

**COMPETITIVE BIDDING IN PUBLIC PROCUREMENT AND SERVICE
DELIVERY MANAGEMENT: A CASE STUDY OF
ADJUMAN DISTRICT**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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AND PROCUREMENT MANGEMENT OF
KAMPALA INTERNATIONAL
UNIVERSITY**

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DECLARATION

I, Mitirikipwe Concy declare that this work here is presented in original and has not been submitted to any other University or Institution for any award whatsoever.

Candidate:

Signature.....

Mitirikipwe Concy

Date.....20/06/2014

APPROVAL

This is to certify that the research of Mitirikipwe Concy has been under my supervision and is now ready for submission to the college of economics and management for the award of the degree of supplies and procurement management of Kampala international university.

Signature  date 

Mr. Pule Samuel

(Supervisor)

DEDICATION

I dedicate this book to my family members most especially my parents, mother Mary Anzoa and my father Ukumundru Menu my sisters Tarakpe Gloria and Mazakpe Hollin for the support accorded to me in my life of academics, may God bless.

ACKNOWLEDGMENT

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

I would also like to thank the management and staff of Adjumani district local government who have contributed generously to some of the data here in.

To my Father and Mother I say am blessed with their moral, financial and spiritual support that has encouraged me all through. And all the people that have supported me throughout my study at the university most especially my brothers Jackson and James and sister Santa.

Lastly to my friends who have made everything possible for my study.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

In pursuit of the topic competitive bidding in public procurement and service delivery management, this chapter brings forth the introduction to the research paper as it tackles the background of the study, the statement of the problem, purpose of the study, study objectives, research questions, the scope of the study in terms of geography, content/variables and time, and eventually the significance of the study.

1.1 Background of the study

Public Procurement can be defined as the acquisition, whether under formal contract or not, of works, supplies and services by public bodies. It ranges from the purchase of routine supplies or services to formal tendering and placing contracts for large infrastructural projects by a wide and diverse range of contracting authorities. Basheka, B. C. (2008). 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.

Globally, competitive bidding is most often used by government agencies who 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 supplier to communicate value or quality advantages that may justify a higher price. 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. Competitive bids sometimes have a mandatory deadline and may require a deposit to establish the financial stability of the bidder. Johan, N. (2006).

Increasing global competition means that organizations in both the public and private sectors need to concentrate on what they do best. Effective procurement strategies and well managed supply chains enable organizations to do just that: focus on developing and delivering products

and services that exceed customer expectations. We have been contributing to organizations across the public and private sectors to develop effectiveness in the management of costs and services, raising the recognition of procurement as a driver of efficiency and change.

Lawal, S. (2000) pointed out that competitive bidding is an especially common practice with government buyers, many of whom have instituted mandatory bidding procedures. Government buyers are typically required to accept the lowest bid that they receive, but it is important to note that low bids can often be disregarded if they are judged to be lacking in meeting minimum job specifications. Business experts indicate that a spectrum of business trends is also increasing the importance of competitive bidding in ensuring small business success. One of the most dramatic of these trends is the one toward increased outsourcing by companies of all sizes. The aspect of competitive bidding in organizations majorly translate into increased and improved service extension to the customers

In public entities, competitive bidding is used as an avenue for enhancing value for money as a sign of selection is best known for improving service extension. Under competitive bidding services provisions are easily managed as potential aspects of contract operations are clear unlike uncompetitive methods of bidding.

Oboth (2001) noted that in as far as the Local Government Act, the constitution and any other statutes that are studied, there is no definition of the phrase (service delivery) either deliberately or ignorantly. Therefore service delivery is a system or arrangement of periodical performance of supplying public needs. Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Heskett (1987) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms.

Public procurement in Uganda rests on avenues of procurement process whose initiative is to provide adequate services to the citizens. Competitive bidding is adopted by organisations as it incorporates the application of all the principles of public procurement among which is impartiality, value for money, accountability, fairness among others. The overall concept of this aspect is that of enhancing the management of service provisions as the providers are adequately monitored. This therefore improves state responsibility to the citizens in terms of services.

1.2 Problem statement

Uganda is among the third world countries embracing the international agenda as far as service delivery is concerned. Service extension both at the local government and central government is committed through procurement procedures whose value sometimes is unseen and or doubted. The poor trend of service delivery is especially ascribed to the choice of non competitive methods of choosing service providers. Despite the legal regulations of sourcing service providers of high value thresh holds under competitive methods of purchasing, the adoption trends are very low and in cases where it has been used, it is marred with inconsistencies in provision of service because the key guiding parameters are not adequately set. It is based on this analogy that the researcher conducted a study at Adjuman district in order to evaluate the worth of competitive bidding application if any in order to realize value and provide recommendations for effectively operating the competitive bidding.

1.3 General objective

To examine the influence of competitive bidding on service delivery management in adjuman district

1.4 Specific objectives

- i) To evaluate the influence of competitive bidding on service delivery in adjuman district.
- ii) To assess the influence of restrictive bidding on service delivery in Adjumani district.

1.5 Research Objectives

- i) To evaluate the influence of competitive bidding on service delivery in adjuman district.
- ii) To assess the influence of restrictive bidding on service delivery in Adjumani district

1.6.0 Scope of the study

1.6.1 Subject scope

The study was conducted on competitive bidding mostly tackling open competitive bidding, restricted competitive bidding and service delivery in organisations.

1.6.2 Geographical

The study was conducted from Adjuman district local government located in Northern Uganda in the west Nile. The district is chosen because of the access by the researcher to the study area and being a public entity handling procurement undertakings.

1.6.3 Time scope

The study was conducted for a period of three months that is to say from March to May, given that the requirement is within the mentioned months and the fact that they provide ample information necessary for the study.

1.7 Significance of the study

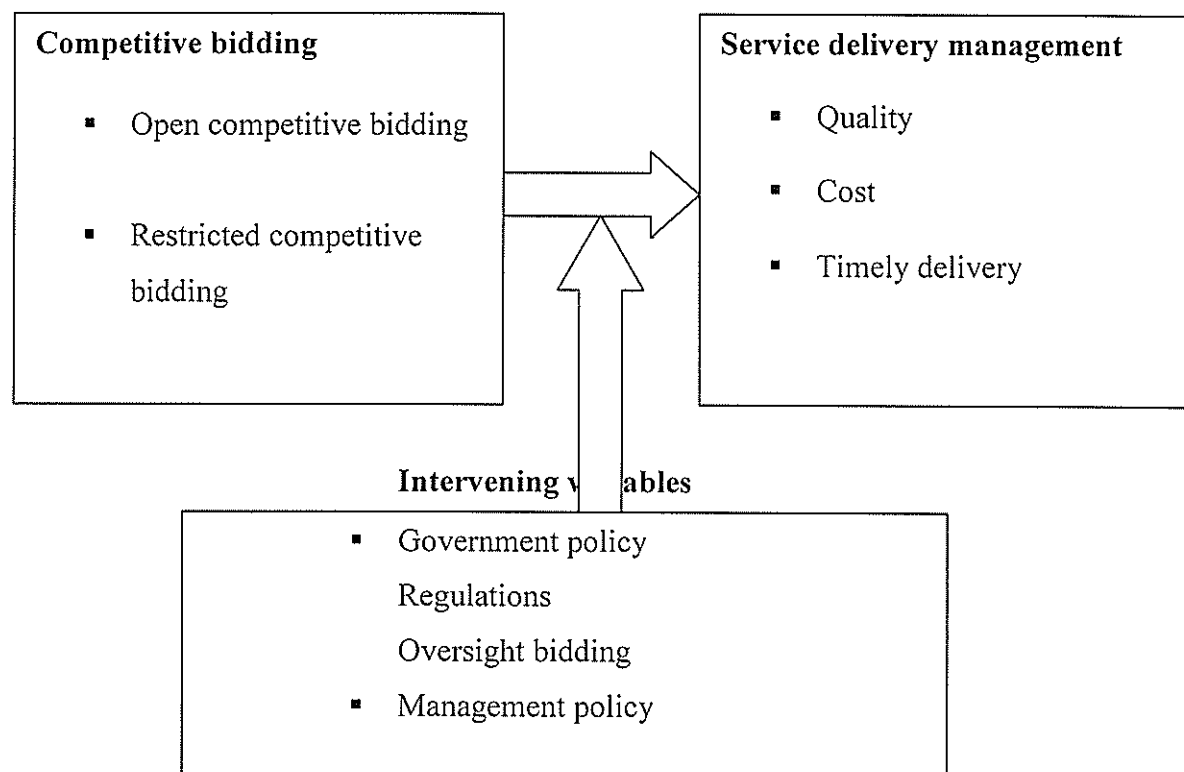
- i) The study will also be of great benefit to the students who will be able to access this information that will guide them in research and equip them with knowledge as far as competitive bidding and service delivery is concerned and the importance of bidding in ensuring service delivery in Uganda.
- ii) This research paper will be of prime benefit to the management and staff of local governments not only for the Adjuman but for other districts as well, since it will enable them identify and understand the risks and problems associated with competitive bidding and how best to combat such problems.
- iii) The researcher will full fill the requirement for the award of Bachelors of supplies and procurement management of Kampala international university and gain more knowledge on the subject. It is upon presentation the research report that the researcher will be awarded bachelors of supplies and procurement.
- iv) Other academic researchers will use the data collected to come up with better mechanisms of managing the entire supply chain.

1.8 Conceptual framework

This is a diagrammatic representation of variables. The framework shows the linkage of variables under their measurable units.

Independent variable

Dependent Variable



Source: Primary data

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 competitive bidding which the researcher view as open competitive and restricted competitive bidding. On the other hand service delivery management for example the use of open competitive bidding might bring into exposure aspects of operation were quality, cost effective and a service provider whose provision is on time may be attained.

The adoption of restricted competitive bidding also has an impact on the quality delivery time 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.

The intervening variables impact on choice of method which in turn improves quality, minimize cost and improves on delivery time (under positive influence and the reverse is true for negative influence.

1.9 Operational definitions of key terms

Competitive bidding refers to the 'Transparent' procurement method in which bids from competing contractors, suppliers, or vendors are invited by openly advertising the scope, specifications, and terms and conditions of the proposed contract as well as the criteria by which the bids will be evaluated.

Open competitive bidding

This is a method of supplier selection where all potential suppliers are invited to bid for a contract. It can constitute open domestic and open international competitive bidding. The circumstances for the choice of this supplier selection are with a high threshold.

Restrictive competitive bidding

This is the method of selecting contractors for service/ works or supplies from a limited target supplier who are called to bid for a contract. Restrictive bidding is employed in situations where the contractual requirements are from specific service providers the time available does not mandate full competition.

Service delivery management

Service delivery is getting services as effectively and quickly as possible to the intended recipient. In most instances service delivery implies a degree of excellence on the part of the organization, and is a hallmark of economies that have moved past the production phase

Quality

This is fitness for the purpose; it means that what is required by the buyers is suitable for the intension it was ordered for

Cost

This is the value attached to an item; it is in fact the price value service/ product and or works always expressed in monetary terms

Timely delivery

This means the ability of the organization to provide a contractual requirement in terms of goods, services or works to the buyer in a prescribed time frame

PPDA

The Public Procurement Regulatory Authority is an autonomous body endowed with the responsibility of prescribing regulations and procedures for public procurements for government owned public sector organizations with a view to improve governance, management, transparency, accountability and quality of public procurement of goods, works and services.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will review the related literature on the knowledge, attitude and practice. This will consist of secondary data sources from text books, journals, publications, and the internet.

2.1 Theoretical Framework

The study will employ the transactional cost theory which was developed by Cox of 1926. The transaction cost theory. In broad terms, transaction cost theory identifies service specific characteristics that affect the efficacy of contracting. The theory states that “The costs of negotiating, implementing, monitoring, and enforcing contracts are higher when services have outcomes that are difficult to measure and when services require asset specific investments that increase the likelihood of monopoly markets. In such cases, the contract management costs and the heightened risks of failed contracts may outweigh its potential benefits. Geroski, P A (1990)

2.2 Conceptual review

Competitive bidding 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. 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.

Open competitive bidding is responsible for the enhancement of costs, timely delivery and quality through inviting the many bidders who will provide services hence enhancing the service delivery management.

Restricted competitive bidding is responsible for improved time of provision, reduction of costs and improving quality. The influence of restricted bidding is influence cost reduction and quality through choice of appropriate suppliers for provision of services hence effective management.

The intervening variables such as Government policy regulations, Oversight bidding and management policy will determine the method of bidding. The choice of bidding procedure is intended to uplift the management of the delivery of social services.

2.3 Competitive Bidding and Service Delivery Management

Geroski, P A (1990) assert that competitive bidding 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.

Competitive bidding has several forms which include open competitive and restrictive bidding. The forms of bidding seek for solicitation of buyer requirements based on the status quo requirement. The choice of either competitive restrictive or open competitive bidding is dependent on the value, policy and entire organizational requirements. Gounden S (2000)

According to Public Procurement Authority (2007), Public Procurement has a direct impact on the following; the successful delivery of government projects and public services, sound public financial management by achieving value for money in government expenditure, reducing corruption, more competition, budgetary savings, reduce debt levels, and encouraging private sector. Social impacts of public procurement include enhanced respect for rule of law, improved social sector services, improved prospects of achieving other government objectives, increased access by local market to government contracts, and enhanced reputation for government institutions. It is obvious from the above discussing that procurement has multi-dimensional importance which cuts across all spheres of lives. Governments of developing countries must ensure that they implement procurement laws fully and remove all bottlenecks so as to achieve this importance as stated by PPDA. Gupta, S (2001),

Empirical studies about government procurement auctions show the importance of the competitive environment to achieve savings in government procurement, investigates the competitive effect in the Japanese Official Development Assistance (ODA) projects. Iimi 2007, reports that winning bid decreases as the number of bidders increase. Thus, increasing local firm participation in auctions strengthens bidding competition and results in more efficiency at the auction level. Kim, I (1998) analyzes 130,094 government procurement auctions for the years 2004 to 2006 in Turkey and finds that the number of bidders positively and negatively affects the procurement price.

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. Kim, I (1998)

McCruden J.C (2004) argued that the public sector purchasing may have the option to satisfy its requirements through self-supply rather than procurement. The self supply option can be a very effective measure to limit the risk of tacit collusion. It 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.

Self-supply may also impact on competition in the supply of other buyers to the extent that the decision by the public sector not to procure goods and services externally limits the size of the market, and reduces the number of suppliers that the market can sustain. If the public sector engaged in extensive self-supply, this might imply that other buyers face less competition than if the public sector decided to source a significant part of its requirements from third parties. Whether self-supply decisions strike the right balance is closely linked to the question of

efficient self-supply and market-testing of in-house provision. Such market-testing seems to be relatively straightforward in the case of a competitive supply market where the market price can be compared with the cost of in-house provision and the cheaper option can be chosen. Nickell, S (1996).

Obermann, G and T Kostal (2003) argues that Ugandan public procurement authority is trying to show the excellence of operating the whole system in more innovative ways. PPS identifies how to maximize the efficiencies of government's budget execution, how to develop electronic and transparent work process system and how to find more innovative ways to operate the organizations. This is called "leadership in government organization for maximum efficiency and innovation." A budget is a financial plan that covers a specified period. It identifies the financial resources allocated to products, services, departments or divisions of an organization. Budgets are also tools for allocating funds to accomplish the objectives of the organization. Every public organization has its own budget systems and efficient budget management is a very important issue for organization. In this sense, public procurement maximizes the efficiency of the government's budget execution and management by minimizing procurement costs through centralized procurement. In this context, PPS facilitates the procurement of commonly used supplies by establishing annual unit price contracts for products in continuous demand.

Generally, the notion of quality as value or worth in relation to customer expectations is used to describe the nature of quality as interpreted within the quality management context (Peters, J (1997). Embodied in this notion is the assumption that local authorities produce a product or service which is intended to satisfy the needs of users or customers with quality being the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs. This relativist notion of quality finds resonance in Raskovich, A (2003),) who perceives quality as a philosophy or methodology may be attained through open competitive methods, which assists institutions to manage change and to set their own agendas for dealing with the plethora of new external pressures. Used in this sense, service quality is a concept implying 'fitness for purpose', measuring up to specification as well as meeting particular customer needs.

Raskovich, A (2003) assert that the private sector, procurement is considered as a profit center to maximize the firm's profit in saving material cost. However, there is a major distinction in public procurement as it draws its funds from tax revenue. Hence, unlike procurement in the private sector, governmental procurement should reflect public concerns as well as efficiency. Nevertheless, both are quite similar in many ways such as cost savings, quality assurance, supplier relationship, procurement ethics, supply market analysis, green procurement and so on.

Public procurement authority contributes to Eco-friendly activities Known by any of a variety of terms such as "eco-friendly procurement" affirmative procurement," "environmentally preferable purchasing," and "green procurement," this approach means integrating environmental factors into procurement policies. What motivates eco-friendly activities. There are many driving forces, but when summarized, it can be said that two factors such as external and internal factors. The whole eco-friendly supply chain diagram can be depicted as follows (Roberts, Kenneth, 1996)

2.3.1 Open competitive bidding and service delivery management

Open competitive bidding refers to the process of selecting the service provider's competitively involving giving chance or inviting all potential bidders to participate in the bidding process. This could be both international and nationally depending on the

European Community (EC) thresholds (200,000 Euro). The Act stipulates that for any contract exceeding the €5 million threshold, procurement officers should choose the open competitive procedure where all contractors are permitted to submit tenders. The restricted procedure is where contracting entity invites certain suppliers to submit tenders and then negotiates with one or several of them (European Union, 1996).

For complex procurements, the restricted procedure is usually too inflexible as it allows only limited discussion and dialogue with bidders. Authorities should therefore normally follow the competitive dialogue procedure, unless there are exceptional circumstances that would justify the negotiated procedure. The competitive dialogue procedure is a flexible procedure, suitable where there is a need for authorities to discuss aspects of the proposed contract with candidates. For example, the procedure would be used where authorities cannot define clearly in advance the

technical means capable of satisfying their needs or objectives, or where there is a range of options for the legal and/or financial structure of a project.

Under open competitive dialogue, a similar pre-selection procedure is undertaken to that used for the restricted procedure. Shortlisted parties are then invited to participate in dialogue, which may have several stages. This helps to refine the requirement through supplier input and gives the opportunity for meaningful negotiations. Once this stage is concluded, suppliers are invited to submit a final tender. There is only one provision for the contracting authority to ask bidders to "clarify, specify and fine-tune" their final bids before a preferred bidder is chosen. World Bank, (2004)

The strategic demand reduction raised by the open competitive bidding may have a long-term effect on upstream market structure by affecting 'the competitive viability of sellers and discourage new firms from entering the market and may have 'long-run effects where producers are reluctant to undertake investments because of expected opportunistic behavior by powerful buyers exploiting supplier investment commitments of course, the long-term effect on competition of strategically withholding demand in order to obtain lower prices should form part of the monopolist's profit maximizing purchasing strategy, i.e. the monopolist would trade off lower prices today against the potential emergence of market power upstream

The effects of buyer power depend strongly on the level of competition amongst suppliers. The glossary definition of buyer power provided by the European Commission, for example, states that 'buyer power is an important aspect in competition analysis, since powerful buyers may discipline the pricing policy of powerful sellers, thus creating a "balance of powers" on the market concerned. However, buyer power does not necessarily have positive effects. When a strong buyer faces weak sellers, for example, the outcome can be worse than when the buyer is not powerful. The effects of a buyer's strength also depend on whether the buyer, in turn, has seller power on a downstream market. Thomas, C (2001)

In the definition of the OECD (1981, p10), buyer power describes a 'situation which exists when a firm or a group of firms, either because it has a dominant position as a purchaser of a product or service or because it has strategic or leverage advantages as a result of its size or other

characteristics, is able to obtain from a supplier more favorable terms than those available to other buyers.

2.3.2 Restrictive competitive bidding and service delivery management

Restricted competitive bidding is a procurement method that limits the request for tenders to a select number of suppliers, contractors or service providers. This method of procurement is also called: Limited Bidding and Selective tendering. Although considered a competitive procurement method, competition is limited to only firms shortlisted or invited by the procuring entity. Thomas, C (2001)

A restrictive process should be in place for arriving at the number and specific firms that will be invited; that number however is dependent on the stipulations of the public procurement legal framework. Any decision to use the restricted tendering procurement method must conform to the policies and procedures governing the procurement system. A basic characteristic of this method is that competition is confined to a certain number of firms either because only a few firms are qualified to fulfill the specific type of requirement, or certain conditions warrant the use of a limited number of firms in order to reduce the time and cost of the selection process.

This procedure is limited to very specific circumstances and is only be used where other procedures will not work. It may be valid when: competition is not viable or appropriate; other procedures have not produced an acceptable tender; work is needed for research and development purposes; or where prior overall pricing is not possible. There are also circumstances where this procedure can be used without call for competition. Thomas, C J and B J Wilson (2002).

Standards and technical specifications quoted in restricted bidding documents promote the broadest possible competition, while assuring that critical elements of performance or other requirements for the goods, services and/or works being procured are achieved. It is recommended that as far as possible, the institution should specify accepted standards such as those issued by Standards South Africa (the division of the South African Bureau of Standards responsible for standards), the International Standards Organization or an authority recognized

by the South African National Accreditation System with which the equipment or materials or workmanship should comply.

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.

Wittig, W.A (1999) 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.

2.4 Related studies on competitive bidding and service delivery management

The few empirical studies (Estache and Iimi, 2008) quantified the cost savings from transparency and competition in procurement markets; they concluded that rules and procedures that promote transparency and competition tend to reduce procurement prices substantially. Europe Economics (2006) estimated that EU Procurement legislation, adopted by Sweden increased supplier competition, and has led prices to decline by 2.5-10 percent in about 20 percent of the procurement market in Sweden. They argued that costs savings in procurement led to lower labour income taxation. Higher transparency and discipline in Public Procurement was expected to increase competition for work, supply and service contracts and to raise the number of bids per tender. Survey-based analysis in Europe Economics (2006) found costs savings for

contracting authorities of 2.5-10% of the intended contract value, varying across sectors and industries; the savings are a positive function of the number of bids per tender.

Recent evidence from other countries shows that competitive bidding leads to a number of serious problems for public sector workers and the services they provide. The problems are especially evident in Britain and the Australian state of Victoria where compulsory Competitive Tendering (CCT) was implemented in the late 1980's and in the United States where the Indianapolis and Phoenix "models" were developed by local politicians and managers. Governmental agencies are now beginning to rethink the value of competitive bidding. For example, in Britain, the newly elected labour government is moving to end compulsory competitive bidding because of concerns about service quality and the higher than expected costs. Wittig, W.A (1999)

A report of the Public Sector Research Centre on the New South Wales bidding experience shows that municipal councils believed that some deterioration of service was likely as a result of private contractors cutting costs in order to maximize profit. Many of them saw the need to retain services in-house in order to avoid quality-related problems. World Bank, (2004)

2.5 Chapter summary

This chapter explicitly explores the author's information regarding the competitive bidding and service delivery management. It explores the means through which other authors explain the prevalence and interaction between the independent and dependent variable, it also explored the theory pertaining bidding and sources delivery included related studies in the aspects studied.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter aims to explicate the methods applied in the data collection. These methods will include the following; Research design, Population of the study, Sample size, Sampling techniques, sources of data, Data collection methods, pre-test of research tool, data analysis, limitations of the study and Ethical considerations.

3.1 Research design

Study design is a plan, structure and strategy of investigation conceived so as to obtain answers to the research questions (Amin, 2004:16). The study considered a combination of both descriptive and case study design because detailed information about competitive bidding and service delivery was able to be attained involving qualitative and quantitative approaches from Primary and secondary sources of data, to make valid conclusions. The study was also cross-sectional in that, the data was collected from many categories of respondents and at different times.

3.2 Study population

Population is the complete collection of all the elements that are of interest in a particular investigation (Amin, 2004). In light of these the study used a population³² (human resource manual) procurement office (3), User department officers 17, accounting officers (2), selected service providers (11) requested to gather information from the respondents.

3.2.1 Sample size

The sample in this study was restricted to the information required and for the purpose of this study; a sample size was determined using Slovene's Formula to come up with appropriate sample size to be used in the study.

Slovene's Formula states that, given a population, the minimum Sample size is given by: The sample size was calculated mathematically using the formula below;

$$n = \frac{N}{1 + Ne^2}$$

Where; n = the sample size

N = total population of respondents.

α = the level of significance, that is 0.05

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{32}{1 + 32 (0.05) (0.05)}$$

$$n = \frac{32}{1 + 32 * 0.0025}$$

$$n = \frac{32}{1.0525}$$

$$n = 29.62$$

Therefore n= 30

A sample size of 30 respondents was selected to participate in the study.

3.2.2 Sampling procedure

In selecting samples included in the study, both probability and non-probability sampling techniques were used. Particularly the purposive sampling technique which is a non-probability sampling technique was used to select the procurement department, user department and accounting officers. This is because it is believed that all the officials at the procurement outfits

were in the best position to respond to the research questions. Simple random sampling was used in the choice of service providers.

Table showing sample size and sampling techniques

No	Category	Population	Sample size	Sampling technique
1	procurement department	3	3	Purposive Sampling
2	User department	17	15	“
3	accounting officers	02	02	“
4	Service providers	11	10	Simple random
	Total	32	30	

3.3 Sources of Data

Both primary and secondary sources of data will be obtained for the study.

3.3.1 Primary data

This is first hand information chosen a fresh from the field. The primary data was obtained directly from respondents through the administration of questionnaires and structured interviews. The primary data provided a reliable and accurate first hand information relevant to this study about the implementation competitive tendering and service delivery management. The questionnaires were provided to the procurement, service providers, accounting officers and user departments.

3.3.2 Secondary data

The secondary information was obtained from the library, internet, journal articles, news papers and research reports. The idea of secondary data was to gather necessary information to guide the conduct of the research project in order to confirm or reject the primary data.

3.4 Data collection tool

3.4.1 Data Collection Instrument

Questionnaire was the main data collection instrument used for the study. The questionnaire was appropriate because it is assumed that the procurement officials as well as the contractors and consultants who are literate and for that matter they could be able to respond to the questions unaided. Questionnaires will facilitate the collection of data that ensured the best matching of concepts with reality; the Likert scale measure of 1:5 provided the same responses from a given set of respondents and helped reduce inconvenience caused by unfavorable interview times and busy schedules.

According to Saunders, (2007), questionnaire is used for explanatory research which enabled the study to examine and explain relationships between variables, in particular cause-and-effect relationships. In all 30 questionnaires were sent out for this study to the different research populations..

3.5 Data Analysis Techniques

Quantitative data and information collected using interview guide and responses from numerous respondents was coded, (closed-ended questions) entered and analyzed statistically using specially designed computer based packages for data analysis known as Statistical Package for Social Scientists (SPSS). The levels of open competitive and closed competitive bidding including service delivery management aspects were coded into SPSS editor version 16 to arrive at mean and standard deviations. Linear regression analysis was measured on the relationship between competitive bidding and service delivery management, open competitive bidding and service delivery management and relationship between restrictive competitive bidding and service delivery management. The findings were determined arising from the analysis and interpretation of information.

3.6 Ethical considerations

In every research study, it is very important to take seriously the ethical considerations which will include the following;

The purpose of the research was explained to the respondents. For purposes of proper and adequate data collection, there is need to explain the whole purpose of the research to the respondents so that they are well informed about the purpose of the study.

Confidentiality during and after data collection is maintained at all times, this ensured professionalism in the research and also treat the views of the respondents with confidentiality.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter shows the background information of respondents, in terms of profile, the description of independent variable and dependent variable and testing the relationship between the two variables using regression.

4.1 Profile of respondents

Table 1 - A Profile of Respondents

Main category	Sub category	Frequency	Percentage
Age			
	18 -27	6	20
	28 -37	11	36.6
	38 -48	7	23.4
	50	6	20
	Total	30	100
Gender			
	Female	12	40.00
	Male	18	60.00
	Total	30	100
Education Qualification			
	Certificate	6	20
	Diploma	8	26.7
	Degree	12	40
	Post graduate	4	13.3
	Total	30	100

Source: Primary Data, 2014

The table 1 indicate the information of respondents in of age, gender and qualification of respondents status regarding age, it was realized that respondent (36.6%) were in the ranging between 28-37 years (Majority). They were followed by respondents whose age was in 38-48 years which was represented by (23.4%) The respondents aging between 18-27 years were 20% and 20% for 49 and above. The prevalence of both mature and young people indicate that the research took consideration of both ages, it also imply that responses were chosen from mature responses hence dependable for decision making.

In terms of a gender, male with percentage of (60.00%) dominated the two categories while the female respondents were the minority with a percentage (40%). Despite the majority male the research can't be doubted on the basis of gender, it is therefore faceable that bidding is an aspect of both genders

Regarding educational qualification degree level holders led with (40%) percent followed by diploma with (26.6%) certificate holders with (20.0%) followed and finally 13.3% was registered for postgraduate education. The education levels indicate that bidding is conducted by informed people preferably that the highly educated directly interface with the purchasing department.

4.2 Description of the independent variable

Influence of open competitive bidding on service delivery management

The independent variable in the study divided into two categories that is to say open competitive and restrictive bidding. It was measured by 9 quantitative questions in the research questionnaire, each of which was scaled among one to five, where 1= strongly disagree, 2 = disagree 3= Not sure 4= agree 5= strongly agreed. Respondents were required to rate controlling on each of the items of influence of open competitive bidding on service delivery management by ticking the relevant numbers in the table. Their responses were analyzed using SPSS's summary statistics showing the mean and standard deviations as shown in Table 2.

Scale of rating

1.0 - 1.7	Very Low
1.8 - 2.5	Low
2.6 - 3.3	Moderately High
3.4 - 4.1	High
4.2 – 5.0	Very high

Table 2: Showing the level of open competitive bidding in Adjumani district.

Influence of open competitive bidding on service delivery management	MEAN	STANDARD DEVIATION	INTERPRE TATION
Open competitive bidding is fast in organizational delivery	1.56	.89299	Very Low
There are always high inventory turns under open competitive bidding	2.30	1.12538	Low
Competition enhances collaboration with customers that enables us make accurate forecasts	3.76	1.13680	Moderately High
Our organization has the swift delivery and the shortest lead time compared other entities due to open competitive bidding	2.89	1.18105	Moderately High
Competitive bidding enables service quality delivery	2.99	.96576	Moderately High
There is negotiation and costs for acquisition are always low	3.12	.7148	Moderately High
There is limited stock outs for internal organizational requirement as a result of open competitive bidding	1.7	.7864	Very Low
The organization operate with efficiency given a high stream of availability	1.65	.94428	Very low

Open competitive bidding calls for innovativeness in purchasing for quality	4.3	.89765	Very High
Average mean	2.652	.95884	Moderately High

Source: Primary data 2014

From table 2, above the level of competitive bidding in Adjumani district is 2.652 which is interpreted as moderately high. This is as a result of a very low response on issues of open competitive bidding being fast in organizational delivery. According to the respondents this was represented by mean (1.56 very Low) the mean indicates that open completeive bidding influence organizational delivery. The table further presents an aspect of there are always high inventory turns under open competitive bidding. The responses to this question were given by the mean (2.30 low) the mean derived is an indication that few people agreed with the point raised suggesting that the district handles less of inventory but that that is handled is well provided.

The table further states an expression on the Competition enhances collaboration with customers that enables us make accurate forecasts. The argument was presented in the context of internal; customers (user department. This had a mean of (3.76 Moderately high) this indicates that the mechanisms of operation collaboration are adequately enhanced by Adjumani district local government.

The table further indicated that a number of respondents have with a mean of (2.89 Moderately High) that Our organization has the swift delivery and the shortest lead time compared other entities due to open competitive bidding. The findings indicate that the operation of Adjumani district via lead time is not very good.

The table further indicated that some respondents have agreed with mean (2.99 Moderately high) that Competitive bidding enables service quality delivery. The respondents explicitly state that competitive bidding is not solely responsible for quality though makes a reasonable contribution to quality

That table 2 above presents a mean of (3.12 Moderately High) in relation to the negotiation and costs for

Acquisition is always low. The respondent's argument to this perspective can be an indication that costs are reduced through competitive bidding, the mean however depict the prevalence of other factors contributing to low costs.

Furthermore the table presents a mean of (1.7 very Low) that there is limited stock outs for internal organizational requirement as a result of open competitive bidding. The presentation could imply that there are stock outs and competitive bidding is never responsible for stock out reduction.

The table also illustrated with mean (1.65 very low) the organization operate with efficiency given a high stream of availability. The mean is an indication that open complete bidding is not responsible efficiency in operation of Adjumani district.

Finally the table presents a mean of (4.3 Very high) that open competitive bidding calls for innovativeness in purchasing for quality. The mean is an indication that there innovativeness in the operation at Adjumani district brought about by open domestic bidding.

The total mean index is (mean index 2.652) referring to the questions in the table, it can be deducted that open domestic bidding influence service delivery management at a small extent since the mean generated provides a figure that is slightly above the average 2.5. It is possible to argue that whereas competitive bidding influence service delivery management in Adjumani district other factors could be responsible.

The field findings relate to those of Thomas, C (2001) who contend that the strategic demand reduction raised by the open competitive bidding may have a long-term effect on upstream market structure by affecting 'the competitive viability of sellers and discourage new firms from entering the market and may have 'long-run effects where producers are reluctant to undertake investments because of expected opportunistic behavior by powerful buyers exploiting supplier investment commitments of course, the long-term effect on competition of strategically withholding demand in order to obtain lower prices should form part of the monopolist's profit

maximizing purchasing strategy, i.e. the monopolist would trade off lower prices today against the potential emergence of market power upstream

Table 3: Level of Using restrictive bidding in Adjumani district (n=30)

On the independent variable further restrictive bidding was also sought to conduct its influence on service delivery management. It was measured by 9 quantitative questions in the research questionnaire, each of which was scaled among one to five, where 1= strongly disagree, 2 = disagree 3= Not sure 4= agree 5= strongly agreed. Respondents were required to rate controlling on each of the items of influence of restrictive competitive bidding on service delivery management by ticking the relevant numbers in the table. Their responses were analyzed using SPSS's summary statistics showing the mean and standard deviations as shown in Table 3.

Level of restrictive bidding on(n=30)	MEAN	STANDARD DEVIATION	INTERPRETA TION
Selected suppliers can be easily called upon to provide emergency services	2.8	.98765	Low
Restrictive bidding enhances value for money	2.31	.8975	Low
The organization incurs less costs in acquiring services hence easy management	2.54	.5679	Low
There is effective information sharing due to a limited number supply base	2.4	1.0067	Low
Provides a lean supply base for effective management	3.10	1.189	Moderately High
Restrictive bidding leads to selection of serious service providers avoiding unserious ones hence easy management	4.02	1.0345	High
We easily train and develop our suppliers	2.34	1.1109	Very low

for easy organization operation			
Quality is realized due to a prequalified supplier base	2.33	1.0650	Low
The services rendered as easily supervised due to prequalification indicating usual interaction	3.90	.65780	Low
Total Mean	2.855	.9617	Moderately High

Source: Primary Data, 2014

Table 3 indicates the influence of restrictive competitive bidding on service delivery management the response with mean (2.8 Low) was noted that selected suppliers can be easily called upon to provide emergency services. The mean is an indication that the respondents do not fully comply with the stated factor.

The findings in table 3 also present that aspect of Restrictive bidding enhances value for money with mean of (2.31 Low) represents that there the use of restrictive bidding; this means that restrictive bidding despite reducing costs does not enhance value for money.

It was further presented that “The organization incurs less costs in acquiring services through restrictive bidding hence easy management mean of (1.54 Very Low) which imply that Adjumani district use restrictive bidding but does not entirely reduce cost.

The presentation that there is effective information sharing due to a limited number supply base was recorded with 2.4 mean implying that information sharing amidst a lean supply base is facilitating information sharing only with in Adjumani district.

Table 3 further expressed that Provides a lean supply base for effective management. According to the respondents, the mean is (2.1 very Low) was registered; this was a manifestation of limited supply bases since many potential providers are ignored.

Restrictive bidding leads to selection of serious service providers avoiding unserious ones hence easy management given by the mean of 4.02. Implying that through bid security only serious bidders apply therefore management of service delivery is poor.

The table also presents a (1.34) mean Adjumani district being easily to train and develop suppliers for easy organization operation. The mean shows that despite the limited suppliers, the district of Adjuman does not train them.

Quality is realized due to a prequalified supplier base with the mean of 2.33 (Low implying that despite the prequalification of suppliers, the management of services by Adjumani district is not outstanding.

Last but not least a mean of (1.90 low) was recorded from respondents. The services rendered as easily supervised due to prequalification indicating usual interaction. The mean is a sign of poorly supervised service provided works despite the use of restrictive bidding

The total mean index is (2.855) in reference to the table above, in the questions presented, it can be construed that restrictive bidding affect service delivery management in Adjumani district at the smallest extent. The prevalence of a mean score 2.855, though with a standard deviation of. 9617 signifies that restrictive bidding in its entirety does not enhance well the service delivery management but is done with other complement, it is right to argue that restrictive bidding is not fully operational at Adjumani district.

4.3 Description of the dependent variables

On the dependent variable analysis was based on service delivery management, responses to these take route through quality, cost and time. It was measured by 4 quantitative questions on each items in the research questionnaire, each of which was scaled among one to five, where 1= strongly disagree, 2 = disagree 3= Not sure 4= agree 5= strongly agreed. Respondents were required to rate controlling on each of the items of the level of service delivery management by ticking the relevant numbers in the table. Their responses were analyzed using SPSS's summary statistics showing the mean and standard deviations as shown in Table 4.

Table 4: Level of service delivery management in terms of quality, cost and time in Adjumani district

Level of service delivery management (n=30)	MEAN	STANDARD DEVIATION	INTERPRETA TION
QUALITY			
Competitive bidding enhance delivery time	3.20	1.6067	Moderately High
Competition enhances negotiation for quality	3.00	0.9906	Moderately High
The need for collaboration will provide quality provisions	2.72	1.4508	Moderately High
Competitive bidding enhances quality	2.40	0.8909	Low
COST			
The district negotiate for a low cost under competitive bidding	3.40	1.2001	High
We incur high costs to invite the bidders openly	2.99	0.7561	Moderately high
We always receive good and services providers at a lower cost	1.54	0.9867	Very low
The organization we are in is cost consciousness	1.99	1.3456	Low
TIME			
Competitive bidding enhances timely delivery	4.43	0.7890	Very High
The service providers adequately monitor timely provisions	2.78	1.6700	Moderately High

There is effective monitoring due to time provision	3.00	0.9870	Moderately High
Competition has enabled negotiation over timely provisions	3.7	0.6789	High
Total Mean	2.929	0.8790	Moderately High

Source: Primary Data, 2014

Table 4 present results on the level of service delivery management in Adjumani district local government, service delivery management presented in the dimensions of quality; cost and time were presented in SPSS editor version 16 to generate the results.

In regards to quality the responses provided a mean of 3.2 on Competitive bidding enhance delivery time (High) and Competition enhances negotiation for quality was found to present with 3.00 mean , The need for collaboration will provide quality provisions moderately high (2.72 Mean) and Competitive bidding enhances quality mean of 2.4 low. The presentation denotes that service delivery through quality is somehow enhanced in the district.

In line with cost as a measure of service delivery management, the researcher found that, the district negotiate for a low cost under competitive bidding 3.4 mean, We incur high costs to invite the bidders openly 2.99 moderately high, We always receive good and services providers at a lower cost very low (mean of 1.54), The organization we are in is cost consciousness with a mean of 1.99. The presentations in regard to cost as a service delivery tool indicate that cost management prevails and in the provision of services, there is cost consciousness.

In regard to time in service delivery management, Competitive bidding enhances timely delivery 4.43 very high; the service providers adequately monitor timely provisions 2.78 moderately high, there is effective monitoring due to time provision with mean of 3.00 and Competition has enabled negotiation over timely provisions had 3.7 mean. The presentation of mean denotes that service delivery in regard to time is good. It means that service delivery in most contracts meet the time requirements.

The average mean of 2.929 signifies that service delivery management through the aspects raised is prevalent, it means therefore that service delivery management at Adjumani district through cost effective, timely bound and some focus on quality.

4. 4 Regression analysis

To analyze the regression between competitive bidding and service delivery management, open competitive bidding and service delivery management and restrictive competitive bidding between service delivery management. The researcher further employed SPSS editor version 16 to derive the coefficients of linear regression.

4.4.1 Coefficients of Regression Analysis between competitive bidding and service delivery management in Adjumani district

Table 5: Coefficients of Regression Analysis between competitive bidding and service delivery management in Adjumani district

At 0.05 level of significance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.988	6.539		2.598	.032
Competitive bidding	-.094	.062	-.470	-1.508	.010
a. Dependent Variable: service delivery management					

Source: Primary data, 2014

The table 4 illustrates the regression analysis between competitive bidding and service delivery management at Adjumani district). The regression analysis shows that service delivery depend on competitive bidding is 16.988. The t values for the service delivery management and competitive bidding with their respective levels of significances as (.032 and .010) respectively. Since .032 and .010 are less than 0.05, the researcher concludes that there is relationship between competitive bidding and service delivery management in Adjumani district.

This finding relate with those of Iimi (2007) whose findings were that competitive environment to achieve savings in government procurement, investigates the competitive effect in the Japanese Official Development Assistance (ODA) projects., reports that winning bid decreases as the number of bidders increase. Thus, increasing local firm participation in auctions strengthens bidding competition and results in more efficiency at the auction level.

The findings however differ from those of World Bank, (2004) whose findings were that a report of the Public Sector Research Centre on the New South Wales bidding experience shows that municipal councils believed that some deterioration of service was likely as a result of private contractors cutting costs in order to maximize profit. Many of them saw the need to retain services in-house in order to avoid quality-related problems.

4.4.2 Regression Analysis between open competitive bidding and service delivery

Management in Adjumani district

Table 6: Coefficients of Regression Analysis between open competitive bidding and service delivery management in Adjumani district (At 0.05 level of significance)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.988	6.539		2.598	.032
	Open competitive bidding	.082	.039	.535	2.101	.049
a. Dependent Variable: service delivery management						

Source: Primary data, 2014

The table 5 illustrates the regression analysis between open competitive bidding and service delivery management at Adjumani district. The t values for the service delivery management and open competitive bidding (6.205 and 2.101) respectively with their respective levels of significances as (.032 and .049) respectively. Since .032 and .049 are one is less than 0.05, the

researcher conclude that there is a relationship between open competitive bidding and service delivery in Adjumani district.

4.4.3 Regression Analysis between restrictive competitive bidding and service delivery management in Adjumani district

Table 7: Coefficients of Regression Analysis between restrictive competitive bidding and service delivery management in Adjumani district (At 0.05 level of significance)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.988	6.539		2.598	.032
	Restrictive competitive bidding	.067	.028	.435	1.900	.044
a. Dependent Variable: service delivery management						

Source: Primary data, 2014

The table 6 illustrates the regression analysis between restrictive competitive bidding and service delivery management at Adjumani district. The level of significance between service delivery management and open competitive bidding is 0.32 and 0.44. These values are less than 0.05 implying that there exist a relationship between restrictive competitive bidding and service delivery management.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS OF FURTHER STUDY

5.0 Introduction

The study was carried out with the view to assess the impact of competitive bidding on service delivery management at Adjumani district. This chapter is concerned with summary, conclusion, recommendations and areas of further study.

5.1 Summary of the findings

The regression analysis shows that service delivery does not depend on competitive bidding is 16.988. Service delivery management and competitive bidding had their respective levels of significances as (.032 and .010) respectively. Since .032 and .010 are less than 0.05, the researcher concludes that there is relationship between competitive bidding and service delivery management in Adjumani district.

The regression analysis between open competitive bidding and service delivery management at Adjumani district presented that service delivery management and open competitive bidding had t values of (6.205 and 2.101) respectively with their respective levels of significances as (.032 and .049) respectively. Since .032 and .049 are one is less than 0.05, the researcher conclude that there is a relationship between open competitive bidding and service delivery in Adjumani district.

Regression analysis between restrictive competitive bidding and service delivery management at Adjumani district presented the levels of significance between service delivery management and open competitive bidding at 0.32 and 0.44. These values are less than 0.05 implying that there exist a relationship between restrictive competitive bidding and service delivery management in Adjumani district local government.

5. 2 Conclusions

These study was set to investigate how competitive bidding influence service delivery management in Adjumani district, they were guided by three research objectives which included examining the influence of competitive bidding on service delivery management, evaluating the influence of competitive bidding on service delivery and assessing the influence of restrictive

bidding on service delivery in Adjumani district. The study found out that open competitive bidding and restrictive bidding are prevalent in Adjumani and used by the district to solicit for service providers. It was further established that the level of open competitive bidding had a mean index 2.652) implying that open domestic bidding influence service delivery management at a small extent since the mean generated provides a figure that is slightly above the average 2.5. Restrictive service delivery had the total mean index is (2.3344) in reference, in the questions presented, it can be construed that restrictive bidding affect service delivery management in Adjumani district at the smallest extent. The analysis of regression further confirmed that competitive bidding influence service delivery management in Adjumani district. It was also found that open competitive bidding relates to service delivery management and so restrictive bidding. The researcher denotes that the nature of the relation could be a sign of other factors which influence service delivery management in Adjumani district, hence the need for consideration in recommendations.

5.3 Recommendations

Based on the findings, the following are the recommendations

- 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.
- The prevalence of relationship between competitive bidding and service delivery management indicate that there is need to adequately comprehend competitive bidding in adjumani district. The procurement department and departments affiliated to procurement need to adequately adopt competitive procurement in order to realize value for money.
- The public procurement authority should start thinking of having in place a separate body to handle the administrative reviews. As providers become more aware of the provisions within the law for them to seek redress, more applications will be received and the complaints review Committee who has other day to day activities could find it difficult to handle all these complaints in the required time. The administrative review will streamline public procurement and improve compliance and conflicts.

- Strengthen ICT applications and strategic management. It was established that compliance does not automatically lead to cost effective, timely, and quality road works delivery. It also established that the districts develop work plans that have no strategic orientation to address efficient and effectiveness of service delivery. The recommendations are that.
- 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.
- 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 functions. Products are changing constantly, so are specifications. Procurement officials must be fully knowledgeable of these changes to effectively perform. If there is need, the department should be financially facilitated to outsource some expertise in situation of complex specifications.
- Lastly, the major hindrance cited for the poor delivery of work is the late and under funding of the sector by the central government. Relevant lobbying should be carried out by local politicians. Relevant NGOs and CBOS to ensure adequate and timely funding of the sector. It is good the government has given the highest priority to the sector this financial year. Emphasis should be on appropriate use of the funds.

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 competitive bidding and service delivery management needs to be done to validate these findings and provide greater confidence in explaining the influence of competitive bidding on service delivery management. Therefore based on these there is need for further study to be conducted on the following.

- Open competitive bidding and organizational performance in Arua district
- Restrictive Competitive bidding and customer service in Small and medium enterprises in Kampala district
- Competitive bidding and financial accountability in public sector in Gulu district

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APPENDICES

APPENDIX I: Research Questionnaire

Dear Respondent

This questionnaire is designed to seek information from you on the “Competitive bidding in public procurement and service delivery management. It is carried as a partial fulfilment 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 : BACKGROUND OF RESPONDENTS

1. Gender

Male ☐

Female ☐

2. In which age bracket are you?

18-37 ☐

38-48 ☐

28 - 38 ☐

49+ ☐

3. 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: Influence of open competitive bidding on service delivery management

N0	Scale	1	2	3	4	5
1	Open competitive bidding is fast in organizational delivery					
2	There are always high inventory turns under open competitive bidding					
3	Competition enhances collaboration with customers that enables us make accurate forecasts					
4	Our organization has the swift delivery and the shortest lead time compared other entities due to open competitive bidding					
5	Competitive bidding enables service quality delivery					
6	There is negotiation and costs for acquisition are always low					
7	There limited stock outs for internal organizational requirement as a result of open competitive bidding					
8	The organization operate with efficiency given a high stream of availability					
9	Open competitive bidding calls for innovativeness in purchasing for quality					

PART III: Influence of restrictive bidding on service delivery management

N0	Scale	1	2	3	4	5
1	Provides a lean supply base for effective management					
2	Restrictive 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	Restrictive bidding leads to selection of serious service providers avoiding unserious ones hence easy management					

PART IV: SERVICE DELIVERY MANAGEMENT

Quality

N0	Scale	1	2	3	4	5
1	Competitive bidding enhances quality					
2	Competition enhances negotiation for quality					
3	The need for collaboration will provide quality provisions					
4	Competitive bidding enhance delivery time					

Cost

N0	Scale	1	2	3	4	5
1	The district negotiate for a low cost under competitive bidding					
2	We incur high costs to invite the bidders openly					
3	We always receive good services providers at a lower cost					
4	The organization we are in is cost consciousness					

Time

N0	Scale	1	2	3	4	5
1	Competitive bidding enhances timely delivery					
2	Competition has enabled negotiation over timely provisions					
3	The service providers adequately monitor timely provisions					
4	There is effective monitoring due to time provision					