

**THE APPLICATION OF PROCEDURES ON THE DISPOSAL OF ASSETS
IN THE PUBLIC SECTOR A CASE STUDY OF KOLE LOCAL
GOVERNMENT HEADQUARTERS**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF APPLIED ECONOMICS
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DECLARATION

I declare that I am the author of this report and that my assistance I received in the preparation is fully acknowledged and disclosed in this report. I have also cited many sources from which I got data, ideas or words either quoted directly or paraphrased. I also certify that this report was prepared by me specifically for the partial fulfillment for the Degree in Supply and Procurement Management of Kampala International University.

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Signature 

Date: 20/06/2014

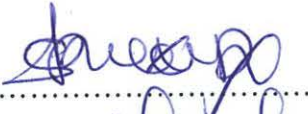
APPROVAL

This is to certify that this report was written and presented by Apili Nancy under my supervision.

Supervisor:

Mr Pule Samuel

Signature:



Date:



DEDICATION

I Apili Nancy hereby, dedicate this research report to my parents especailly for the support they rendered to me. I thank my friends too for their assistance, prayers and words of encouragement offered to me during my time of writing this report. May God bless them all.

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I owe great thanks to my family members, especially my beloved late dad for the moral, spiritual and financial support given to me.

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ACRONYMS

DV: Dependent Variables

IV: Independent Variables

LG: Local Government

DISP: Disposal

KD: Kile District

PDE: Procuring and Disposal Entities

PPDA: Public Procurement and Disposal of Assets

PDPA: Procurement and Disposal of Public Assets Authorities

KIU: Kampala International University

SQ KM: Square Kilo meter

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ABSTRACTS

This study was carried out to assess the extent of application of the procurement procedures on the disposal of assets in Kole local government headquarters Kole district, in Northern Uganda.

Data was collected through the use of questionnaires accompanied by observation and interviews. The study involved 20 respondents; these were all involved in different activities at different levels.

The study also sought to establish whether the application of the procurement and disposal procedures lead to accountability and transparency, effectiveness and efficiency value for money and environmental and human health protection.

It was revealed that the movement seems to have only shifted competency levels from poor to low to average in most of the cases except with regard to insisting on the value for money in procurement and disposal of assets which was high after the law.

The results indicate that there is application of the procurement and disposal procedures. It also indicated that cooperation among various units in the organization existed but in small amounts.

Finally recommendations were made like; strengthening measures to reduce the level of corruption, creating awareness of the procurement and disposal procedures, adequate and timely funding of works and sensitization of service providers.

CHAPTER ONE

INTRODUCTION

1. 0 Background to the study

In the recent decades, the application of procurement procedures in public sectors in Uganda has become more dynamic and complex than ever before. Rapidly changing and competitive environment has reinforced the importance of procurement procedures in the disposal of public assets. More ever, disposal of assets can hardly succeed without the influence of procedures (shueh-chin ting et al, 2007). Therefore public sectors should build up on collaborate competitive bidding on the disposal of public assets in the public sectors to avoid corruption and fraudulent activities.

However this is difficult in public sectors today. In Uganda; since there is need to involve competitive bidding procedures before any award of a contract as stipulated in the PPDA Act 2014, public sectors' opportunism involves "self interest seeking with guile" within the process of disposal of public assets (Williamson, 1975). Williamson further describes guile as "lying, stealing, cheating and calculated efforts to mislead, distort, disguise, obfuscate or otherwise confuse". Muris (1981) also contends that effectiveness, accountability and efficiency arise when a party behaves ethically to the other party in understanding their contract of the disposal of public assets.

The goal of any disposal of public assets whether of good or bad is successful competitive bidding and direct bidding. This has been partly the growing demand of efficient, effectiveness and accountability by the policy makers, academics and development procurement and the glaring gaps in a number of countries. To address this problem, government should over continue to use procurement procedures undertake the public sector's work, services and provide good results (Errigde and McIlroy 2002). And to enhance public sector management, many countries have come up with procurement reforms to ensure effective, efficient and accountability of public sectors procurement processes. According to Arrow smith and Try bus (2003), the last decades of thirty years has witnessed the start of the global evolution in the public sectors

In Uganda the need for procurement procedure became urgent because of internal and external pressure given the fact that public sectors are losing huge sum of money in the disposal of public assets in poorly managed procurement procedures that cost bidders a lot of money (task force on public procurement reform, 1999) procurement and disposal of public Assets Authority, (The Act 2014).the authority formulates new policies and regulatory practices in respect of public procurement and disposal activities and other connected matters. The success of this objective lies in the Authority's potential to hire procurement and disposal entities with the right competences and skills required in the discharge of their functions (Willoughby, 2001).Successful accountability in the completion of disposal of assets is the cornerstones of public procurement the world over, even if a procurement process that undergoes: advertisement, public bid opening is viewed as Transparent it cannot be said to be accountable to bidders. (Thai 2004)

Accountability deals with answerability to parties who partake in the process hence external. In practice one of them used in isolation is vulnerable to manipulation, and that has been the practice allowing corruption to thrive in public procurement. Oral debriefing informs bidders of their strengths and weaknesses with their individual bid which provides an excellent tool of accountability to the party that actually bids in hope of winning the tender and as a spin-off it helps improve Public Procurement understanding of how to do business with the government by providing valuable knowledge that can be used to improve on past performance. In this article, Oral debriefing is demonstrated as a preventive tool against corruption and procurement and disposal malpractices, using examples from real procurement processes. (Muhimbise Andrew), Bachelors of Purchasing and Supplies Management, is the Managing Consultant of Octopus Procurement a Consultancy firm whose slogan is creating and sharing knowledge based in Kampala- Uganda. His research interests

Effective and efficiency management of disposal assets can therefore determine whether a public sector meets its goals and objectives. In public procurement and disposal of assets management is crucial to mitigate uncertainty (Swinery and Netssins, 2007). Thus managing assets disposal in public sector has become predominantly important point on the agenda for policy makers,

professionals and academic developers. Business sectors globally may peruse the set goals and objective when there is a proper procedure followed in the disposal of public assets. Andrew (2003) emphasizes that the of application of procedures in a given sector plays a vital role in the attainment of public sectors' goals and objectives hence leading to effectiveness and efficiency

1.1 Statement of the Problem.

The procurement and disposal procedures have been very important in the disposal of public assets in increasing the effectiveness, efficiency and accountability of public procurement systems which has become an ongoing concern of governments and of the international developing countries (OECD, 2006). Yet these procedures have been compromised by a majority of public sectors characterized by guile. The executive director of Uganda public procurement and disposal of public assets authority estimated that 20% of the value of procurement is lost during the process of disposal of public assets (Teelken & Smeenk, 2003). In this paper we present results from a baseline report of 15 procuring and Disposing Entities (PDEs) on five key complains for the Public disposal measurement system in Uganda.

This implies that applications of this procedure are not adhered to. According to PPDA Act (2014, part I Sec. 3) where a user department or the appropriate department of procuring and disposing entity that is responsible for the management of public assets. In following the disposing entities while disposing off Assets, there is widespread breach, mismanagement, a guile and collusion in the system without adherence to the procurement and disposal policies, principles and practices .As a result, contracts in most cases are not awarded to bidders with the best evaluated offer ascertained on the basis of methodology and criteria detailed in the bidding documents. Case taken from the local government (Kole District) procurement ref: LG/DISP/KD/12-13/0007. In the disposal of old assets returned to administration Kole District by the user departments. This affects the management and performance of the systems and reduces the procuring and disposing effectiveness. It's because such irregularities that the study wants to investigate the causes of such a phenomena despite the existing laws in place.

1.2 Purpose of the Study

To examine the influence of the application of procedures on the disposal of asset in public sector organizations, a case study of Kole District.

1.3 Research Objectives

- i. To assess the influence of competitive bidding procedures on the disposal of public assets in Kole District.
- ii. To evaluate the influence of direct bidding procedures on the disposal of public assets in Kole District.

1.4 Research Questions.

- i. What is the influence of the application of procedures on the disposal of asset in public sector organizations, a case study of Kole District?
- ii. What is the influence of competitive bidding procedures on the disposal of public assets in Kole District?
- iii. What is the influence of direct bidding procedures on the disposal of public assets in Kole District?

1.5 Scope of the Study.

1.5.1 Content Scope.

The study is focused on assessing the application of the procurement procedures on the disposal of Assets in the public sector. It chose 20 respondents to be able to collect the required data. Procedures were required to achieve a successful disposal of assets leading to accountability, efficiency and effectiveness. On the extend that competitive bidding and direct negotiation bidding help in mitigation of public sector procurement fraud and corruption, 50% said to a greater extent, 35% said to a very great extent, 5% said it does not help at all, 6% said to a moderate extent while 4% said to a little extent.(Riley,2004) thus mention that competitive

bidding is usually accountably, efficiently and effectively to curb public sectors procurement fraud and corruption in procurement and disposal of assets(denhardt & denhardt 2000)

1.5.2 Geographical Scope.

The study was carried out in Kole District local government headquarters located in Northern Uganda., Physically the district lies approximately on latitude 1° 33' and 2° 23' North of the equator; 30° 01' and 34° 18' East of the Prime Meridian. The district lies over 2500 feet above sea level, and it has dotted rocks throughout most of it. Kole District borders Oyam, Apac, Lira and Dokolo. The district covers approximately a total land area of 2,662.5 square km of which 2,256.5 sq km is land and 406 sq km is water.

1.5.3 Time Scope.

The study was conducted for a period of four months and used both quantitative and qualitative methods of data collection. The time frame was stipulated by the university administration.

1.6 Significance of the Study:

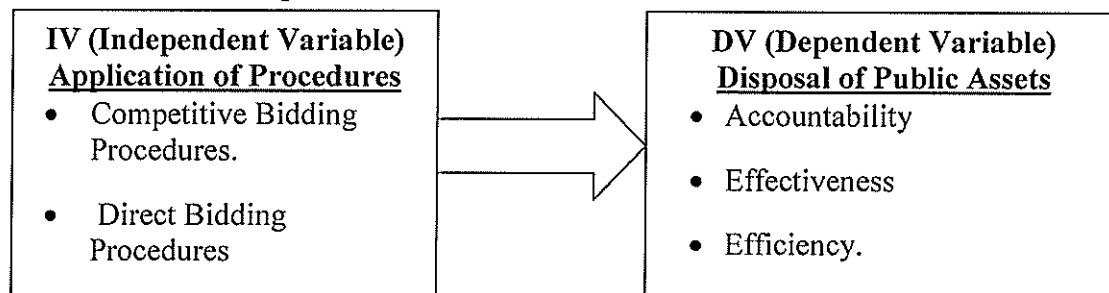
- i. The study will help policy makers in the area of public procurement use the study findings to design appropriate policies that will ensure awareness, adherence and cross functionality for improved management of the procurement function and governance in the organizations.
- ii. This study will add to the existing pool of knowledge or literature in the area of public procurement procedures and disposal of assets and will become a reference material for the staff, students and clients in issues of public procurement.
- iii. The study will enable policy bodies like the public procurement and disposal of public assets authority (PPDA) to strengthen the implementation of the procurement and disposal procedures in self accounting organizations and other institutions/ministries that are mandated to comply with the public procurement and disposal of public assets Act (2003)

- iv. The study findings will be useful to the central government, local governments, statutory bodies and the public procurement and disposal of public assets authority, which may adopt strategies to improve performance or effectiveness

1.7 Conceptual Framework

Oso & Onen (2008) define a conceptual framework as a scheme of concepts (or variables) which the researcher operationalises in order to achieve the set objectives. It helps explain the relationship among variables. For instance, as indicated under this study, application of procedures, positively or negatively influences disposal of public assets. In light of this, the following conceptual frame shows the influence of procedures on the disposal of public assets.

Illustration of conception framework



Source: Researcher's Own Formulation

The conceptual framework above indicates the influence of the application of procedures on the disposal of public assets. The application of procedures is operationalised under the following dimensions; competitive bidding procedures and direct bidding procedures, which influence the disposal of public assets in the following aspects; accountability, efficiency and effectiveness.

1.8 Definition of Key Terms

▪ Procedures

This refers to a document written to support "a policy directive". A procedure is designed to describe who, what, where, when and why by means of establishing corporate accountability in support of the implementation of "a policy". For example, a manufacturing facility established a policy that all over time shall be approved.

- **Disposal of public assets**

This refers to the reselling, reassignment, recycling, donating, and throwing out of assets, premises, equipment through responsible, ethical, and environmentally sound means.

- **Competitive bidding procedure**

It is the process that allows Procurement Services to properly survey the marketplace and ensure that the right price quote from a prospective supplier is ascertained in response to a request from a buyer.

- **Direct bidding procedures**

This refers to any disposing activities shall be used where national security, public interest, health and safety issues, legal and human right issues or environmental considerations are served, when a sale is made to a particular bidder. In this; the procurement and disposal unit shall make a request to the contract committee, for the use of the direct negotiations methods

- **Accountability**

This refers to the obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money other entrusted property.

- **Efficiency**

Generally efficiency describes the extent to which time, effort or cost is well used for the intended task or purpose. It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense or unnecessary effort.”Efficiency has widely varying meaning in different disciplines. The term “efficient” is very much confused and misused with the term “effective”. In general, efficiency is a measurable concept, quantitatively determined by the ratio of output to input.

- **Effectiveness**

This is the degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to cost and, whereas efficiency means “doing the thing right” effectiveness means “doing the right thing”.

- **Public Procurement and Disposal of Assets Authority**

This is a government of Uganda agency set up by an act of parliament to principally regulate public procurement and disposal of public assets in the country. Under the law Public Procurement and Disposal of Public Assets Act, the PPDA is a standard setting and monitoring authority that harmonize all public procurement and disposal policies and practices.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature on Procurement procedure and disposal of public Assets, their definitions, concepts, types, forms advantages and challenges

2.1 Procurement Procedures and Disposal of Public Assets

Procurement procedures are steps followed in the procurement of goods supplies and works, (PPDA Act, 2003). These are systematical way of acquiring goods and services within an organization (Lysons & Farington, 2008). Following procedures in the procurement of goods and services is fundamental in the achievement of value for money procurement for any given organization. In light of this, Kileleshwa district observe disposal procedures by publically inviting bidder to participate in the disposal process of assets. For instance, through public auctioning, competitive bidding, and transfer to agents, the entity realizes value from the disposal of its assets, other than leaving them to waste. On the other hand, the term disposal means scrapping or selling retired equipment (Benton, 2008). It involves trading off obsolete equipment such as vehicles and buildings for new purchases and these transfers the burden to the vendor if the equipment is usable; there may be an active dealer that may purchase the used equipment. Disposal means the divestiture of public assets ,including intellectual and proprietary rights and goodwill and any other rights of a procuring and disposing entity by any means ,including sales ,rental ,lease franchise ,auction ,or any combination however classified other than those regulated, (Chapter, 2009)

Disposal management involves the use of a number of methods as indicated earlier for an organization to realize value for it (Chapman, 2009). However the choice for such methods must be based on a number of reasons, including but not limited to the appropriate to the nature of items to be disposed off, quantity and location of Goods, and promote fair and effective competition to the greatest extent possible, (PPDA Act, 2003). For instance, where practical, a

competitive disposal method should be selected, particularly for the disposal of high value goods or large quantities of similar goods.

2.1.1 Methods of Disposal used by Kole District

- **Public Tender:** Tendering for the disposal of goods is to be conducted in accordance with the key principals of the organization. The process involves preparation of tender, including a list of the goods for sale, the conditions of the sale, the assessment criteria for evaluating offers, and a closing time and place.
- **Public Advertisement:** This involves the sale of products in a manner most likely to capture the anticipated market. This may involve advertising locally or nationally and on the internet, in newspapers or trade magazines, this will include in the advertisement and conditions of sale a clause stating that items will be sold, with any faults, at the buyer's risk.
- **Public Auction:** This is used to maximize the opportunity for public participation in the disposal process where the professional valuation of an individual asset or lot does not exceed the value stated in the guidelines. It involves obtaining competitive quotes on a commission basis from potential auctioneers and selecting them basing on the commission rates, whether the auctioneer is licensed, the past performance and/or industry reputation of the auctioneer. Prior to the auction ensure that each item or category of items has been valued, and where appropriate ensure that the auctioneer is aware of any reserve prices.
- **Recycling or Destruction:** The value of an item may be written off and the item recycled or destroyed if it is deemed to have no value, be unserviceable or beyond economical repair; or that the disposal cost is higher than the likely return. The item should be destroyed or disposed in an appropriate manner in compliance with the relevant environmental guidelines and its action must be certified and removed from the Asset register.

- **Sale or Transfer to other Agencies:** There may be occasions when organization may consider selling or transferring surplus goods to another or similar organization, before offering them for sale on the open market. For example, it may decide to give surplus office furniture to a Section committee or a co-operative organization in which Council is a participant.

- **Trade-in:** Trading in surplus goods can be an efficient means of disposal, and a convenient way to upgrade equipment such as motor vehicles. However, trade-in prices do not always provide the best return as the purchase price of an item .Any decision to trade-in surplus goods must be based on a clear analysis of the benefits of the trade-in as opposed to separate sale of the surplus goods. The respective Director is responsible to obtain this information and recommend on whether or not to trade-in.

- **Negotiated Procedure:** This is where the contracting authority is not required to issue a notice and may negotiate directly with the supplier of its choice. Under the negotiated procedure with prior advert, however, a notice must be published. All interested parties may express an interest in tendering for the contract but only those meeting the contracting authority's selection criteria will actually be invited to do so. Under the negotiated procedure with prior advert, tenders are invited to negotiate the terms of the advertised contract with the contracting authority. The Regulations do not set out any rules to govern the conduct of negotiations, which means that the contracting authority can, within certain parameters, establish its own procedures for the negotiation and tender stage. This procedure can only be used in the very limited circumstances described in the Regulations as follow:
 - Where efficiency and effectiveness of asset disposal planning is critical to the management of a department's building asset base. Disposing of surplus buildings, in accordance with an asset disposal plan, ensures that they do not become a maintenance and/or financial burden. It may also free up funds required for capital

works, influence decision-making and support the forward estimates and budget processes by enabling reinvestment of disposal revenue.

- When it is deemed unfit for successful competitive biddings process to be conducted. For instance, the procedure of disposal; planning, initiation of disposal requirements and approval will exercise the duties in a represented account for the effective and efficient public sector management. If you're issuing contracts with conflict of interest, there are no standard procedures for successful disposal leading to inadequate accountability.

In light of this, Craig, Susan (1997) observes that disposal procedures especially the open procedure is crucial in the achievement of value for money within an organization. He further indicates that most procedure in local government organization is often used by local councils, the competitive dialogue procedure; Craig (1998) still explains this procedure is used for more complex procurements. After a selection process, the buyer then negotiates with suppliers and invites chosen companies to put in a bid. Suppliers put in their tenders and the contract is awarded.

2.1.2 Competitive Bidding and Disposal of Public Asset

Competitive bidding procedure: Clearly highlights the efficiency, and effectiveness of following procurement procedures in disposal of public assets leading to clear accountability of disposed assets. Rose-Ackerman, (1999). Competitive bids are used to establish a market value for a product or service that cannot otherwise be priced. For example, a long-term customer of a service business may request competitive bids from other suppliers to find out if the price they pay for their uniquely tailored service is still competitive. Competitive bids sometimes have a mandatory deadline and may require a deposit to establish the financial stability of the bidder. procurement procedures will not allow any bidder who is bankrupt or being wound up, being convicted of an offense, being quality of grave professional, when they are not in compliance with their obligations

Riley & Thai (2004) indicated that competitive bidding is most often used by government agencies which are required by law to periodically open all contracts to bid and must award

business to the lowest bidder. This is intended to ensure impartiality in buying decisions. However, it also makes it more difficult for the auctioneer to communicate value or quality advantages that may justify a higher price quoted for an asset by the bidders but not below the reserve price (Markus, Edward, 1997). The supplier must attempt to predict how competitors will bid in order to be priced competitively. The supplier may bid relatively low if excess capacity is available to be filled, or it may bid relatively high if it has a significant competitive advantage. However in (2003), the government began to work on a draft bill to known as the public bill. The act would be an act of parliament to provide a law for public procurement in local government and the country as a context. The government in a competitive world; there is need for transparency, accountability, and compliance in most public Entities by the procurement and disposal unit to improve on the service delivery and illuminates the fraudulent and delayed timely value for money in public sector in disposal of public assets (Strombom, 1998)

2.1.3 Direct Procedure and Disposal of Public Assets

Disposal by direct negotiation is permitted in certain circumstances, (Thai, 2001). Similarly, the Total Asset Management Guidelines (2013) states that, direct negotiation may occur without public competition where it can clearly be shown that there are no other purchasers. In all cases, the current market value for the asset must be obtained by the State Valuation Officer or an independent valuer. PPDA Act, (2003) observes that direct procurement or disposal is a sole source of procurement or disposal method for procurement or disposal requirement where exceptional circumstance prevents the use of competition. Direct procurement or disposal shall be used to achieve efficient and effective timely procurement or disposal where the circumstances will not permit a competitive method.

Direct bidding procedures relates to those activities that are not covered by co-financing a limit amount (World Bank, 2007). Further the report emphasizes that funding is available by making a bid direct to a government office. This is called direct bidding or alternative bidding. This means that you make direct bid to the Government office via your regional partner-northwest, southwest, northeast, south east network. However, this method is only permitted for procurement and disposal valued under the following circumstances:

- Where the procurement is of a confidential nature; if a particular contractor has exclusive/proprietary rights in respect of goods, services or works.
- Where standardizing equipment is available only from a specific source and the Procuring Entity has purchased goods, equipment or technology from a contractor, and additional supply is required for reasons of uniformity; for the purposes of research, experiment, study or development; follow-on procurement,

Where a contractor has already provided goods, services or work and additional goods, services or works of a similar nature are required to complete the procurement requirements; or for reasons of extreme urgency brought about by events unforeseen by the Procuring Entity, the products or services could not be obtained in time by means of open, selective or limited tendering procedures.

2.1.4 Advantages of disposal methods and procedures

2.1.4.1 Advantages of recycling method

- **Protects Environment:** The foremost benefit of recycling is that it helps in protecting the environment in the most balanced manner. While many trees are cut down continually, recycled paper made from certain trees is re-used repeatedly to minimize felling/ deforestation. With re-cycled paper as an outstanding example, a number of other natural resources can be reused this way.
- **Reduces Energy Consumption:** A large amount of energy is consumed by processing raw materials at the time of manufacture. Recycling helps to minimize energy consumption, which is crucial for massive production, such as mining or refining. This also makes the production process very cost-effective and beneficial for manufacturers.
- **Reduces Pollution:** Industrial waste today is the main source of all types of pollution. Recycling of industrial products such as cans, chemical, plastics helps to cut down

pollution levels considerably, as these materials are re-used, instead of throwing them away irresponsibly.

- **Reduces Global Warming:** Recycling helps to alleviate global warming and its ill effects. Massive waste is burned in heaps which produces large amount of greenhouse gas emissions such as CO₂ and CFC's. Recycling ensure that the burning process is minimized and any waste is re-generated as a useful product with no or minimal harmful impact on the environment. Recycling produces less greenhouse gases as industries burn fewer fossil fuels for eco-friendly products.
- **Judicial and Sustainable use of Resources:** Recycling promotes judicial and sustainable use of resources. This process ensures that there is no discriminate use of any material when available in plenty in the present. Recycling is encouraged at all levels, starting from school to corporate offices and at international levels. This means we can preserve all precious resources for our future generation, without any compromise in the present.
- **Conserves Natural Resources:** If old and used materials are not recycled, the new products are made from extracting fresh raw materials from beneath the earth through mining and extraction. Recycling helps in conserving important raw materials and protects natural habitats for the future. Conserving natural resources such as wood, water and minerals ensures its optimum use.
- **Reduces Amount of Waste to Landfills:** Recycling old and waste products into new products reduces the amount of waste that go to landfills. This helps in reducing water and land pollution as landfills are a major source in contributing to destruction of natural environment. Recycling programs keep 70 tons of waste from being deposited into landfills every year.

- **Create Green Jobs:** Recycling is good for the environment and apart from that it also creates green jobs. According to the Uganda Bureau of Labor Statistics, green goods and services accounted for 3.1 million jobs in the Uganda by 2010.

2.1.4.2 Disadvantages of Recycling

- **Not always Cost Effective:** Recycling is not always cost-effective. Sometimes, there may be a need to establish separate factories to process reusable products. This may create more pollution in terms of cleaning, storage and transportation.
- **Recycled Products May not Last for Long:** Recycled products are always not of durable quality. Such items are mostly made of trashed waste, picked up from heaps other waste products which are of fragile or overly used. For this reason, recycled products are cheap and last for a shorter period.
- **Unsafe and Unhygienic Recycling Sites:** Recycling sites are often unsafe and unhygienic. Places where all sorts of waste are dumped are conducive for debris formation and spread of disease and other dangers caused by harmful chemicals and waste. This not only causes widespread pollution but is harmful for dedicated people who recycle such products. Such waste if mixed with water, leads to leach ate formation and leads to toxication of water bodies including drinking water.
- **High Initial Cost:** Setting up new recycling unit involves high cost. This huge cost can come up as a part of acquiring different utility vehicles, upgrading the processing facility, educating residents by organizing seminars and other programs, disposing of existing waste and chemicals etc. After weighing, the pros and cons of recycling, one can wisely take crucial steps involved in this process. Understanding the impact of recycling is essential on a large-scale which if done effectively can bring in massive positive results, beneficial to mutual existence of human beings and environment.

2.1.4.2 Advantages of the Competitive procedure

- **Lower costs;** As a procedure in which the contracting authority can limit the possible tenders to a certain number, the Competitive Dialogue comprises all the advantages of the restricted procedure towards the open one which have been discussed above. In this context, especially the lower costs because of evaluating fewer tenders on behalf of the public authority as well as the smaller number of private actors who have invested financial resources in drafting tenders without winning, i.e. receiving an accordant pay off, should be highlighted.
- **More flexibility;** regarding a comparison with the restricted procedure itself, there are indeed various advantages that the Competitive Dialogue offers. At first, PPDA Act Regulation, (2014.sec. 96), should be mentioned which sets a minimum of invited participants to the number of three in comparison to the restricted procedure where the accordant minimum number is five. This difference provides for more flexibility on behalf of the contracting authority by allowing it to conduct a shorter dialogue phase and evaluate fewer tenders. Particularly in complex cases where there are serious concerns as to the level of bidder interest, a lower required number of participants allows for a procurement procedure to take place at all. Moreover, it contributes to a more effective fulfillment of the entity's purchasing plans, by still guaranteeing the presence of genuine competition.
- **Particularly complex contracts;** One of the most important advantages of the Competitive Dialogue, which arguably also constituted the reason for introducing this procedure can be seen in its suitability to deal with particularly complex contracts. It enables a public entity to benefit from the know-how of the private actors and conducts a procurement procedure even when it cannot define specific parameters or conditions governing the project to be implemented already at the beginning. Yet, that does not mean that there are no initial preparations on behalf of the authority. On the contrary, pursuant to regulation, (2014).
- **Value for money can be achieved;** Moreover, by maintaining the competitive tension between participants during the whole dialogue process, a better value for money can be

achieved. In this context, the exclusion of the lowest price criterion pursuant to Act. (2014) also contributes a lot for securing the most economically advantageous conditions for a certain contract and to spending public money in the most sufficient manner.

- **Clear information;** Another positive aspect of the Competitive Dialogue is the fact that bidders are provided with greater clarity as to what will be expected from them not only throughout the procurement process but regarding the post tender phase as well. In that way, they can adapt earlier and better to the requirements of the public entity, thereby saving time and financial resources and avoiding eventual judicial procedures afterwards due to appearance of ambiguities or contentious points regarding the undertaken obligations.
- **More efficiency and cost savings;** In addition to what has been said already, the possibility to undertake the dialogue in successive stages, thereby reducing the number of solutions to be discussed during the dialogue (Act. 2014 (4)), provides for more efficiency and cost savings on behalf of all parties. In doing so, the public authority can concentrate on the best suitable offers and evaluate only them. What is more, the less eligible candidates will be excluded already before submitting their final offers which will decrease the unrecoverable loss they make due to the investment of human and financial resources in drafting tenders which at the end will not payoff anyway.
- **Brings about confidentiality issues;** Finally, the Competitive Dialogue could raise also some confidentiality issues. The contracting authority has to be extremely careful when striking the right balance between keeping the necessary competitive tension among participants and not revealing any confidential information provided by a candidate without his agreement (Act. 2014).

2.1.4.3 Disadvantages of competitive procedure

The Competitive procedure could have also certain disadvantages, yet most of them will result from the particular circumstances of the case or an eventual inappropriate use of the procedure itself rather than from any inherent deficiencies.

- **Less dimension of competition;** Clearly the quantitative dimension of competition will be less apparent due to the limited number of private actors participating in the procurement procedure. Yet, this will be compensated by the higher quality of the technical and economical level on which competing will take place.
- **In ability to use lowest price” criterion;** Moreover, not having the possibility to use the “lowest price” criterion can also be seen as a disadvantage not only because the authority’s flexibility as to the choice of award criteria is limited but also because it provides for an easier judicial review. However, the “lowest price” criterion already constitutes a part of the MEAT-criterion and it is left to the entity’s discretion to decide what particular weight it will grant to the price of the project. What is more, the “lowest-price” criterion would not seem to be appropriate within particular complex contracts also from the perspective of getting the best value for money.
- **Too much extensive preparations;** Another disadvantage of the Competitive Dialogue could be seen in the extensive preparations which are required from the contracting authority. The latter must plan in advance and in detail how the entire process will be run. Moreover, there is not yet any specific legal interpretation of what is or is not permitted and thus a careful consideration of the legal boundaries is necessary.
- **Too much costs and resources required;** Finally, additional costs and resources may be required for the public entity to negotiate with more than one bidder, and for unsuccessful bidders because they have to develop solutions or even final bids which are in accordance with the particular complexity of the procedure in question. Yet, all the just present disadvantages result rather from the nature of the procurement issue and its eventual complexity and are not to be observed as a deficiency of the procedure itself.

To sum up, the Competitive procedure constitutes a necessary procurement tool which provides for more flexibility regarding particular complex issues where only a low bidder interest is expected.

2.1.4.4 Advantage of the negotiated procedures

Regarding the positive and negative aspects of the negotiated procedures, one should first of all bear in mind that those procurement tools are even less transparent and thus potentially more harmful to the principle of equal treatment and genuine competition than the Competitive

2.1.1.4 Related study

The key issue related to the success of measuring application of procedures and disposal of public assets is the provision of performance reliable, transparent and timely data and information, contract management, compliance and confidentiality

- **Record Keeping:** As noted in the User's Guide, the use of the procedure will need to be determined on measuring compliance and performance in a public basis taking into consideration the specific capacities and issues that exist in the local government. However: The key issue related to the success of measuring compliance and performance in disposal of assets is the provision of reliability, transparency and timely value for money, data and information.

The record keeping and establishment of adequate procurement transaction files is poor across the local government of Kile District. Some indicators could not be assessed due to lack of adequate and reliable data and information. Even where the indicators have been assessed, the degree of reliability and validity has been limited and constrained due to the lack of "provision of reliable, transparent and timely data and information." The data and information that was accessed by the assessor could only be achieved after a series of unsuccessful visits to the entities.

The application of procedures provides information that is useful to the management of the disposal system and can also pin point specific areas of risk or weakness in the implementation process of disposal. As there were no agreed standards for performance for each procedure in disposal method, it would most likely take more time to research and develop. The short term objective could be to find out the degree to which the system is following its own legal framework or what the perception of compliance is in those

cases where the indicator cannot be measured quantitatively. However without the provision of a reliable, transparent and timely value for money, No Records (31%)

- **Contract Management:** The realization of the value of a successful public tendering process / the inherent value for money can be achieved through 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. There are no records and evidence across the sampled disposal for the appointment of contract managers after contract signing as provided for in the legal framework. Invariably, contract management reports could be provided by the entities.

The records for contract management are scattered. The payment records and information are in finance departments and other contract management records are in various user departments within the entity. In contract management, there is a need to enforce the appointment of contract managers in all cases. However this should be accompanied with capacity building development programme in contract management for the user department to improve the contract management.

- **Compliances;** Rate of non responsive Bids, Rejection is due to non responsiveness to the requirement to prove efficiency, effectiveness and accountability with their management disposal obligations for the last 3 years. There may be a need to review whether the compliances of this additional requirement should be considered as a basic first or as additional requirements that must be met before disposal contract is signed.

The implication of this suggestion is that technical and commercial competition is considered as a prerequisite, first in procurement and disposal of assets and thereafter, before entering into a contract, the successful bidders have to demonstrate procedures before the contract is awarded. The benefit is that maximum competition in procurement and disposal process is promoted as a prerequisite without compromising other public sectors and obligations of the providers. Public Perception of tender Evaluation Confidentiality:

- **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 and disposal of public assets. Rotational Use of Prequalification List: The rotational use of prequalification list across the Board is poor. Some pre-qualified providers never get invited to bid, while others are repeatedly invited and accessing contracts repeatedly

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the design, area of study, population, sample size and sampling procedure, data collection instruments, data analysis methods and the limitation of the study.

3.1 Research Design

This study employed a descriptive and case study design in order to gather in-depth information regarding situation phenomenon. Descriptive techniques were used to describe the characteristics of different aspects as they were seen on ground, while case study was used to analyze in detail study objects within the contextual setting. Qualitative approaches also were used to provide a thematic interpretation of aspects in the study setting. This involves seeking respondent's opinions on how they understand the issues surrounding the subject matter of the study. Quantitative techniques on the other hand, were used to provide a discrete view on how respondents understood the study subject.

3.2 Study Area

This study was carried out in Kole district local government headquarters located in Northern Uganda. Formerly it was part of the mother Apac District which was covering Aduku, Oyam, Dokolo, Amolatar and Lira districts. Physically the district lies approximately on latitude 1° 33' and 2° 23' North of the equator; 30° 01' and 34° 18' North of the Prime Meridian.

3.3 Study Population

The total population of technical staff in Kole District is 34 (According to the Personnel Manager, Kole District). This was considered for study. Of these, 18 were from the administration department, 5 from the procurement department, 4 from the marketing and sales

department, and lastly, 7 from finance and accounting department. Using the Krejcie and Morgan sample size determination table the sample size for the study was determined as indicated in table AA below. The researcher used simple random and stratified sampling techniques to ascertain the appropriate sample sizes for the study as indicated in table AA below.

Table A: Showing the Target Population, Sample Size, & Sampling Techniques

Category of Respondents	Target Population	Sample Size	Sampling Techniques
Administrators	18	16	Simple Random
Procurement Officers	5	3	Purposive
Sale & Marketing Officers	4	4	Purposive
Finance & Accounting Officers	7	7	Simple Random
Total	34	30	

Source: Samples using the Krejcie & Morgan Sample Size determination Table, (1970)

3.4 Sources of Data

Both primary and secondary sources of data were used for the study. Primary sources comprised of data obtained from the actual field, that is to say, Kile district. According to Amin (2005) primary source are pertinent because they offer factual and authentic information to the study. Secondary source on the other hand, included literature obtained from other people works, such as text books, newspapers, and government documents among others.

3.5 Methods of data collection

3.5.1 Questionnaire

Set of well selected questions based on the purpose and study objectives were designed, printed and distributed to the respondents to give answers. They comprised of both close and open ended questions that were answered by the respondents in about a week. Questionnaires were used in order for the respondents to have privacy in the study as some may be suspicious of the study

findings. High level of confidentiality was maintained on the respondents view. Questionnaires were useful in that various views about the study were got; confidentiality of the respondents was maintained and saved the researcher's time as distant respondents were accessed.

3.5.2 Interview Guide

Face to face questions were administered to the respondents without requiring them to note them down. The researcher wrote them down if necessary. The interview schedule consisted of both close and open ended questions. Interviews sought data based on the objectives of the study, this is because they provide an immediate feedback and they give a lot of information.

3.5.3 Observation.

This involved using my own eyes to see how things were being done by the district employee. An observation checklist was used to ascertain the available assets, and keeping observable conduct of the respondent when answering questions.

3.6 Data Analysis

Responses from interviews were transcribed immediately after the interview and summarized to reflect the important issues as obtained from respondents. The summaries were coded to facilitate easy identification and also ensure confidentiality of the respondents. The data collected from the questionnaires was edited, entered into computer, coded and analyzed using the SPSS computer package, which were later presented in form of tables.

3.7 Ethical Considerations:

Permission to conduct the study was sought from the office of the dean of the school of business and management. Secondly, the researcher sought permission from the respective heads of the district authority, then the consent of the participants. The principal researcher ensured that the ethical principals are strictly adhered to during the study. Strict confidentiality was observed. Names of study participants were not recorded on the questionnaires and interview guide. Filled questionnaires were kept under lock and only the principal investigator had access to keys.

3.8 Limitations of the Study

Mistrust about the objective of the entire study by respondents in the targeted organization may cause initial hesitation from the respondents. There is need to build trust through sensitization of the respondents about the importance of the study.

Some procurement and disposal official may feel insecure to reveal sensitive issues in their organization, in anticipation that the result of the finding may be used against them. This can be addressed by assuring them that high level of confidentiality will be applied to them in the study so as not to single out particular individuals for whatever information they have given.

The issue of low response rate among respondents. This was handled through close follow up, self introduction and confidence building.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This section presents, analyses, and discusses the finding on background of respondents, application of procedures, disposal of assets, and regression results on the key main variables of the study.

4.1 Background of Respondents

To analyze the background of respondents the following issues were examined, sex type of organization, department within the organization, position in the organization, highest education qualification, and length of work experience as indicated in table A below.

Table B: Shows the Background of Respondents

Category	Subcategory	Frequency	Percent
Sex Type of Organization	Male	22	73
	Female	8	27
	Total	30	100
Department within the organization	Administration	16	53
	Procurement	3	10
	Marketing & Sales	4	13
	Finance & Accounting	7	23
	Total	30	100
Position in the organization	Top Management	2	7
	Middle Management	12	40
	Operational Level	16	53
	Total	30	100
Highest Education Qualification	Masters	2	7
	Bachelors	19	63

	Diploma	9	30
	Total	30	100
Work Experience	1-4 Years	8	27
	5-9 Years	15	50
	10-14 Years	5	17
	15-19 Years	2	7
	Total	30	100

Source: Field Data

Table A above shows the background information of respondents in Kole District. It indicates that a total of 30 respondents were examined and out of these, male respondent appeared more with a frequency rate of 22(73%) than their female counterparts with a frequency rate of 8(27%). This result presents a fair distribution of respondents as far as sex is concerned, implying that the entity is cautious with the issue of gender sensitive. Many similar studies have indicate that when men and women work together productivity his high than when men or female work alone.

Concerning the departments in the organization, majority of the respondents were from the administration department with a frequency rate of 16(53%), followed by finance and accounting department with 7(23), then procurement 3(10%), and lastly, the marketing and sales department with a frequency of 4(13%). This result confirms the fact that districts are administrative units aimed at providing service to the people and this explains why Kole has a substantial representation under administration department than any other, hence effective service delivery or disposal management

Concerning employee positions in the organization, operational management level ranked highest with a frequency rate of 16(53%), followed by middle management level with 12(40%), and lastly, top management level with a frequency rate of 2(7%). This implies that most of the employee at Kole is functional employee. Functional employee manages the day-to-day operations of the organization and those in reality they have to account for the highest percentage. This fair distribution is key in ensuring the continuity principle of Kole as district.

Concerning respondents a academic qualification, majority of the respondents were Bachelors holders 19(63%), followed by those with Diplomas 9(30), and lastly, those with Masters 2(7%).

This implies that Kole is cautious on the issue of professionalism as far as employee competency is concerned. Several studies have indicated that when competent people are employed productivity is high hence effective disposal management

Concerning employee work experience, most of the respondents had work experience between 5-9 years 15(50%), followed by those between 1-4 years 8(27%), then those between 10-14 years 5(17%), and lastly, those between 15-19 Years 2(7%). This result implies that the district has sufficient experienced employees, which is crucial in organizational management and effective disposal performance.

4.2 Application of Procedures

This was the independent variable of the study. It comprised of the two main dimensions namely; competitive bidding procedure and direct sourcing procedures.

4.2.1 Competitive Bidding Procedures

As a one of the dimension of the application of procedures a number of questions were asked to measure its level at Kole District as follows:

Table C: Competitive Bidding Procedures

	Frequency	Percent
We invite bidder to participate in the disposal process of asset	8	27
Companies are allowed to compete among themselves in the disposal process of assets	6	20
We employ highly competitive methods in the disposal process of assets	2	7
Value is realized by our entity whenever disposal competitive bidding methods have been used	4	13
Competitive bidding enhance efficiency and effectiveness in the disposal process of assets at the district.	5	16

There is always a high turn up of bidders whenever we organize a competitive bidding process for disposal	2	7
Competitive disposal procedures are better than direct disposal methods	3	10
Total	30	100

Source: Field Data

Table B above indicates that as far as the level of competitive bidding procedure in Kole district is concerned, minority of the respondents contended that bidders are always invited to participate in the disposal process of asset with a frequency rate of 8(27%), followed by the fact that companies are allowed to compete among themselves in the disposal process of assets 6(20%), then with the issue of competitive bidding enhance efficiency and effectiveness in the disposal process of assets at the district 5(16%), value is realized by our entity whenever disposal competitive bidding methods have been used 4(13%), competitive disposal procedures are better than direct disposal methods 3(10%), we employ highly competitive methods in the disposal process of assets 2(7%), and lastly, there is always a high turn up of bidders whenever we organize a competitive bidding process for disposal 2(7%). This implies that the entity's level of competitive bidding procedures is high, hence effective disposal management

4.2.2 Direct Sourcing Procedures

This was the second the dimension under the application of procedures. The following findings were ascertained over the level of direct sourcing procedures at Kole District.

Table D: Direct Sourcing Procedures

	Frequency	Percent
We usually go for direct disposal procedures whenever the entity is relinquishing of some of its assets	4	13
Direct disposal procedures promote efficiency and effectiveness whenever assets are being disposed off.	6	20
We employ highly competitive methods in the disposal process of assets	9	30

Value is always realized by our entity if disposal procedures are performed directly with contractors	3	10
Direct disposal procedures are cost effective than the competitive disposal procures	2	7
There is always a low turn up of bidders whenever we organize a competitive bidding procedure is organized hence calling direct procedures	4	13
Direct disposal is better than competitive bidding procedures of asset disposal	2	7
Total	30	100

Source: Field Data

Table C above shows results on the level of direct sourcing procedures in Kole district. Results indicate that the issues of the entity employing highly competitive methods in the disposal process of assets ranked highest with a frequency rate of 9(30%), followed by direct disposal procedures promoting efficiency and effectiveness whenever assets are being disposed off 6(20%), there is always a low turn up of bidders whenever we organize a competitive bidding procedure is organized hence calling direct procedures 4(13%), we usually go for direct disposal procedures whenever the entity is relinquishing of some of its assets 4(13%), value is always realized by our entity if disposal procedures are performed directly with contractors 3(10%), direct disposal procedures are cost effective than the competitive disposal procures 2(7%), and lastly, direct disposal is better than competitive bidding procedures of asset disposal 2(7%). This implies that the entity does not put priority on direct sourcing procedures than the competitive bidding procedures. This is because value realize under the competitive bidding procedure seem to be high compared the direct procedures.

4.3 Disposal of Public Assets

This was the dependent variable of the study. It comprised of the three dimensions namely; accountability, efficiency and effectiveness.

4.3.1 Accountability

As a one of the dimension under the disposal of public assets, accountability comprised of the statements which were aimed at measuring the extent of accountability in the disposal of assets in Kole District.

Table E: Accountability

	Frequency	Percent
We realized accountability as a district whenever assets are disposed off.	3	10
There is transparency in the disposal process	6	20
Records are always kept properly regarding disposal of assets	7	23
Proper protocols are observed in the disposal of assets by the district	3	10
The district have never been queried by a contractor for poorly conducting a disposal process	4	17
We save costs whenever disposals are made	2	7
All stakeholders are informed whenever a disposal process is to be conducted.	5	13
Total	30	100

Source: Field Data

From table D above, response accorded high value on the issue of; keeping records properly regarding disposal of assets 7(23%), followed by existence of transparency in the disposal process 6(20%), all stakeholders are informed whenever a disposal process is to be conducted 4(17), district have never been queried by a contractor for poorly conducting a disposal process 5(13%), we realized accountability as a district whenever assets are disposed off 3(10%), proper protocols are observed in the disposal of assets by the district 3(10%), and lastly, we save costs whenever disposals are made 2(7%). This implies that the district realizes some level of accountability as far as disposal management is concerned, hence effective service delivery management.

4.3.2 Efficiency

This was the second the dimension under the concept of disposal of assets, and it comprised of the following statements which were aimed ascertained the extent of efficiency in the disposal of assets in Kole District.

Table E: Efficiency

	Frequency	Percent
We realized efficiency whenever a disposal process is done	5	17
Costs are saved whenever disposals are performed	7	23
There are less waste realized during disposal of assets by our entity.	4	13
Competitive disposal procedures have increased organizational efficiency	8	27
Direct disposal procedures have increased organizational efficiency	4	13
Environment is less degraded whenever disposals are made.	2	7
Total	30	100

Source: Field Data

Table E above present finding on the extent of efficiency in Kole district. Results indicate a high response rate on the issue of; environment is less degraded whenever disposals are made 8(27%), followed by costs being saved whenever disposals are performed 7(23%), we realized efficiency whenever a disposal process is done 5(17%), there are less waste realized during disposal of assets by our entity 4(13%), direct disposal procedures have increased organizational efficiency 4(13%), and lastly, competitive disposal procedures have increased organizational efficiency 2(7%). This implies that efficiency is considered paramount in the disposal process of the district hence productivity.

4.3.3 Effectiveness

This was the third dimension under the concept of disposal of assets. It comprised of the following statements, which were aimed ascertained the extent of effectiveness in the disposal of assets in Kole District.

Table G: Effectiveness

	Frequency	Percent
We realized effectiveness whenever a disposal process is performed	9	30
We are always in time whenever disposals are made	6	20
Competitive disposal procedures have increased organizational effectiveness	8	27
Direct disposal procedures have increased organizational effectiveness	7	23
Total	30	100

Source: Field Data

Results in table F above indicate a high response rate on the issues of; disposal process always is made in time 9(30%), followed by realization of effectiveness whenever a disposal process is performed 6(20%), direct disposal procedures have increasing organizational effectiveness 8(17), and lastly, competitive disposal procedures have increased organizational effectiveness 7(23). This implies that the extent of effectiveness is high in general in the disposal process of Kole as a district.

4.4 Regression Analysis between the application of Procedures and the Disposal of Assets

This section provides the regression analysis on the three research questions of the study, as indicated in table G below.

Table H: Shows the Regression Results between the application of Procedures and the Disposal of Assets in Kole District

Variables Correlated	R-value	Sig.	Interpretation
Application of procedures & disposal of Public Asset	.77	.014	Significant Relationship
Competitive Bidding Procedures & Disposal of Public Assets	.72	.024	Significant Relationship
Direct Procedures & Disposal of Public Assets	.36	.033	Significant Relationship

Source: Primary Data, 2013

From table G above, results on the main research question of the study which aimed at examining the influence of the application of procedures on the disposal of asset in public sector organizations, a case study of Kole District. Findings indicate a positive and significant influence among the two variables of r - values 77%, and Sig. value 0.014 hence the researcher concluding that the application of procedures strongly determines how effective disposal of public will be in organizations like Kole.

The second research question aimed at assessing the influence of competitive bidding procedures on the disposal of public assets in Kole District. Findings showed a positive and significant influence among the two study variables of r - values 36%, and sig. value of .033 hence the researchers concluding that competitive bidding procedures moderately affects the disposal process of public assets in Kole District

The third research question aimed at evaluating the influence of direct sourcing procedures on the disposal of public assets in Kole District. Results indicated a strong positive and significant influence among the two study variables of r - value 72%, and Sig. value 0.024 hence the researchers concluding that direct sourcing procedures highly affects the disposal of public assets in Kole District

CHAPTER FIVE

SUMMARIES, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction.

This section presents the summary, conclusion, recommendations and areas of further research studies as follows

5.1 Summary of Findings

5.1.1 Application of Procedures and Disposal of Asset in Kole District

The level of application of procedures was generally high in Kole as shown under regression analysis in table G. Findings have offered a high level of competitive and low level of direct sourcing procedure, which greatly influence accountability, efficiency and effectiveness in the disposal process of assets in Kole district as indicated in the subsequent sections.

5.1.2 Competitive Bidding Procedures and Disposal of Public Assets in Kole District

A high level of competitive bidding procedure was indicated in Kole district with minority of the respondents contending that bidders are always invited to participate in the disposal process of asset with a frequency rate of 8(27%). This clearly has a positive effect on disposal management evidence with a sig. value of 0.033 and relative rate of influence of R value 36, hence effective service delivery management.

5.1.3 Direct Sourcing Procedures and the Disposal of Public Assets in Kole District

A low level of direct sourcing procedure were also indicated in Kole district with minority of the respondents contending that the entity employs competitive methods in the disposal process of assets with a frequency rate of 9(30%). This promotes effective disposal management as

evidenced under regression analysis, that is to say, R value 72% and sig. value 0.024 is sufficient performance influence of direct sourcing procedures on to disposal management.

5.2 Conclusions

In general the study establishes the level of application of procedures in the disposal process to be high in Kole district. This was reflected by a high extent of accountability, efficiency and effectiveness in the disposal of assets by the district. Keeping disposal records properly, adherence to transparency principles in the disposal process, keeping all stakeholders informed whenever a disposal process is to be conducted; receiving few queries from contractors, following protocol in the disposal of assets, and ensuring that costs are saved are some of the reasons highlighted for the effectiveness of the disposal process in Kole district.

5.3 Recommendations.

In light of the research findings the following recommendations are made as a way forward in promoting accountability, efficiency and effectiveness in the disposal process of public assets in Kole district:

- The results indicate that there is a low level of application of the procurement and disposal procedures by the user departments in the local governments. There is a need for government effort to create awareness of the procurement and disposal procedures among the user departments in the organization, more so that they are the people who originate the procurement plans and finally get the utility out of the procurement.
- There is still need to strengthen measures to reduce the level of corruption in the procurement and disposal processes as the level of corruption after the law is still comparable to the period before the introduction of the law.
- The district procurement secretariat should be fully facilitated financially and with adequate staffing to enable effective execution of duties. The various district departments and officials that facilitate effective application of the procurement and disposal

procedures should also be aided to perform effectively. A sound pay system and logistics should be provided to the human resources.

- There is need to make it explicitly unlawful for political leaders to interfere with the procurement and disposal procedures in the local governments.
- There is need to strengthen the supervision of procurement entities with regard to application and conformance to the principles, rules and regulations provided in the law especially for local governments.
- Training and development. The officials should undergo ongoing, intensive and wholesome training to improve on competence and integrity. The global environment is too dynamic, complex and thus turbulent requiring flexibility in the execution of the procurement and disposal function. Specifications are changing constantly and procurement officials should be knowledgeable of the changes and effectively perform. If there is need the department should be financially facilitated to outsource some expertise in situation of complex specifications.

Areas of Further Research

1. Suppliers – Buyers information management and service delivery efficiency in public sector organizations in Uganda.
2. Stakeholders' involvement in the procurement process and the performance of public sector organizations in Uganda.
3. Strategic supply chain management and performance of public sector health organizations in Uganda

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APPENDIX I

INTERVIEW GUIDE

- 1] How is the procurement procedure conducted in your organization?
- 2] What is your opinion about the application of procurement procedures in your organization?
- 3] How do you dispose public assets?
- 4 What challenges are faced during the disposal of public assets?
- 5] Who are the key stakeholders involved in the disposal of public assets?
- 6] What is the role of these key stakeholders?
- 7] Suggest any recommendations towards improving procurement and disposal of public assets in your organization?

APPENDIX II

QUESTIONNAIRES

Dear Respondent;

My name is Apili Nancy and I am a student of Kampala International University pursuing a Bachelor's of Supplies and Procurement Management. As part of academic requirements I am conducting a study on: 'the application of procedures and the disposal of asset in public sector organizations: A case study of Kileleshwa District.' You are therefore kindly requested to respond to this questionnaire that has been sent to you. The study is purely for academic purposes, and the information given shall be treated with ultimate confidentiality.

Section A: Profile of Respondents

Please fill and use a tick (✓) to indicate your responses, (where applicable)

1. Sex

Male	Female

2. Your department within the Company

Administration & Planning	User Department	Finance & Accounting	Procurement & Logistics	Marketing & Sales	Others

3. Position in the Company

Top Mgt Position	Middle Mgt Position	Lower Mgt Position

4. Highest Education Qualification

PhD	Masters	Bachelors	Diploma	A' Level	O' Level	Primary	Others

5. Level of Experience in Current Field of Work

1 -4 Years	5 -9 Years	10 – 14 Years	15 – 19 Years	20 & above

Section B: Application of Procedures

This section aims at examining applications of procedures and how they can influence the disposal process of public assets. Procedures have been operationalised under two main dimensions namely; competitive bidding procedures and directing sourcing procedures.

Please rate /indicate/ tick (✓) appropriately your response with respect to the importance of the statements below:

1. Strongly Disagree	2. Disagree	3. Not Sure	4. Agree	5. Strongly Agree
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Competitive Bidding Procedures

1.	We invite bidder to participate in the disposal process of asset	1	2	3	4	5
2.	Companies are allowed to compete among themselves in the disposal process of assets					
3.	We employ highly competitive methods in the disposal process of assets					
4.	Value is realized by our entity whenever disposal competitive bidding methods have been used					

5.	Competitive bidding enhance efficiency and effectiveness in the disposal process of assets at the district.					
6.	There is always a high turn up of bidders whenever we organize a competitive bidding process for disposal					
7.	Competitive disposal procedures are better than direct disposal methods					

Direct Bidding Procedures						
1.	We usually go for direct disposal procedures whenever the entity is relinquishing of some of its assets	1	2	3	4	5
2.	Direct disposal procedures promote efficiency and effectiveness whenever assets are being disposed off.					
3.	We employ highly competitive methods in the disposal process of assets					
4.	Value is always realized by our entity if disposal procedures are performed directly with contractors					
5.	Direct disposal procedures are cost effective than the competitive disposal procures					
6.	There is always a low turn up of bidders whenever we organize a competitive bidding procedure is organized hence calling direct procedures					
7.	Direct disposal is better than competitive bidding procedures of asset disposal					

Section C. Disposal of Public Assets

This section aims at assessing the level of disposal of public assets in Kole District. Disposal has been operationalised under three main dimensions as follows; accountability, effectiveness and efficiency.

Accountability						
1.	We realized accountability as a district whenever assets are disposed off.	1	2	3	4	5
2.	There is transparency in the disposal process					
3.	Records are always kept properly regarding disposal of assets					

4.	Proper protocols are observed in the disposal of assets by the district					
5.	The district have never been queried by a contractor for poorly conducting a disposal process					
6.	We save costs whenever disposals are made					
7.	All stakeholders are informed whenever a disposal process is to be conducted.					

Efficiency						
1.	We realized efficiency whenever a disposal process is done	1	2	3	4	5
2.	Costs are saved whenever disposals are performed					
3.	There are less waste realized during disposal of assets by our entity.					
4.	Competitive disposal procedures have increased organizational efficiency					
5.	Direct disposal procedures have increased organizational efficiency					
6.	Environment is less degraded whenever disposals are made.					

Effectiveness						
1.	We realized effectiveness whenever a disposal process is performed	1	2	3	4	5
2.	We are always in time whenever disposals are made					
3.	Competitive disposal procedures have increased organizational effectiveness					
4.	Direct disposal procedures have increased organizational effectiveness					

APPENDIX III

RESEARCHER'S INTERVIEW GUILD

SECTION A: APPLICATION OF PROCEDURES

Competitive Bidding Process

1. We invite bidder to participate in the disposal process of asset
2. Companies are allowed to compete among themselves in the disposal process of assets
3. We employ highly competitive methods in the disposal process of assets
4. Value is realized by our entity whenever disposal competitive bidding methods have been used
5. Competitive bidding enhance efficiency and effectiveness in the disposal process of assets at the district
6. Competitive disposal procedures are better than direct disposal methods
7. There is always a high turn up of bidders whenever we organize a competitive bidding process for disposal

Direct Sourcing Procedures

1. We usually go for direct disposal procedures whenever the entity is relinquishing of some of its assets
2. We employ highly competitive methods in the disposal process of assets
3. Value is always realized by our entity if disposal procedures are performed directly with contractors
4. Direct disposal procedures are cost effective than the competitive disposal procures
5. There is always a low turn up of bidders whenever we organize a competitive bidding procedure is organized hence calling direct procedures
6. Direct disposal is better than competitive bidding procedures of asset disposal

Section B. Disposal of Public Assets

Accountability

1. We realized accountability as a district whenever assets are disposed off.
2. Records are always kept properly regarding disposal of assets
3. There is transparency in the disposal process
4. Proper protocols are observed in the disposal of assets by the district
5. The district have never been queried by a contractor for poorly conducting a disposal process
6. We save costs whenever disposals are made
7. All stakeholders are informed whenever a disposal process is to be conducted

Efficiency

1. Environment is less degraded whenever disposals are made
2. Direct disposal procedures have increased organizational efficiency
3. Costs are saved whenever disposals are performed
4. There are less waste realized during disposal of assets by our entity
5. We realized efficiency whenever a disposal process is done
6. Competitive disposal procedures have increased organizational efficiency

Effectiveness

1. Direct disposal procedures have increased organizational effectiveness
2. We are always in time whenever disposals are made
3. We realized effectiveness whenever a disposal process is performed
4. Competitive disposal procedures have increased organizational effectiveness