due to a prequalified supplier base					
8	The services rendered as easily supervised due to prequalification indicating usual interaction					
9	Bidding leads to selection of serious service providers avoiding unserious ones hence easy management					

PART III: Effect of evaluation practice on organization performance in Kiruhura district

N0	Scale	1	2	3	4	5
1	Enables the choice of sufficient and reliable suppliers in the district					
2	The management of the organizations attains evidence of value for money					
3	There is effective provision of reliable customers					
4	Provision of quality services to the community					
5	Evaluations enhances the adoption of skilled service providers					
6	To helps in complying with the legal framework and attaining value for money					
7	Attainment of least cost suppliers is due to procurement evaluation					
8	Maintains the organizational reputation into the public domain					
9	Provide an adequate and competitive environment for a variety of qualities for organizational collaboration					

PART IV: Relationship between contract awards and organization performance in Kiruhura district.

N0	Scale	1	2	3	4	5
1	Contract award enhances the organizational operations through providing legal framework					
2	Contract award enhances service delivery time					
3	Providing support services for the organizational operation					
4	Improves the operational scale of preferences					
5	Provides a guidelines on the execution of organizational undertakings					
6	Providing measures for the advancement of the contractual					

	terms in the organizations					
7	Establishment of guiding operational measures for the organization					
8	Contract award enables the provision of support services for the organizational operation					
9	Improved response to the organizational activities and accomplishment					

Appendix iii: Research Budget

Item	Quantity	Rate	Total cost
Ream of papers	3	15,000	45,000/=
Pens			1,600/=
Proposal typing and printing			20,000/=
Transport			50,000/=
Research assistant			100,000/=
Dissertation typing, printing and binding			120,000/=
Miscellaneous			100,000/=
Total			386,600/=

Appendix iv: Time Frame/Work Plan

TIME FRAME FOR RESEARCH REPORT	
Proposal	One week
Data collection	Four weeks
Data editing and coding	Two weeks
Data analysis and presentation	Three weeks
Report wring	One week