

SPECIFICATIONS AND PROCUREMENT SERVICE DELIVERY
IN THE MINISTRY OF EDUCATION AND SPORTS
KAMPALA
UGANDA

A Thesis

Presented to the School of
Postgraduate Studies and Research
Kampala International University

Kampala, Uganda

In Partial Fulfilment of the Requirements for the Degree
Master of Business Administration

By:

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MBA/42274/91/DU

December, 2011



DECLARATION A

"This thesis is my original work and has not been presented for a Master's Degree in Business Administration or any other academic award in any University or Institution of Learning".

GRACE NANKUMBI
Nankumbi

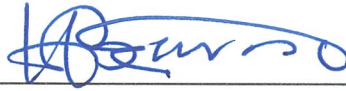
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DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

HENRY OCHIENO BARASA



Name and Signature of Supervisor

19/10/2012

Date

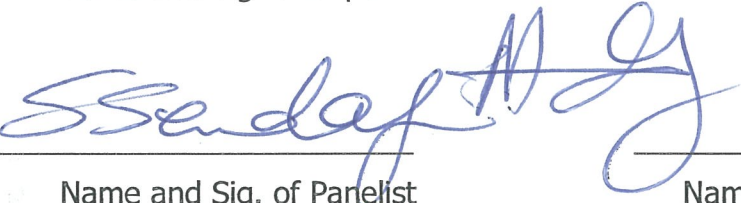
APPROVAL SHEET

This thesis entitled "**Specifications and Procurement Service Delivery in the Ministry of Education and Sports in Kampala-Uganda**" prepared and submitted by Grace Nankumbi in partial fulfillment of the requirements for the degree of Masters of Business Administration has been examined and approved by the panel on oral examination with a grade of PASSED.

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Name and Sig. of Supervisor

Name and Sig. of Panelist


Name and Sig. of Panelist


Name and Sig. of Panelist

Name and Sig of Director, SPGSR

Name and Sig. of DVC, CHDR

DEDICATION

I dedicate this research work to, my Mum Mrs. Kawooya Primrose, my lovely siblings and to my adorable son- Kish whose words "my mum is my life" kept me motivated.

Acknowledgement

First and foremost, I thank the Almighty God for having enabled me to successfully work out this project because it has not been an easy task. I also extend my gratitude to my beloved parents, friends for the spiritual and moral support dedicated to me throughout the course of this journey of education. It has not been easy but God has helped them to support, see me throughout the academic journey.

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May the Almighty God bless and reward you all in your respective capacities.

ABSTRACT

The study explores the levels for specifications, the levels for service delivery, the attributes of procurement service delivery, and the relation between the variables while measuring how specification influences service delivery at Ministry of Education and Sports. In order to achieve these objectives, both primary and secondary sources were used to obtain data. The study revealed that specifications greatly impact on service delivery.

The study aimed at establishing the relationship between specifications and service delivery in the procurement process, adherence to specifications and service delivery with the Ministry of Education and Sports in Kampala, Uganda. The government organization was deemed fit for this study since it gets funding directly from the Ministry of Finance and is bound by the new procurement law (the PPDA Act.) The researcher was concerned that whereas the procurement process was finalised where the specifications met during service delivery and how was the service delivery being measured.

The findings by the researcher also revealed high levels on non-compliance with the new law by the organization. The study employed a cross-sectional descriptive survey designs, combining both quantitative and qualitative research paradigms. The study identified that there was awareness of specifications to the user departments. Adherence to the service delivery measurement procedures as cross-functional team was still inadequate. The study also established significant relationships between awareness of the specifications aspects and service delivery, adherence to aspects through suppliers, internal, external users' results into service delivery projected by the institution. The study makes practical and policy recommendations to the institution as to the way forward to improve service delivery through specifications.

Further areas of possible research have also been proposed for interested researchers to study in order to contribute to the research variables.

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LIST OF ABBREVIATIONS

CEO	Chief executive officer
CIPS	Chartered institute of purchasing and supply
CR	Continuous replenishment
CRM	Customer relationship management
DPPM	Defective parts per million
DSA	Delivery schedule adherence
EDI	Electronic data interchange
EDI	Electronic data interchange
EDP	Education development partners
EFA	Education for all goals
ERP	Enterprise resource planning
ESA	Education standards agency
ESC	Education service commission
ESIP	Education sector investment plan
IQ	Information quality
KPIs	Key performance indicators
LSO	Logistics service quality
MDGs	Millennium development goals
MoES	Ministry of education and sports
MUST	Mbarara University of science and technology
NAPE	National assessment of progress of education
NCDC	National curriculum development centre
NEMA	National environmental monitoring and assessment
NRFT	Not right first time
OA	Order accuracy
OC	Order condition
OD	Order discrepancy

OP	Ordering procedures
OQ	Order quality
OR	Order release
PBP	Performance based procurement
PDEs	Public procuring and disposing entities
PPDA	Public procurement and disposal authority
PQ	Personnel contact quality
QCD	Quality, cost and delivery
QEI	Quality enhancement intervention
QEP	Quality enhancement programme
RFP	Request for proposal
RFQ	Request for quotation
SCOR model	Supply chain operations reference model
SLAs	Service level agreements
SMI	Supplier managed inventory
TI	Timeliness
TOC	Table of contents
TPB	Talking books and Braille
TQM	Total quality management
UNEB	Uganda national examinations board
VMI	Vendor-managed inventory

DECLARATION

I Grace Nankumbi declare that this research on Specification and Procurement Service Delivery at Ministry of Education and Sports has not been presented to any institution of learning for any academic award. Where other author's work has been referred to, acknowledgement has been done accordingly.

Grace Nankumbi

Approval

This research report has been submitted for examination with the approval of the Research Supervisor.

SIGNATURE

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

A specification is often described as "a statement of needs to be satisfied by the procurement of external resources" The specification is a key document in any purchase and forms the basis of the criteria against which the successful contractor will be chosen (Lysons, 2000).

The organization which today is known as ISO began in 1926 as the International Federation of the National Standardizing Associations (ISA). It was disbanded in 1942 during the 2nd World War but was re-organized under the current name, ISO, in 1946. ISO is a voluntary organization whose members are recognized authorities on standards, each one representing one country. ISO's main products are international standards. ISO also publishes technical reports, technical specifications, publicly available specifications, technical corrigenda, and guides. (Kuert W, 1997.

The widely used method of screening suppliers is the ISO 9000 series certification, which was developed by ISO in 1987. This requires that firms establish processes and document activities. However this doesn't check for customer satisfaction. Neither does certification nor registration guarantee quality but they are widely accepted as a sign of quality (Bloomberg, LeMay, Hanna, 2008).

On the national level the Uganda National Bureau of Standards is the body responsible for formulating the ideals. "specification" means a description of any commodity, process or practice by reference to its nature, quality, strength, purity, colour, design, composition, quantity, origin, age or other characteristics, or by reference to any mark or label on the commodity, and includes a model form of byelaws, a glossary of terms, definitions, symbols, test methods and a recommended practice (Uganda National Bureau of Standards Act 1983 (Ch 327).

Specification as a statement of requirements is an important part of a bid document and it is the first step in purchasing. It refers to the detailed description of the measurable characteristics desired in an item to be purchased such as quality, size, weight, performance parameters and safety requirements (Akai, Nobou and Masayo Sakata, 2002). It is always necessary for specifications to be complete and accurate as unclear and incomplete ones affect the entire purchasing process. Despite the challenges, specification is developed so that the organisations are able to realize value for money by obtaining quality and reliable providers at a low cost.

Specifications are either technical or functional. Technical specifications describe the technical properties and characteristics of the product which include component systems while functional specifications relate to the functions, processes procedures and the services the products provide (Lysons 2003). However, specifications should not be taken for granted because they give potential suppliers the best opportunity to contribute to their expertise. New Technologies are used that the buyer is not familiar with and this creates a standard against which all concepts can be evaluated (Van Weele, 1994).

On the other hand, Service delivery relates to the linkage between providers and its clients. It is the measurement of performance for the providers of the products or services needed by the product thus each type of good places special demands on the service delivery. Service delivery is measured by parameters such as delivery time, quality, quantity, cost, reliability of the products' safety and health obligations. For instance, cases of regular purchases and needs-based purchases, clients can change to substitutes if the availability of the product is not guaranteed. It is therefore important to consider the post-purchase events in service delivery, such as the life cycle of the products, feedback from the users, effectiveness and efficiency of the purchased products after sales service or maintenance.

Since specification in procurement process is important in service delivery, the researcher is therefore concerned with the effects of poor service delivery from procurement process in organizations. Both independent and dependent variables

will be measured, where the dependent variable is service delivery and independent variable is specification.

Formal education was first initiated by voluntary Missionary Organizations in Uganda during the colonial period around the 1880s. Since 1925; the Government started playing an active role of exercising control over education, which was expanded rapidly during the 1950s and 1960s. In the 1920s and 1930s, education was available to only a small group of people mainly children of the aristocracy, clergy and tribal chiefs.

Education is a key factor to national development. In case of Uganda, it is the Ministry of Education and Sports (MoES) that is charged with the responsibility of providing high quality education in the country at the lowest affordable cost and accessible to all. Besides, the current education system has been structured to benefit all Ugandans with basic skills and attitudes to enable them exploit their surroundings for national and self-development in terms of health, nutrition, environment, politics, beliefs, and health among others.

Uganda's current structure of education system is a four-tier model, and it has been in existence since the publication of the Castle Commission report (1963). It consists of seven years of primary education, followed by a four-year cycle of lower secondary, a two-year cycle of upper secondary (7-4-2), after which there is two to five years of tertiary education.

The overall responsibility for development in the education sector lies with the Ministry of Education and Sports (MoES), under the leadership of a Minister of Education assisted by 3 Ministers of State responsible for Primary Education, Higher Education and Sports respectively.

The MoES has seven technical departments headed by Commissioners. All Commissioners, except that of Education Planning, are supervised by and answerable to the Director of Education. The departments are; Pre-primary and Primary Education, Secondary Education, Technical, Vocational and Business

Education, Higher Education, Special Education and Career Guidance, Teacher Education and Education Planning.

In addition, there are support sections operating under the leadership of the Under Secretary Finance and Administration who reports directly to the Permanent Secretary. The sections include Accounts, Procurement, Personnel and Administration. There is also semi- or fully autonomous institutions under the Ministry. These are the National Curriculum Development Centre (NCDC), the Uganda National Examinations Board (UNEBC), the Education Standards Agency (ESA), Makerere University, the Education Service Commission (ESC), Mbarara University of Science and Technology (MUST), Gulu University, Kyambogo University and the National Health Service Training Colleges.

Through their mission the Ministry has “to provide for, support, guide, coordinate, regulate and promote quality education and sports to all persons in Uganda for national integration, individual and national development”. With the focus on quality education for all, the Ministry ensures universal and equitable access to quality basic education for all children through Early Childhood Care and Development, Universal Primary Education and Education for the disadvantaged groups. Quality improvement of Education in Primary Education is ensured by pass rates in literacy and numeracy (at the appropriate class grade) levels through the National Assessment of Progress of Education (NAPE). Whereas under Post-primary Education it ensures achievements attainment through targets and pass rates in English, Mathematics, Science and Information Technology. In addition to ensuring equal access by Gender, District and Special Needs at all levels of Education, the issue capacity building of districts by helping Education Managers acquire and improve on their knowledge, skills and attitudes to be able to plan, monitor, account and perform managerial functions is also handled.

In October 2008, the Ministry in partnership with the Education Development Partners (EDP's) launched the QEI as a pilot intervention to enhance quality of primary education in 12 districts that were reported to be having the greatest difficulty in meeting their performance targets. The programme was a result of a

National stakeholder's conference held in Mukono in 2007. A three year Quality enhancement Programme (QEP) in primary schools was thus prepared in May 2008.

Uganda has achieved remarkable successes in the field of education during the last decade to date. Basic education has been recognized as a human right and is fundamental to reducing extreme poverty and achievement of both the Millennium Development Goals (MDGs) and Education for All goals (EFA).

The features of the Ugandan public procurement system before the late 1990s were typical of many developing African countries that were at one time British colonies or protectorates. Procurement was centralized, with contracts above a threshold value of US\$1,000 being awarded by a Central Tender Board in the Ministry of Finance, on the basis of regulations that had been approved in 1977. There were separate tender boards for the Police and Military. Procurement of many items on behalf of ministries was undertaken by the Government Central Purchasing Corporation. The Corporation had been set up by statute in 1990, replacing a central purchasing organization within the civil service.

While these arrangements offered the advantages of consolidated purchasing and central control, the Central Tender Board was unable to keep pace with the expansion of government activities and their attendant procurement requirements. There was a consequential backlog of tender submissions and the procurement process became protracted. International and foreign aid organizations, which account for nearly half of all development expenditure in Uganda, considered public procurement to be a key obstacle to effective service delivery and development.

The local governments' procurement with the national system was enacted in 2005 and the process of implementing the reforms in local governments is presently under way. Many central government ministries and agencies are not following prescribed practices. The procurement audits carried out by the PPDA have revealed that out of 322 contracts audited as at end 2005, only 7 (2%) were assessed as being clean, i.e., carried out in accordance with the law and with internal structures observed.

This therefore highlights the need for the study on specifications and service delivery at Ministry of Education and Sports.

Statement of the problem

Specification of goods, services and works play an essential part in the delivery of services. It provides potential service providers with a clear and accurate description of the contract deliverables, thereby enabling them to perform as per requirement of the contract.

Despite its importance, institutions continue to procure goods, services and works without following the right purchasing process, and this eventually results into problems of poor service delivery, hence dissatisfaction of clients. If the product requires a standardized component, the specifications are easily communicated by specifying a trade or brand name. However, a custom part can complicate the situation considerably; if incorrectly manufactured, such a product can severely damage a relationship, resulting in unnecessary costs and possible legal action. It is the buyer's responsibility to adequately communicate the specifications to the supplier so that there is no misunderstanding. This study therefore seeks to find out how the service delivery can be managed and improved through specifications at Ministry of Education and Sports.

Purpose of the study

The study was aimed at;

1. To test the hypothesis of no significant relationship between specifications and procurement service delivery.
2. To bridge the gaps identified in the related studies.
3. To validate existing information within the context of the theory to which this study is based.
4. To generate new information from the existing body of knowledge on specifications and procurement service delivery

General Objective:

To establish the relationship between specifications and procurement service

delivery.

Specific Research Objectives:

- i. To identify the demographic profile of the respondents.
- ii. To examine the levels of procurement specifications.
- iii. To examine the level of procurement service delivery.
- iv. To establish the relationship between specifications and service delivery.

Research Questions

- i) What is demographic profile of the respondents in regards to age, gender and duration of service?
- ii) What are the levels of procurement specifications?
- iii) What are the attributes of procurement service delivery?
- iv) What correlation is there between specifications and service delivery?

Null Hypotheses

1. There is no significant difference between specification and procurement service delivery at the selected government institution.
2. There is a significant relationship between specifications and procurement service delivery at the selected government institution.

Scope

Demographic

The research was conducted in the Ministry of Education and Sports which is one the government institution located in central part of the city adjacent to the Parliament of Uganda in Kampala. The institution has embraced the use of procurement laws through the PPDA Act. The research was based on specification and procurement service delivery study at the institution in which the researcher stuck to the objectives of the study that are in relation with the research topic.

Theoretical scope

Mary Lou Fox theory of supplier managed inventory was proven in this study.

Content scope

The study examined the correlation between specifications and procurement service delivery in the selected government institution.

Time

The period under consideration time frame was the period between 2003 and October 2011 this is the time when procurement laws were introduced and implemented.

Significance of the study

The following disciplines may benefit from the findings of the study.

Ministry; the study will help the staff in identifying the need, levels of specifications and the attributes of procurement service delivery.

The study will help Ministry of Education and Sports to identify the measures to use for effective service delivery.

Suppliers; the study will help the suppliers to value the specifications in order to achieve service delivery.

Research; the study will act as a source of information and literature for the scholars who would wish to carry out more research on specification and procurement in future.

Operational Definitions of key terms

Specify-To identify be able to purchase the right goods or services, the specifications of what the user/beneficiary needs must be clear. These specifications are used to communicate to the supplier what is needed and what should be supplied. It is therefore important to have clear, precise and accurate specifications. Factors to consider in specifying a product: physical attributes, technical specification and intended use. Care must be taken not to specify a specific product so as to limit competition.

Specification – A set of requirements to be satisfied by a material, product or service, usually a document that clearly and accurately describes the essential technical requirements for items, materials, or services including the procedures by which it can be determined that the requirements have been met. Specifications help avoid duplication and inconsistencies, allow for accurate estimates of necessary work and resources, act as a negotiation and reference document for engineering changes, provide documentation of configuration, and allow for consistent communication. They provide a precise idea of the problem to be solved so that they can efficiently design the system and estimate the cost of design alternatives. They provide guidance to testers for verification (qualification) of each technical requirement.

Procurement –the acquisition of appropriate good and services at the best possible total cost of ownership to meet the needs of the purchaser in terms of quality, time and location. Based on the consumption purposes of the acquired goods and services, procurement activities are often split into two distinct categories: direct; production-related procurement and indirect; non-production-related procurement.

Procurement process- is the term used by businesses to describe the buying process, and can refer to the purchase of supplies or services. Many businesses use automated tools such as an Enterprise Resource Planning (ERP) system and Electronic Data Interchange (EDI) to assist procurement specialists or buyer with the buying activities. Regardless of whether an automated system is used, the goal of the procurement process is to buy the exact product, service or works when needed for the most favourable price.

Purchasing – is the process of procuring supplies at the right quality, quantity, cost and management of the suppliers. Purchasing refers to a business or organization attempting for acquiring goods or services to accomplish the goals of the enterprise. Though there are several organizations that attempt to set standards in the purchasing process, processes can vary greatly between organizations. Typically the word “purchasing” is not used interchangeably with the word “procurement”, since

procurement typically includes Expediting, Supplier Quality, and Traffic and Logistics (T&L) in addition to Purchasing.

Service – is work done by one person or group that benefits another.

Delivery –It is the organization, administration, and supervision of the people, processes, and technologies, which when combined into a comprehensive plan, provides the business and technical functions needed to successfully achieve what a client expects to receive. Delivery Schedule Adherence (DSA) is one of the most common supply chain metrics. It specifically measures “did the item you ordered get delivered on the day/time it was supposed to be delivered on in exactly the right quantity”. Some organizations accept a tolerance threshold – for example seven days early or seven days late. For other organizations (and automotive is a good example here) it can be measured at a more granular level.

Service delivery – of any nature is all about capability; is capability of the team that will be in place. It can also be explained as the ability of the business to deliver on the promises that were made and the ability to stand over any key performance indicators or service level agreements. It is all about people first, process and procedure second. People will deliver the work required to time and quality. People will engage with the customer and make them feel appreciated (or otherwise). People make the project work or fail. Processes and procedures simply enable projects and services to be delivered according to a particular standard and with consistency – provided the people are up to the task at hand.

Goods- A good is a product that can be used to satisfy some desire or need. More narrowly but commonly, a good is a tangible physical product that can be contrasted with a service which is intangible. As such, it is capable of being delivered to a purchaser and involves the transfer of ownership from seller to customer. For example, an apple is a tangible good, as opposed to a haircut, which is an (intangible) service. One usage that preserves the distinction between goods and services by including both is commodity.

Inventory - is a quantity or store of goods that is held for some purpose or use (the term may also be used as a verb, meaning to take inventory or to count all goods held in inventory). Inventory may be kept "in-house," meaning on the premises or nearby for immediate use; or it may be held in a distant warehouse or distribution centre for future use. With the exception of firms utilizing just-in-time methods, more often than not, the term "inventory" implies a stored quantity of goods that exceeds what is needed for the firm to function at the current time (e.g., within the next few hours).

Inventory management or stock control- refers to the techniques used to measure ensure that the stocks of raw materials or other supplies , WIP, and finished goods are kept at levels which provide maximum benefits. Inventory control or management- is primarily about specifying the size and placement of stocked goods. Inventory management is required at different locations within a facility or within multiple locations of a supply network to protect the regular and planned course of production against the random disturbance of running out of materials or goods.

Materials- are used more narrowly to refer to substances or components with certain physical properties that are used as inputs to production or manufacturing.

Supplies/ stocks- a supply of something available for future use; all materials goods and services used in the enterprise regardless of whether they are purchased outside, transferred from another branch of the company or manufactured in house.

Supply chain management- Supply chain management is the management of information, processes, capacity, service performance and funds from the earliest supplier to the ultimate customer. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption (supply chain). The purpose of supply chain management is to improve trust and collaboration among supply chain partners, thus improving inventory visibility and the velocity of inventory movement.

Performance – is getting the job done, producing the result that you aimed at.

Performance indicators (KPIs) – is an industry jargon term for a type of Measure of Performance. KPIs are commonly used by an organization to evaluate its success or the success of a particular activity in which it is engaged. Sometimes success is defined in terms of making progress toward strategic goals, but often, success is simply the repeated achievement of some level of operational goal (zero defects, 10/10 customer satisfaction etc.). Accordingly, choosing the right KPIs is reliant upon having a good understanding of what is important to the organization. 'What is important' often depends on the department measuring the performance. While there are many things you can measure when reviewing supplier performance many organizations start with QCD (Quality, Cost and Delivery) these are the cornerstone basics that drive performance.

Quality - is often measured in terms of rejected goods or defects – for example if a supplier delivered 100 items on time in the month then great! But if the quality was poor and only 20 of them were usable then not so great. Many organizations will choose to employ a DPPM score (Defective Parts per Million) or simply calculate quality as a percentage of overall deliveries as a not right first time (NRFT) ratio.

Cost - is an amount that has to be paid or spent to buy or obtain something and can be measured in a variety of ways from the cost of the part i.e. monitoring the cost trend of a given commodity over time through to measuring productivity and transactional costs. It's often argued that productivity is a difficult nut to crack as the actual time taken to raise a purchase order might be minimal compared to the time taken to source the supplier or provide key technical information. However it's worth persevering as understanding your transactional cost can drive key changes in your processes and organization behavior.

Customer- (also known as a client, buyer, or purchaser) is the recipient of a good, service, product, or idea, obtained from a seller, vendor, or supplier for a monetary or other valuable consideration. Customer maybe either intermediate or ultimate; Intermediate customer is a dealer that purchases goods for re-sale while the

ultimate customer who does not in turn re-sell the things bought but either passes them to the consumer or actually is the consumer.

Supplier - A party that supplies goods or services. A supplier may be distinguished from a contractor or subcontractor, who commonly adds specialized input to deliverables. Also called vendor.

CHAPTER TWO

LITERATURE REVIEW

Concepts, Opinions, Ideas From Authors/ Experts

Specification is often described as “a statement of needs to be satisfied by the procurement of external resources” However it can be an operational, a statement of requirement, and a statement of service requirement or an output-based specification (Accenture, 2002).

(Lyons 2003) defines specification as a statement of attributes of a product or service. There are many factors which need to be considered when writing a procurement specification notably the conditions, characteristics, performance life, reliability control of quality with the packing and information guidelines. The event sets out: when to produce a specification, who should be involved, developing the requirement, evaluation of issues and service levels (Adamson, 2001).

The specification is a key document in any procurement and forms the basis of the criteria against which the successful contractor will be chosen. Its review and sign-off is therefore a key decision point in the purchasing process, and it is important that those undertaking it have the necessary knowledge, authority and experience (Adamson, 2001). Specifications help organizations with good quality products and services in terms of fitness for use from the best evaluated bidders at a least total cost possible hence leading to profit maximization and competitiveness. Request for quotation (RFQ) are specifications on the basis of which a potential purchaser communicates his or her requirements to a potential suppliers (Lyons 2003).

Standards for Specifications

All products or services will however require materials, components or other elements for which existing standards are available. The first step always is to

ascertain what relevant standards exist; manufacturers standards as stated in catalogues, national or international ones.

Through the preparation of specifications the existing standards commonly used are British Standards Online, Worldwide Standards, UK and US defence Standard and US government specifications service. The order of presentation for a specification relating to product, process or service is as follows; identification, issue number, contents list, foreword, introduction, scope, definitions , requirements, index, and references as adapted from British Standards 7373 (Lysons 2003).

The requirements may also be specified in relation to conditions; of installation, use, manufacture or storage or characteristics shown by design, properties manufacturing process method of marking and texture. Performance, life reliability, control of quality, packing and information from the suppliers are vital conditions to be followed (Lysons 2003).

Some principles of specification writing include that; all requirements should be stated because if something is not specified it is unlikely to be delivered. Every requirement increases the price, the shorter the specification the less time it will take to prepare them. It is considered binding to both the vendor and purchaser with a presentation in the performance terms rather than a detailed design. Specifications should whenever possible be "open" not closed so that the stated requirements can be met by more than one supplier. They must not conflict with international standards, health and safety or environmental laws and regulations.

Forms of Specifications.

Specifications are also classified as functional specifications and technical specifications.

Specifications are so fundamental in any organization to have improved service delivery. Technical specification describe the technical properties and characteristics of the product which include components systems while functional specifications relate to the functions, processes, procedures and the services the products provide (Lysons, 2003).

Specifications should not be taken for granted because they give potential suppliers the best opportunity to contribute to their expertise. New technologies are used that the buyer is not familiar with and creates a standard against which all concepts can be evaluated (Weele, 1994).

Functional Specifications describe the functions that the product must fulfil for the user while the technical specifications describe the technical properties and the characteristics of the product. These describe how the product should be delivered, conditions in which the product will be processed or operate (Weele, V 1994).

Functional specification (or sometimes functional specifications) is a formal document used to describe in detail for service providers the products intended capabilities, appearance, and interactions with users and it is the formal response to the objectives. It describes all external users and programming interfaces that the product must support. The functional specification is a kind of guideline and continuing reference point as the vendors try to procure goods and services. Before the product existed, they wrote the user's guide for word processing system, and then declared that the user's guide was the functional specification (Joel 2000).

According to Lyons (2003), a functional specification may also contain formal description of user tasks, dependencies on the other product, and usability criteria. Many companies have a guide for developers that describes what topics any products functional specification should contain. Typically, the functional specifications for an application program with a series of interactive windows and dialogs with a user would show the visual appearance of the user interface and describe each of the possible user input actions and the program response actions.

Functional specifications should be clear, consistent, precise and unambiguous. The user requirement may mean that the user interface should be included in this document for some projects, whereas for others this will be done at the design stage either within a document or developed via a prototype. It is important that there is a draft of functional specifications before the design stage on

any project is started and that the functional specification is agreed and issued normally within a reasonable time for the final quality review. There must be milestones on the project plan for the issue of the functional specification. The functional specification must be kept up to date, as this is the communication with the world outside the development staff (Dino Fancellu, 2000).

Specifications can also be divided into two types: those relating to things and those relating to actions. Several of the above elements may be combined in one specification. Thus a specification for a component (a thing) may also state how it shall be made a process and how it shall be treated (a procedure). The specification may also state what the component is intended to do (function) and what a product or service should achieve under the given conditions or performance (Lysons 2003).

Components of Specification

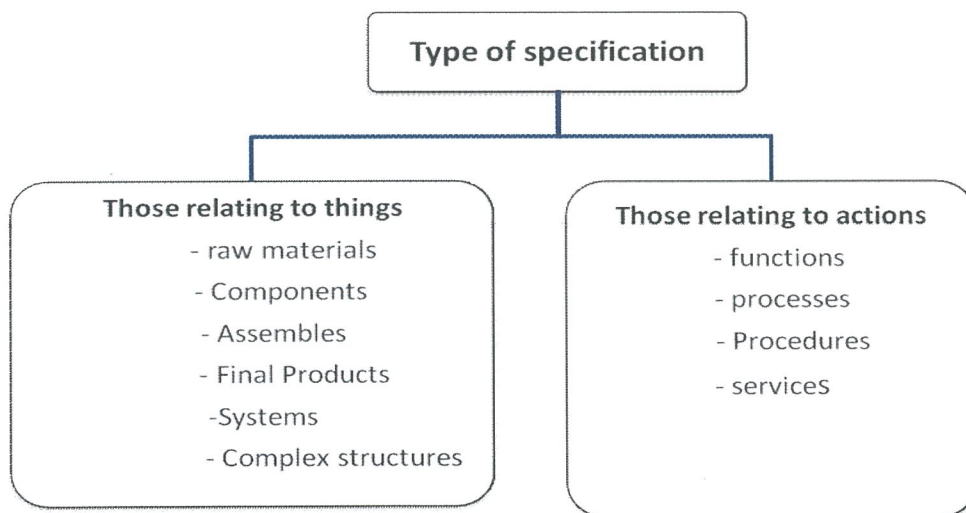


Fig.1. Source: Lysons (2003, 5th edition)

In addition, Lysons (2003) further indicates that the contents of a specification shall vary according to whether specification is written from the standpoint of the user, designer, manufacturer or seller. The specifications will also vary according to the material or item concerned. For a simple item the specification may be a brief description, whereas in the case of a complex assembly it will be a comprehensive document, perhaps running to many pages.

According to Lysons 2003, specifications are commonly adapted by use of existing standards because they are most economical or suppliers may be able to amend them to meet a new application. This is where manufacturers' standards are stated in catalogues or promotional literature or the use of national and international standards. Alternative methods used are brand or trade name, sample or performance specification with the guidelines given under relevant sections of the Supply of Goods Act 1982.

Reasons for making specification

The main reason of developing the specifications is to provide the potential providers with a clear and accurate description of contract deliverables. They are also given an opportunity to demonstrate their expertise. Specifications enable communication of the buyer's requirements to the potential providers. New technologies that the buyer is not familiar with can be used. Specification creates standards against which all concepts can be evaluated. They also enable the buyer to be evaluated. They also enable the buyer to evaluate offers by providing a basis for comparability (Weele, 1994).

Specifications also act as evidence in case of variations on delivery. It is equally binding on both the purchaser and the vendor. A rule of evidence is that words are constituted against the party who write them. If your goal is to have a competitive invitation for bid, and spend your budget only for a product that meets your need and not your wants, then you need to properly describe your needs. You need a goal bid specification (Weele, 1994).

According to Ben Laper, (1998), no one wants to do more work than necessary when putting together an invitation for bid. Collecting the clauses, forms and necessary requirements for the bid submission and making sure you're following the correct bid procedures. If you use the product literature provided by the sales persons for your specification, you will likely be using a property specification. Most suppliers add a bell or a whistle to their product to set it apart from their competition. After all, they want you to buy theirs and not competition's product. By

adding a feature or making the product smaller, larger, or faster they can show how their product is better than the rest.

Specifications aim at indicating the fitness for use or purpose. Juran stated that quality is linked to product satisfaction and dissatisfaction: satisfaction relates to superior performance or features. They further communicate the requirements of a user or purchaser to supplier while comparing what is actually supplied with the requirements of purpose, quality and performance related. Specifications provide evidence in the event of a dispute of what the purchaser required and what the supplier agreed to provide. (Lysons 2003).

Staff involved in purchasing should be knowledgeable about specifications for various reasons. It is the primary purpose of purchasing to contribute profitability through obtaining best quality products or services. They are the intermediaries between user and the supplier so are responsible for checking for completeness or service specifications. Expertise at providing advice, value analysis, and innovative suggestions aims at cost reduction with advantages of required performance, reliability, maintenance (Lysons 2003).

Proper specification saves time for everyone. However, one needs to be very careful about specifying equipment by make and model number. The practice is not considered proper in public contracts since it is unfair to competing vendors. If you say "or equal" you're relying on someone else's idea of equality. If the specification is properly written before the requisition is submitted, it saves time for everyone (Laper, 1998).

Service specification helps in selecting when and how the service will be performed. Specification selection can be dominated by the provider, the customer or the customer provider can jointly select specification. Customer satisfaction results if specification selection meets customer expectations of the provider-customer role. Specification selection unfolds as a process where information is exchanged between the customer and provider and the provider can be more or less customer oriented. Effective information exchange and a strong customer orientation

by the provider or customer responsibility for specifications selection depending on the type of specifications selection that occurs and the provider provision of specification information. Customers who attribute specification selection to their decisions assume responsibility for the specifications selected (Swan & Micheal, 2002).

According to Swan, (2002), Specification provides information that will allow departmental users to make better decisions in drafting specification and in interfacing with the Purchasing Department. As a public entity, certain laws apply to our operations. A basic understanding of the laws will help us work together to purchase the best quality of goods and services for the organisation.

Specifications in bidding includes specific information which can subsequently be expanded in general instructions to ease the bidding process .The specific information includes: who is requesting bids, what is being bid; how are bids to be submitted; where and when will bids be opened: is there a cost for specification: where will all bids be submitted and to ensure whether there will be need for a pre-bid conference. Fees for specification are at the owner's option. It's recommended that any reference be deleted if fees are not being charged. Fees are most often used to offset the costs of reproduction of plans and specification.

According to Gillingham (2003), specifications guarantee the owner about the cost of completing the project in the event the contractor fails to do so. In an ideal situation, the owner is assured that it will obtain a complete project for the amount it agreed to pay because the specifications were crystal clear. The amount of a performance bond on many projects equals the full contract amount, but it can be less than the full amount. Frequently two bonds are required after specifications. One is to cover performance and the other is cover payment of labour and material bills.

There are challenges to the specifications given by the owner like any bidder requesting interpretation of the specifications which should be done in writing. The owner may issue an addendum to the specifications and to the bidder but any

vendors challenge to the specification must be submitted in writing not less than three (3) business days prior to the scheduled bid opening no oral interpretation should be given to any potential bidder thus specification gives a clear picture of the available tasks to be handled by the bidding company.

Service delivery

A service is a term that varies in meaning depending on the nature of the product being purchased. Specially, goods and services always means delivering on time, treating special orders specially, filling back orders promptly, settling disputes quickly and fairly, and informing supply managers in advance of the pending price changes or developing shortages. Service can also include actions such as stocking spare parts for immediate delivery extending suitable credit arrangements, or warranting the purchased item's quality and performance to a degree beyond that normally required. Good service therefore means the supplier will take every reasonable action to ensure the smooth flow of purchased materials between the supplying and buying firm (Burt 2006).

Service as a package, or what Collier (1994) calls the "customer benefit package", i.e. the things that provide benefit and value to the customer. This approach of defining the nature of a service in terms of its constituent parts has also appeared in the marketing literature.

Lovelock and Wright (1999), for example, used the "8Ps" of marketing which encompass the elements of the service product, process, place, physical evidence, people, productivity and quality, plus additional marketing elements, price and promotion. This *what* and *how* approach is used by Lovelock et al. (1999) who separated the "service marketing concept" as the benefits to the customer (i.e. the *what*) and the "service operations concept" as the specification of *how* the service will be delivered.

Edvardsson and Olsson (1996) referred to the service concept as the prototype for service and define it as the "detailed description of *what* is to be done for the customer (what needs and wishes are to be satisfied) and *how* this

is to be achieved". They stress service concept development as a critical stage in service design and development. This involves understanding the needs of customers in the target market (which they call the "service logic") and aligning this with the organization's strategy and competitive intentions.

Clark *et al.* (2000), and Johnston and Clark (2001) further define the service concept as: service operation: the way in which the service is delivered; service experience: the customer's direct experience of the service; service outcome: the benefits and results of the service for the customer and value of the service: the benefits the customer.

In the journal, Jean Roberts (2009) outlined 3 major stages in service delivery: needs assessment or research, service design – to ensure that the service design is based on the research stage, and service delivery – to ensure that the services delivered are consistent with the service design. He urges that effectiveness would be reflected if carried out on different levels; service providers, Board and Service-provider's Staff while ensuring quality improvement in the quality framework, quality assurance policies, procedures and work practices.

Services Supply Chain Model

Supply chain management is the management of information, processes, capacity, service performance and funds from the earliest supplier to the ultimate customer. The term "service delivery" was chosen rather than just "services" or "service performance." Making sure that you get what you believe you contracted for is a true test of effective supply chain management of services. Similarly, capacity in the services sector takes the place of goods in the manufacturing sector. Capacity is a services supply chain replacement for inventory in that it allows a supply chain to increase its level of production to respond to customer demands. Adding capacity in services thus has similar effects as increasing safety stocks in goods: both have a buffering effect, allowing the supplier to be more responsive and flexible to meet

increased customer demands. Both are expensive if customer demand is lower than planned.

Satisfying the customers at the most is the ultimate goal of supply chain management. For a service enterprise, staffs will have a remarkable influence on customer satisfaction by their service ability, product efficiency and so on. While the internal marketing theory holds there also exist a market inside enterprises as well as supply relationships and there are many internal suppliers who provide internal customers with product, information, service, etc, which will influence the satisfaction and loyalty of internal customers .Thus enterprises should take the internal customers into consideration and strengthen the management of both internal processes and the key processes among enterprises. In other words, we should attach great importance to both the external and internal supply chain management. Based on the preceding analysis, we put forward the following basic services supply chain model (Bovet & Sheffi, 1998).

Given that a process model applies well to services, the next step is defining which processes need to be managed. Based on the above definition, the flows cutting across the services supply chain include information, service delivery, cash flows and other processes. Like the manufacturing supply chain, customer relationship management is important, as is demand management. The supplier relationship is also a process that requires careful management. Closely related to the procurement of services is the process of service delivery management. How is this being monitored? Who is doing the monitoring? Is the monitoring of the service built into the contract, or does it come as an afterthought? This model is the widely accepted SCOR model developed by the Supply-Chain Council (Supply-Chain Council 2004). SCOR is organized around five primary management processes of plan, source, make, deliver and return.

Service Processes

Each of the key service processes and flows is presented below. The service processes are presented in an interrelated context.

Information Flow.

Information flow is critical in terms of identifying demand, sharing information, establishing expectations through a service level agreement or statement of work, and clearly defining the scope of the work, the skills required of service providers, and feedback on the performance. Information flow is the foundation of any effective supply chain and reduces the uncertainty that can make all types of supply chains very risky and reactive (Lee and Billington 1995; Davis 1993; Scott and Westbrook 1991).

Capacity and Skills Management.

Like a manufacturing supply chain for goods, the service provider must make investments in its organization, processes, assets and staff. Service providers can differentiate themselves based on the availability and quality of staff or the lack thereof (Bitner 1995). For example, the airlines have segmented themselves into "full service" airlines such as Swissair and Virgin Atlantic Airlines and "no frills" airlines such as Southwest Airlines, with customers selecting which level of service is most suited to their needs and budgets, though a clear definition of what comprises "full service" is difficult to find.

Demand Management.

The focus of demand management for goods is forecasting customer requirements and attempting to match capacity with demand through production, inventory buffers, outsourcing production, and flexible systems (Davis 1993). The demand management process focuses on managing the impact of demand variation. The services sector has less flexibility to deal with uncertain demand due to the inability to inventory services. Thus, demand management requires the service provider to understand its own capacity and productivity, current commitments, potential to absorb additional work through hiring and overtime, and to match these with its efforts to sell additional services

Customer Relationship Management.

Customer relationship management (CRM) entails developing a good understanding of what the customer needs as well as focusing efforts on meeting those needs (Srivastiva and Shervani 1999; Bitner 1995). It includes customer segmentation and requires monitoring the relationship for customer satisfaction to ensure that the customer's needs are met, and changing behaviours as needed to better meet these needs (Zeithaml and Bitner 2003). The key measurement in this area is customer profitability. Linking CRM to supply chain management and new product/service development has been shown to increase shareholder value (Srivastiva and Shervani 1999). Linking supply chain, management to CRM and supplier relationship management has also been shown to improve firm performance in terms of improving communication, trust and supply chain responsiveness (Wisner 2003). In some ways, CRM is the mirror image of the process of service delivery management for the customer.

Supplier Relationship Management.

From the buyer's standpoint, the process of procuring professional services should always begin with the identification and specification of a need, just as in the case of the purchase of goods. Ideally, once the needs are clarified, potential suppliers should be identified and qualified. Then, offers are solicited based on the statement of work and a clear understanding of the scope of work. A supplier is selected and contracts are negotiated, signed and executed. The contracts should include clear service level agreements (SLAs), based on the statement of work (Ellram and Billington 2002). The H-P model emphasizes supplier performance as one major source of uncertainty (Davis 1993). Good SLAs can reduce uncertainty in performance expectations. Service delivery management is closely intertwined with supplier relationship management and takes over to ensure that contractual demands and service level agreements are met.

Cash Flow

Cash flow essentially entails the flow of funds between parties in the supply chain, also termed payment. In most professional services agreements, payments are made periodically based on performance (CAPS Research 2003). The party or parties responsible for service delivery management should determine the appropriateness of the timing and the amount of payment made, based on actual performance toward the goal.

Service Delivery Management.

Service delivery management is the buyer's side of customer relationship management. From the supplier's perspective, service delivery management is about making promises to the customer, enabling service providers (internal or external) to meet those promises, and meeting the promises (Zeithaml and Bitner 2003; Bitner 1995). The mirror image from the buyer's side is clarifying expectations through a good statement of work or SLA, enabling the supplier by managing the scope of the work, and finally monitoring SLA compliance, providing supplier feedback and determining when payment should be made. Service performance must be monitored and compared to the contract for compliance and to avoid scope creep. Performed properly, this should reduce uncertainty in supplier performance outcomes and reduce the likelihood of any severe contract overruns.

The processes presented here represent the ideal situation. The customer, or buyer of the service in the services supply chain, has a large impact on services supply chain performance (Fawcett and Magnan 2002). The buyer is a major source of uncertainty; has a huge impact on information flow, the firm's capacity needs and stability of those needs; and has a direct impact on demand (Davis 1993). Further, the customer (buyer) is the focus of the supplier's customer relationship management, which directly affects the organization's relationships with its suppliers, interfaces with the organization in service delivery management, and directly affects the level and timing of incoming cash flows. Thus, buyers of services must be aware of the impact of their activities on the supply chain and their service

providers. Each of these processes, if performed properly, reduces the inherent uncertainty in the supply chain, leading to improved outcomes. However, there are many reasons why the ideal services supply chain is not actually executed, as explained below.

Measures of Service delivery

Organizations require special service from different internal departments and procurement function is a key function in rendering special services to the organisation, support organizational, support activities and satisfy both internal and external customers. According to Lysons and Gillingham (2003) service delivery in procurement function is measured in obtaining supplies and services of the right quality, in the right quantity, from the right source and delivered to the right place at the right price. This helps the organization to acquire value for money services and supplies, which are conforming to customers' specifications. Meeting customer's needs is one way of providing excellent services to both internal and external customers.

Organizations need the procurement function in two areas: supply management and purchasing (Lysons, 2003). In supplier management, the procurement function are concerned with making, buy or make outsourcing decisions, sourcing and appraising suppliers, rationalizing the supply base, developing potential supplier database, engaging in early supplier involvement, carrying out negotiation, developing supplier relationship and partnership, monitoring supplier performance and engaging in ethical environmental issues. On the side of purchasing, the procurement function carries out transactional and commercial services like acquiring non-critical items, ordering or calling off supplies / services, expediting, maintaining inventory, receipt and storage of supplies and arranging for payments.

There are different measures of service delivery and some countries have relatively simple models of provisions for instance, Denmark's Danske Blindbibliotek (DBB) is a clear example of the single direct provider of text books. Sweden is a

clear example of tiered model, with one body- the Swedish Library of Talking Books and Braille (TPB) - creating materials and then delivering them through public libraries. South Africa is similar, but with a serious gap in the provision of educational materials and with much less funding. Some of these models are changing, but from one fairly clearly defined model to another such as the Netherlands is moving from a broadly 'Danish' model to a broadly 'Swedish' one.

Bid specification allows a bidder to submit the brand named item or one that is equivalent to that item. The public contract laws and regulations provide a procedure to follow when deciding to use brand name or equivalent to ensure that the bidder go for what they want and can do to the best of their capacity to improve delivery of quality and improved services to the masses.

Prior to advertising for receipt of bids that includes proprietary goods or services, the contracting agent or purchasing agent shall certify in writing to the CEO an explanation of why goods and services are of a specialized nature and necessary for the conduct of the affairs of the local contracting unit. The resolution shall include a description of why goods or services are of a specialized nature and necessary for the conduct of the affairs of the local contracting unit. In both of these cases, when making the explanation, do not paraphrase the statute or regulations; be precise as to the situation being addressed.

Service delivery can also be measured in two additional perspectives on flaws in which calibration of what the stakeholders want and whether they have it. According to Gordy (2000) and Frey (2003), we examine the importance of service delivery in the calibration of tail dependence among asset returns to the organisation. The impact of such services on an organisation or public entity is similar to but materialises independently of the impact of services in estimated asset returns.

Measures for Service Delivery Performance Evaluation

According to Stewart (1995), an increase in delivery performance is possible through a reduction in lead time attributes. Another important aspect of delivery performance is on-time delivery. On-time delivery reflects whether perfect delivery has taken place or otherwise and is also a measure of customer service level.

A similar concept, on time order fill, was used by Christopher (1992), describing it as a combination of delivery reliability and order completeness. The aspect of delivery is the percentage of finished goods in transit, which if high signifies low inventory turns, leading to unnecessary increases in tied up capital. Various factors that can influence delivery speed include vehicle speed, driver reliability, frequency of delivery, and location of depots.

An invoice shows the delivery date, time and condition under which goods were received. By comparing these with the previously made agreement, it can be determined whether perfect delivery has taken place or not, and areas of discrepancy can be identified so that improvements can be made. An increase in efficiency in these areas can lead to a decrease in the inventory levels (Novich, 1990).

Lee and Billington (1992) and Van Hoek *et al.* (2001) emphasized that to assess supply chain performance, supply chain metrics must centre on customer satisfaction. Measuring customer service and satisfaction to a world class organization, a happy and satisfied customer is of the utmost importance. In a modern supply chain customers can reside next door or across the globe, and in either case they must be well served. Without a contented customer, the supply chain strategy cannot be deemed effective.

Factors influencing service delivery

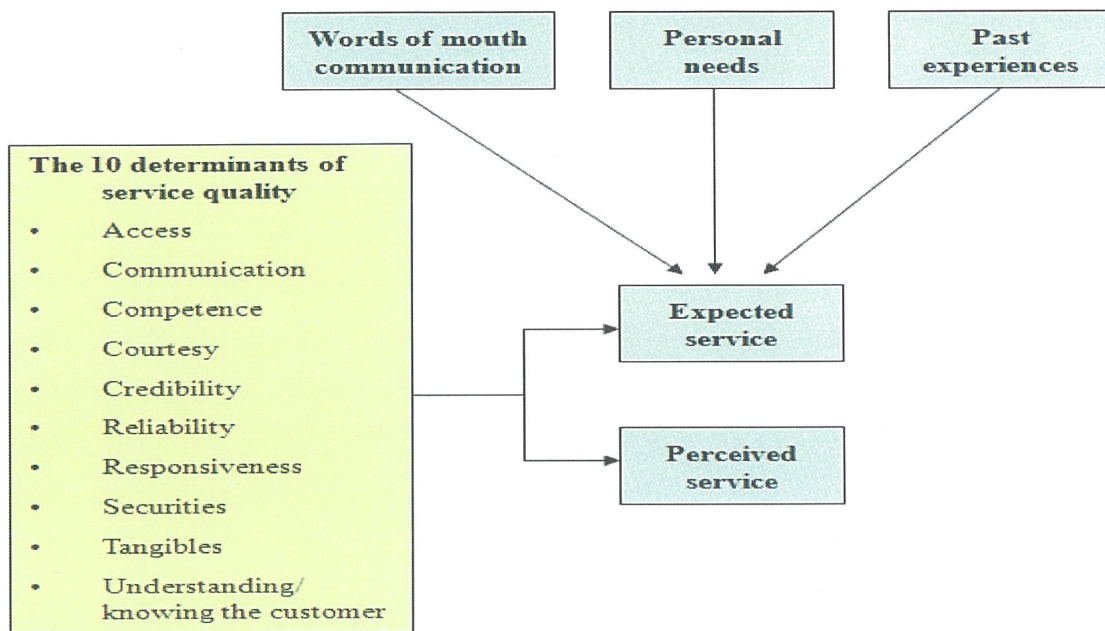


Fig.

Fig 2: The 10 determinants of service quality (Parasuraman, Zeithaml, Berry, 1985).

The illustration above shows how the gaps model of service quality gives insights and propositions regarding customers' perceptions of service quality. Customers always use 10 dimensions to form the expectation and perceptions of service quality. The model helps predict, generate and identify key factors that cause the gap to be unfavourable to the service firm in meeting customer expectations.

Determinants of Service Quality

Parasuraman, Zeithaml, Berry, outlined the factors that influence service as below;

1. **Reliability:** Consistency of performance and dependability. Many of the factors promoting reliability are common to overall success. We employ backup systems and personnel to insure that an adequate supply of workers is available to complete the job.
2. **Responsiveness:** Willingness and readiness to perform services. Our managers, supervisors and all personnel are encouraged to work under a "spirit of service". We understand that our customer's would not need our service, if they never had problems. We teach our personnel to understand and appreciate the term "job security".

3. **Competence:** Possession of skills and knowledge to perform. Our management team benefits from some of the most knowledgeable resources in the business. Our cleaning experience is unsurpassed! We are confident that there is no cleaning situation that we cannot manage!
4. **Understanding:** Knowing the customer's needs and requirements. We know how to listen.
5. **Access:** Approachability and ease of access to management by customers and operations through returning phone calls.
6. **Communication:** Providing the customer with effective information. We retrieve a huge amount of information from our operations' personnel. We have a number of effective means for passing this information on to our customers.
7. **Courtesy:** Friendliness of personnel and ownership. We know how to handle complaints. We strive to be "peacemakers not troublemakers". We find answers, not excuses.
8. **Credibility:** Trust and personal characteristics of personnel. We have experienced recruiters who ask pertinent questions, check references and conduct background checks on all new hires.
9. **Security:** Safety, financial security, and confidentiality.
10. **Tangibles:** Physical evidence of service; Reports, inspections. We want our customers to know what we are doing for them, so we have a very elaborate communications system that includes: a bar code inspection program, a verbal report translatable into E-mail (for an early morning breakdown of evening activity), and a computerized schedule process, so that our customers know when to expect specific work items.

Influence of specifications on service delivery

According to Lysons (2003), specifications aim at; indicating fitness for purpose and fitness for the purpose or use was the definition of quality given by Juran stated that quality is linked to protect satisfaction and dissatisfaction;

satisfaction relates to superior performances or features; dissatisfaction to deficiencies or defects in a product or service. It is also aimed at communicating the requirements of purpose, quality and performance stated in the specification and provides evidence in the event of dispute of what the purchaser required and what the supplier agreed to provide.

According to the PPDA, 2003 (31), the procurement specifications provided are supposed to provide the following services to their mother organisation (PDEs): manage all procurement or disposal activities of the PDE except adjudication and award of contracts, support the functioning of the contracts committee and liaise directly with the PPDA on the matters of jurisdictions. The Chartered Institute of Marketing treats specifications in Procurement as an umbrella, embracing a series of building blocks, of which four particular logistics and Inventory Management, Internationalization of business, Sourcing and Competition, Integration of Supply Chain Operation, leading to development of procurement as a source of profitability and competitiveness and integration of supply chain management with corporate marketing orientation.

The use of "brand name or equivalent" in a bid specification allows a vendor to submit the brand name item or one that is equivalent to that item. The public contracts laws and regulations provide a procedure to follow when deciding to use "brand name or equivalent" use of these procedures encourages free, open and competitive biddings as intended under the public contracts laws, before using brand name or equivalent in bid specifications, the following procedures shall be considered initially. The contracting agent should consider using generic specifications available through commercial or non-commercial services (Masayo Sakata) the contracting agent should consider using a specification based on specialized programs for improved service delivery.

The bid process is one of the most important and exciting of your journey after specification in order to have fair completion. It is this process that allows vendors the opportunity to respond to your specifications. The ultimate goal of the bid process is to provide a purchasing system that ensures open and free completion

is maximized to its fullest practical extent and when ethically followed, it is the only proven purchasing technique that guarantees full and equal opportunity for all qualified, interested bidders hence improved delivery of services to the public (National Institute of Governmental Purchasing, 1977).

According to Adamson (2001), it is generally acceptable policy that there is no determination of an award or rejection of bids after the bids is opened with the bidding entities aware of specifications of property under the considerations which paves way to improved commitment by the buyers and service delivery. Any information divulged at the bid opening is not final determination and is subject to final action of the governing body's meeting with the intent to award a contract; the bids should be carefully reviewed by the appropriate local officials to ensure compliance with all statutory, regulatory specification requirements.

Bids must be properly submitted and executed in accordance with the owner's instructions and specification for the proper service delivery. Material deviations or alterations may be grounds to hinder the whole process. Whether the effects of a waiver would be to deprive the organisations of its assurance that the contract will be entered into, performed and guaranteed according to its specified requirements or whether it is of such a nature that its waiver would adversely affect competitive bidding by placing a bidder in a position of advantage over other bidders or by otherwise undermining the necessary common standard of completion which becomes unfair to others and affects service delivery in the long run (PPDA Act,2003 (30).

The Mentzer, Flint, and Hult (2001) study suggests that customers' perceptions of suppliers' logistics service quality begin to form as soon as they try to place orders and develop until they receive complete and accurate orders, in good condition, with all discrepancies addressed. The process view enables marketers to see the interrelationships among logistics service quality components, and acknowledges that these interrelationships may differ by customer segment.

Relationship between Specifications and Service delivery

The aim and objective of procurement is to carry out activities related to procurement in such a way that the goods and services so procured are of the right quality, from the right source, are at the right cost and can be delivered in the right quantities, to the right place, at the right time. Meeting the following objectives of procurement enables the Logisticians to fulfil the "Six Rights": buy quality materials, items and services economically from reliable sources; ensure timely delivery through the selection of capable and efficient suppliers; continuously locate, evaluate and develop economical and reliable supply sources; identify the most reliable sources of supply through either open tender, multi-stage tendering (pre-qualifying suppliers and retaining only those that are capable of meeting the organisation's requirements - strategic sourcing) and limited tendering. It is important to recognise that the 'Six Rights' are interrelated and may influence each other but do not carry the same weight depending on the situation (*Rushton, Oxley, and Croucher 1989,2000*).

Gojko (2011), distills interviews with successful teams worldwide, sharing how they specify, develop, and deliver software, without defects, in short iterative delivery cycles. This is an emerging practice for creating software based on realistic examples, bridging the communication gap between business stakeholders and the dev teams building the software.

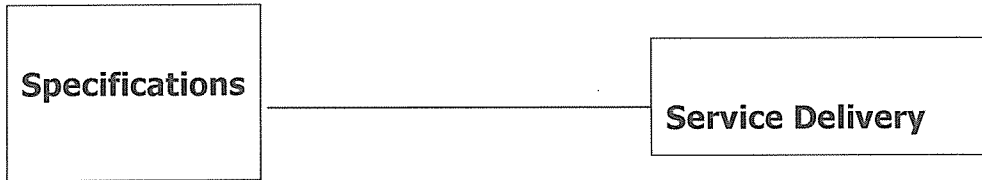
Performance monitoring is carried out to enable that the objectives of service delivery are met. It facilitates that adjustments of various plans, ensuring program delivery needs are met and provide increased efficiencies. The evaluation process is done in terms of physical condition, functionality, utilization and financial performance (Moroka, 2004).

For many departments and agencies, the most common type of procurement for which specifications are developed is the procurement of services. The key issues are usually general supplier attributes, supplier operations when delivering the services, and the goods and services used in service delivery (Green procurement plans, 2010).

Conceptual Framework

Independent Variable

Dependent Variable



For there to be satisfactory service delivery the specifications outlined should be met, therefore the level service delivery depends entirely on the specifications.

Specifications provide an in-house team or external provider with information in relation to what levels of service and quality are required. Without specifications, there is potential for providers to deliver a service that is not in-line with the expectations of the community.

One of the main reasons specifications are developed is to ensure that the service expectations of the community are understood by either an in-house team or external service provider. This by itself will assist greatly to ensure service quality as the provider will know exactly what is expected, and in conjunction with regular performance monitoring, a community has the necessary tools to ensure that service quality is delivered. The performance monitoring program that is implemented should aim to assess compliance with the outcomes and service standards detailed in the specification (The ministry of Education and Sports 2011).

Theoretical Perspective

There are several theories in Procurement that explain specification in service delivery. A few authors such as Halldorsson, et al. (2003), Ketchen and Hult (2006) and Lavassani, *et al.* (2009) have tried to provide theoretical foundations for different areas related to supply chain by employing organizational theories.

The aim of this research is to apply relevant organisational theories to the above case study. In particular, Supplier managed Inventory and Performance based procurement are relevant to the case but other theoretical approaches will also be investigated.

Supplier Managed Inventory Theory

Supplier managed inventory (SMI), also known as Vendor-managed inventory (VMI) is a family of business models in which the buyer of a product provides certain information to a supplier of that product and the supplier takes full responsibility for maintaining an agreed inventory of the material, usually at the buyer's consumption location (usually a store). In recent years, supply chain technologies and processes (vendor managed inventory (VMI), continuous replenishment (CR), electronic data interchange (EDI), etc.) have become strategic imperatives for firms in increasingly competitive industries (Williams and Frolick 2001).

The pivotal advantage of VMI is to replace the forecast—with all of its inherent inaccuracies—with hard data. Mary Lou Fox (1996) points out several of these advantages of VMI:

Improved customer service. By receiving timely information directly from cash registers, suppliers can better respond to customers' inventory needs in terms of both quantity and location.

Reduced demand uncertainty. By constantly monitoring customers' inventory and demand stream, the number of large, unexpected customer orders will dwindle, or disappear altogether.

Reduced inventory requirements. By knowing exactly how much inventory the customer is carrying, a supplier's own inventory requirements are reduced since the need for excess stock to buffer against uncertainty is reduced.

The mixed outcomes may, in part, be attributed to the complexity of the programs that involve not only multiple departments within an organization, but also multiple firms within a supply chain. Furthermore, since these initiatives are usually implemented over a prolonged period, the ability to adapt to and learn from implementation experience may be essential to the success of the programs. VMI has gained considerable attention due to the success of third-party vendors who offer added expertise and knowledge that organizations may not possess.

An important issue the emphasis on specification during service delivery in the procurement process has been largely ignored.

This is one of the successful business models used by Wal-Mart and Oil companies, larger suppliers of manufactured goods. VMI helps foster a closer understanding between the supplier and manufacturer by using Electronic Data Interchange formats, EDI software and statistical methodologies to forecast and maintain correct inventory in the supply chain.

The model has benefits to both the customer and supplier. When the supplier can see that its customer is about to exhaust its inventory, the supplier can better prepare to replenish the customer because the supplier can then better schedule its own production/distribution. Customers will reduce/eliminate stock-outs because they will not have to reorder goods at the last minute without knowing whether the supplier has the ability to restock without interrupting the customer's operations. Therefore, part of VMI's goal is to reduce uncertainty that arises when the supplier is blind to the customer's inventory status.

As long as the supplier carries out its task of maintaining predetermined inventory and avoiding stock-outs, with a VMI-supported customer for the long term with or without a contract. This produces a steady and predictable flow of income for the supplier and reduces the risk that the customer will switch suppliers (Switching would be too costly for the customer). A VMI arrangement allows the supplier to schedule its operations more productively because it is now monitoring its customer's inventory on a regular basis. Furthermore, reductions in inventory are achieved once the supplier develops a better understanding of how the customer uses its goods over the course of a year.

This can be achieved through the use of Joint Managed Inventory by clarification of expectations; agreeing on how to share information such as scheduling or forecast thus creating visibility for the supplier. The suppliers gain insight into real-time sales data to further improve the replenishing function while being able to better plan its own production/distribution system. Communication

channels should be kept open by discussing their goals. This makes customer-supplier relationships extremely important.

Extensive research has examined the performance outcomes from these supply chain initiatives. For example, it has been well documented that EDI reduces transaction costs and errors (e.g., Wang and Seidmann 1995, Srinivasan *et al.* 1994, Riggins and Mukhopadhyay 1994), and that VMI and similar programs reduce inventory and stock outs (e.g., Lee *et al.* 1999; Raghunathan and Yeh 2001; Cetinkaya and Lee 2000; Cheung and Lee 2002; Iyer and Bergen 1997; Fry *et al.* 2001). On the other hand, Clark and Hammond (1997) and Cachon and Fisher (1997) caution that performance benefits attributed to VMI at the Campbell Soup Company may have been achieved merely through information sharing.

However, this perspective leaves a lot to be desired due to unexpected demand changes and communication breakdowns, the supplier may be unable to schedule production or shipment in a timely manner, causing a drop in inventory available for the customer to sell in the event of unforeseen increase in demand. Moreover, anecdotal evidence has shown that the implementation of the supply chain initiatives often falls apart. For example, after experimenting with VMI programs for twelve months with its vendors, Spartan Stores, a Michigan co-op, terminated this program, citing planning inefficiency by the vendors and increased costs (KPMG Report 1996).

Performance based Procurement

Performance based Procurement (PBP) is a theory that was pioneered within the Department of Defence, performance-based service contracting emerged in the U.S. in the 1990s and later expanded to the whole federal government. Many services, ranging from janitorial and guard services to computer maintenance, to aircraft and technical support, are now acquired with this approach under fixed-price contracts (OFPP/OMB, 1998). Other industrialized (mostly Scandinavian) countries in

Europe also adopted this new approach to service contracting (Hensher & Stanley, 2002).

PBP schemes delegate service delivery to private providers under legally binding agreements that tie payments to measurable outputs that meet a predefined performance standard (normally expressed in terms of quality, quantity or reliability level). Traditionally, government service contracts worldwide have tended to emphasize inputs rather than outcomes. Under PBP schemes, the desired end results expected of the contractor are clearly spelled out without prescribing the manner in which the work is to be performed, thus giving contractors freedom to determine how to meet the government's performance objectives (OFPP/OMB, 1998). Well designed PBP schemes encourage contractors to be innovative and to find cost-effective ways of delivering services and, by shifting the focus from process to results, they also promise better outcomes (GAO, 2002).

Important elements of PBP deserving careful attention during the procurement planning phase and its further implementation include the performance-based statements of work (including the performance standards and indicators), the quality assurance surveillance plan, the selection procedures, and the contract type.

Table 1

**Major Advantages and Disadvantages of using PBP as Compared to
"Traditional" Procurement Approaches**

Advantages	Disadvantages
Employers need not possess advance technical knowledge yet can choose from technically advanced solutions proposed by bidders.	Preparation of functional specifications may require specialized training of government personnel.
Leeway to offer latest and more efficient technology without the risk of disclosing trade secrets allows bidder competitive	Evaluation of different offered solutions by government personnel may require hiring external expertise.

advantage.	
Shorter implementation time and avoidance of bidder claims related to defective or incomplete technical specifications.	The employer's need for higher performance security may increase the project cost and restrict competition as only bidders with financial strength will meet prequalification requirements.
More responsibility and risk is transferred to the supplier	
The Employer purchases a service-delivering installation rather than a facility.	
Financiers and donors money is more effectively used.	

Total Quality Management

Total Quality Management (TQM) can be traced back to early 1920s when statistical theory was first applied to product quality control. This concept was further developed in Japan in the 40s led by Americans, such as Deming, Juran and Feigenbaum. The focus widened from quality of products to quality of all issues within an organisation. A typical definition of TQM includes phrases such as: customer focus, the involvement of all employees, continuous improvement and the integration of quality management into the total organisation.

In the 1980s to the 1990s, a new phase of quality control and management began. This became known as Total Quality Management (TQM). Having observed Japan's success of employing quality issues, western companies started to introduce their own quality initiatives. TQM, developed as a catchall phrase for the broad spectrum of quality-focused strategies, programmes and techniques during this period, became the centre of focus for the western quality movement.

Total Quality Management advocates for inspection that involves measuring, examining, and testing products, process and services against specified

requirements to determine conformity. In 1911, Frederick W. Taylor helped to satisfy the need where inspection was used to decide whether a worker's job or a product met the requirements; therefore, acceptable. It was not done in a systematic way, but worked well when the volume of production was reasonably low. However, as organisations became larger, there was need for more.

He published 'The Principles of Scientific Management' which provided a framework for the effective use of people in industrial organisations. One of Taylor's concepts was clearly defined tasks performed under standard conditions. Inspection was one of these tasks; with an intention to ensure that no faulty product left the factory or workshop; focuses on the product and the detection of problems in the product; involves testing every item to ensure that it complies with product specifications; is carried out at the end of the production process; and relies on specially trained inspectors.

Quality Control was introduced under TQM to detect and fix problems along the production line to prevent the production of faulty products. Statistical theory played an important role in this area. In the 1920s, Dr W. Shewhart developed the application of statistical methods to the management of quality. He made the first modern control chart and demonstrated that variation in the production process leads to variation in product. Therefore, eliminating variation in the process leads to a good standard of end products.

The term 'total quality' was used for the first time in a paper by Feigenbaum at the first international conference on quality control in Tokyo in 1969. The term referred to wider issues within an organisation. Ishikawa also discussed 'total quality control' in Japan, which is different from the western idea of total quality. According to his explanation, it means 'company-wide quality control' that involves all employees, from top management to the workers, in quality control.

In 1988 a major step forward in quality management was made with the development of the Malcolm Baldrige Award in the United States. The model, on which the award was based, represented the first clearly defined and internationally

recognised TQM model. It was developed by the United States government to encourage companies to adopt the model and improve their competitiveness

Weakness is that there was confusion on the sort of practices, policies, and activities needed to be implemented to fit the TQM definition. The confusion as to what TQM was in the 80s and early 90s was because any business improvement programme that came into being was called TQM; therefore the name TQM became tarnished.

Related Studies

Jim Fitzsimmons, Doug Morrice, Devanath Tirupati; University of Texas, Austin; through the study on Service Chain Management - Optimizing Service delivery highlight that every customer has unique expectations, wants, needs, preferences and desires. These factors are the basis for buy decisions, the perception of quality, the chance for repeat business and the value of branding. With emphasis on time, for mobile service, a "time-window" is reserved for each customer to be available for a service worker to perform the requested service. Customers see generous time-windows as a major inconvenience equivalent to wasting their time for the benefit of an inefficient service provider.

Service Chain Management uses forecasting data to construct an initial daily plan for each worker. It offers several service appointment choices to customers based on a pre-optimized calculation of an optimized solution for the whole group of service workers in a city or any defined geographic area. This optimization process can reduce customer time windows from 5 hours to 1 hour, improve responsiveness to individual customer preferences, eliminate paper-based documentation and billing forms, and decrease operational costs from 5% to 15%.

Another related study is of Supply Chain Learning and Spillovers in Vendor Managed Inventory by Yuliang Yao a, 1, Yan Dong b, and Martin Dresner ca Lehigh University, b University of Minnesota, c University of Maryland 2002.

They looked at supply chain technologies and processes (vendor managed inventory (VMI), continuous replenishment (CR), electronic data interchange (EDI), etc.) have become strategic imperatives for firms in increasingly competitive industries (Williams and Frolick 2001). They argued that practitioners in firms may not realize the benefits from VMI until sometime after the program has been implemented. Second, firms may benefit most from learning spillovers from previous technology implementations if the same employees are involved in new program implementations. Third, a firm may want to minimize wait time between the implementation of two technology programs to facilitate learning spillovers. Finally, firms strategically may want to choose supply chain partners who have experience with a technology that is to be implemented. They suggested implementing the program with an experienced partner (who has implemented similar programs with other firms) helps to improve performance.

Related also is the study carried out by Joseph N. Ntayi, Sarah Eyaa, Irene Namugenyi- 2010- Supplier delivery performance in Ugandan Public Procurement Contracts. The paper discusses the framework of achieving supplier delivery performance based on contract governance mechanisms, justice perceptions and ethical behaviour using cross sectional survey data from public procuring and disposing entities (PDEs) in Uganda. They outlined the implications of supplier delivery performance. Public procurement contract governance covers the design, development, implementation and enforcement of contracts. It serves to align interests of the contracting parties, reduce opportunistic behaviour, lower transaction costs, promote justice perceptions, improve ethical behaviour and achieve value for money procurement. Poorly managed procurement contracts result in conflicts, yet in many developing countries only rich suppliers can afford to resolve disputes through courts. For other suppliers, justice is out of reach.

John T. Mentzer Matthew B. Myers Mee-Shew Cheung in their paper, Global Market Segmentation for Logistics Services, argue that Logistics Service Quality (LSQ) components can be used to identify global, horizontal, and vertical segments of logistics services customers and that cultural and organizational characteristics

may modify the LSQ/Customer Satisfaction relationship. By identifying specific customer segments, some which may transcend national borders, logistics managers can benefit from reduced costs, enhanced revenue, and the ability to differentiate their offering from the highly competitive marketplace.

Building upon this literature, Mentzer, Flint and Kent (1999) conceptualized and tested Logistics Service Quality (LSQ) as a second order construct, with nine dimensions: Personnel Contact Quality (PQ), Order Release Quantities (OR), Order placement, Information Quality (IQ), Ordering Procedures (OP), Order Accuracy (OA), Order Condition (OC), Order Quality (OQ), Order receipt, Order Discrepancy Handling (OD), Timeliness (TI).

Mentzer, Flint, and Hult (2001) built upon this research to propose and test a "process of LSQ," and found that all nine components were important for at least one of the customer segments tested. This research revealed that logistics service quality is a complex concept demanding a great deal of attention from supplying firms. They also found that logistics service quality is a process, rather than merely as a single concept or second-order construct. When viewed as a process, suppliers can identify the drivers of various logistics service quality perceptions.

Missing Gap

Following the available information especially related studies there has not been a study carried out on specifications and procurement service delivery. Further still the studies carried out at the ministry of Education and Sports in Kampala have not been focusing on the procurement field and specifications in particular since the enactment of the PPDA Act in 2003.

CHAPTER THREE

METHODOLOGY

Research design

A cross-sectional descriptive survey was used of both qualitative and quantitative research design because it's relatively inexpensive, takes up little time to conduct and it examines in detail how to manage specification in procurement process and service delivery. The combination of both qualitative and quantitative methods was used to increase the quality of research results from each method and consistence.

Research Population

The population staff at the Ministry of Education and Sports in Kampala 120 and with about involved in the Procurement process, specifications and service delivery and believed to be knowledgeable about the subject under investigation.

Sample Size

The sample size of 92 was selected using the Slovin's formula to take into account the confidence levels and error margins. Due to the fact that the behaviour of the population was not known because of different departments at the Ministry of Education and Sports, an estimation of those at the head office was used. The key informants were from the relevant study population to save money and time.

If a sample is taken from a population, a formula must be used to take into account confidence levels and margins of error. When taking statistical samples, sometimes a lot is known about a population, sometimes a little and sometimes nothing at all. Slovin's formula is used when nothing about the behaviour of a population is known at all (Stephanie Ellen 2009).

$$n = N / (1 + Ne^2)$$

where n= number of samples

N= Total population

e= Error tolerance

with a marginal error of 5% and 120 workers

$$n = 120 / (1 + 120 * 0.05 * 0.05)$$

$$=120/1.3$$

$$n=92$$

sample size =92

Table 1

Respondents of the Study

Total Target Population	Sample Size
120	92

Source: Primary data, 2011

Sampling Procedure

A stratified random sampling technique was used because it's the most efficient method for the study. The sample was divided into strata; Administrative and Operational resulting into overall accuracy and reducing sampling errors. The sample also considered other parameters in the demographic profile as being male or female and duration of service.

Research Instruments

A standardized instrument on specification and service delivery was used to determine the level of specification and attributes on specifications and procurement service delivery in terms of aspects to procurement process. The scoring system of this instrument is as follows; strongly agree(4); agree(3); disagree(2); strongly agree(1).

Validity and Reliability of the Instrument

Validity is the extent to which the instruments used during the study measure the issues they are intended to measure (Amin, 2005). For validity, the questions were given to fellow postgraduate students and other professional consultants to make constructive criticisms. Thereafter, the questionnaire was pre-tested on 10

staff members to confirm if the questions are clearly understood by respondents. The questions were made more clear, logical and valid for the study. Then the researcher gave them to the supervisor and final corrections were made.

Reliability is the extent to which the measuring instruments will produce consistent scores when the same groups of individuals are repeatedly measured under the same conditions (Amin, 2004). Guba and Lincoln (1989) suggest that reliability in the traditional sense is better expressed as "dependability" or "consistency" in qualitative research. A central issue in qualitative research is validity (also known as credibility and/or dependability). There are many different ways of establishing validity, including: member check, interviewer corroboration, peer debriefing, prolonged engagement, negative case analysis, auditability, confirmability, bracketing, and balance. Most of these methods were coined, or at least extensively described by Lincoln and Guba (1985). The validity of the instrument was tested by use of interviewer corroboration, confirmability as the information given through the interviews relates to what is on the questionnaire.

Data Gathering Procedures

Before the administration of the questionnaires

1. An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from the selected institution.
2. After approval the researcher secured a list of the qualified respondents from the institution and selected through a stratified random sampling from the list to the minimum sample size.
3. The respondents were explained about the study and were requested to sign the consent form.
4. Reproduced more questionnaires and handled them to the secretary who was the personnel assigned to take charge at the ministry.

During the administration of the questionnaires

1. The respondents were asked to fill the forms completely and fully.
2. The secretary advised me that she would give me a call to pick up the questionnaires in a weeks' time.
3. On picking, i checked if all the questions had been thoroughly changed.

After the administration of the questionnaires

The data gathered will be collated, encoded into the computer, and statistically treated using the Statistical Package for Social Sciences (SPSS, version 16.

I made an appointment with the Ministry personnel to have the interviews carried out. The interviews went well save for the premature ending owing to the fact that they had other assignments to attend to. For each session it took about 10 minutes at the most. I wasn't given permission to look at one of the specifications list drawn as it was filled and could not be traceable. I was informed should any other questions come up I should forward them via mail but unfortunately they were not replied despite several reminders.

It was on that very day that the questionnaires were left behind with the secretary and through her; I picked up what had been filled for fear of losing them. When I had picked up 92 of them she reported that the others had been taken by staff were not traceable. I delivered more questionnaires but they were never responded to as they claimed that they had already filled the forms. Reference was made to the internet for the documents.

The information was then coded and tabulated and the raw material was kept in a safe place just for any reference.

From the Interviews held the information corresponded with what was on the questionnaires, thereby qualifying the information.

Various methods were used to maintain quality control of the fieldwork. After the appointments were secured, the interviews took place at the respective offices and the questionnaires were left behind for distribution. Revisits were made to pick up the scripts that had been filled and were filled till the last form was picked. The

data was then processed by both the qualitative and quantitative approaches. Data was transferred from the recorders, notebooks and questionnaires.

Questionnaire

This was used as the major instrument by the researcher. The researcher relied heavily on this method because of the following reasons:

- a) The questionnaire helped as an instrument of collecting qualitative and quantitative data.
- b) It helped to get information from many respondents within a short time.
- c) The questionnaire gave respondents a chance to express themselves freely.

Interview

- 1. After the drafting I forwarded the question guide to my Supervisor which was later verified upon a few corrections.
- 2. The interview method was also applied to respondents from the management and specific questions were asked.
- 3. Interview questions were forwarded to the respondents a week before and then time was allocated as to when it will be handled.
- 4. This was a face to face interrogation that was carried out on specifications in procurement process and service delivery. This was used because it is a flexible method of data collection which helps to solicit for more information.
- 5. Information was used to compare with the information on the questionnaires. Further still on the day of the interview limited time was allocated to the interview as they had other responsibilities to handle, so they decided to forward detailed information via mail.

Secondary data

Data relating to the Ministry of Education and Sports was collected through reviewing available literature pertaining to the study. This was accessed through libraries; Kampala International University library, public libraries. Much of the information was attained from the internet and the information that was sent via mail from the ministry staff.

Data Analysis

Questionnaire editing of the field study was done immediately upon receipt of the data by checking completeness, accuracy and uniformity. A coding frame was established and data was organised and tabulated according to themes.

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents.

The mean and deviation were applied for specifications and service delivery. An item analysis illustrated the strength and weaknesses of the indicators based on terms of mean and rank, hence recommendations were derived.

A. For the level of specifications

Response Mode	Rating	Interpretation
Strongly agree	(4)	Very satisfactory
Agree	(3)	Satisfactory
Disagree	(2)	Unsatisfactory
Strongly disagree	(1)	Very unsatisfactory

B. For the attributes of service delivery

Response mode	Rating	Description
Very high	(4)	Very satisfactory
High	(3)	Satisfactory
Low	(2)	Unsatisfactory
Very	(1)	Very unsatisfactory

The analysis of variance (ANOVA) will be utilized to test the difference between means for hypothesis one (Ho #1) at 0.05 level of significance ($p < 0.05$).

A multiple correlation coefficient will be employed to test the hypothesis on correlation (H_0 #2) at $p < 0.05$ using a t-test. The regression analysis R^2 (coefficient of determination) will be computed to determine the influence of the independent variables on the dependent variable.

Ethical Considerations

The respondents were given questionnaires at will and clarified that the information given to the researcher is specifically for research purposes only. A high degree of confidentiality was ensured for the information given.

Limitations of the study

Institution Heads not willing to grant permission to the researcher to use their institutions for a case study and this was resolved by applying to four of them after the first rejection.

- a) Respondents giving incorrect answers. This was overcome by cautioning the Ministry of Education and Sports staff to give realistic and more accurate answers.
- b) Inability to access secondary data on the Ministry of Education and Sports, this was overcome by use of information available on the internet.
- c) Inaccessibility of the Ministry of Education and Sports premises by the researcher, this was overcome by requesting permission in advance from the Permanent Secretary in the Ministry through Director of Personnel and Procurement through the letter of introduction from the university.

CHAPTER FOUR

PRESENTATION, ANALYSIS and INTERPRETATION OF DATA

Introduction

In this chapter, research findings are presented, analyzed, discussed and presented based on the study objectives and research questions. The results of the study findings relied on one hundred and two (102) respondents out of a total of One hundred and twenty (120) questionnaires distributed.

Discussion of the findings was categorized under the following headings; Background information of respondents that include duration of service, age and gender distribution, levels specifications, measures of service delivery, the factors that influence service delivery, in addition to the relationship between specifications and service delivery.

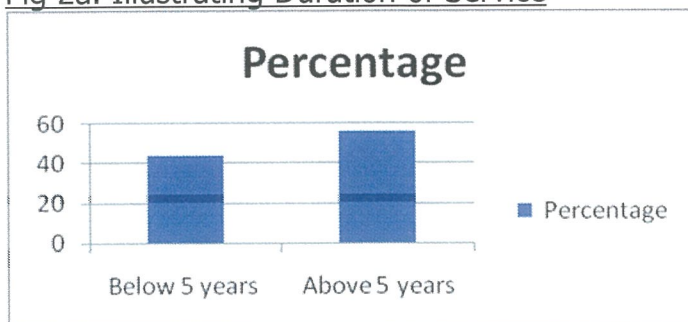
FINDINGS ON THE DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Table 2a. showing Duration of Service

Duration of service	Frequency	Percentage
Below 5 years	45	44
Above 5 years	57	56
Total	102	100

Source: Primary data, 2011.

Fig 2a. Illustrating Duration of Service



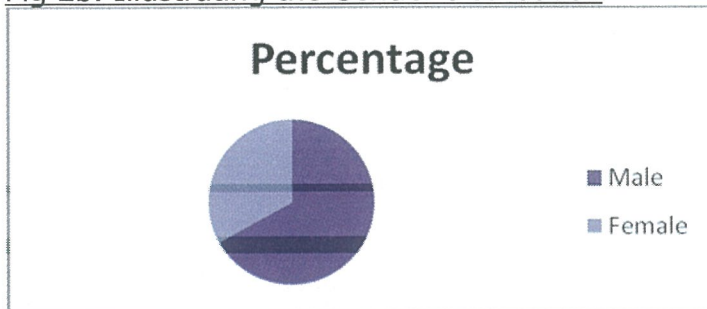
Due to the long existence of the Ministry in operations, the study reflects that a big number of respondents constituting 57 (56%) had spent a period of more than five years working with Ministry of Education and Sports. The other 45 (44%) had worked for less than five years. This also relates to the respondent's experience, competency and commitment with the level of development displayed.

Table 2b. Showing Gender Distribution of Respondents.

Sex	Frequency	Percentage
Male	68	67
Female	34	33
Total	102	100

Source: Primary data, 2011.

Fig 2b. Illustrating the Gender distribution



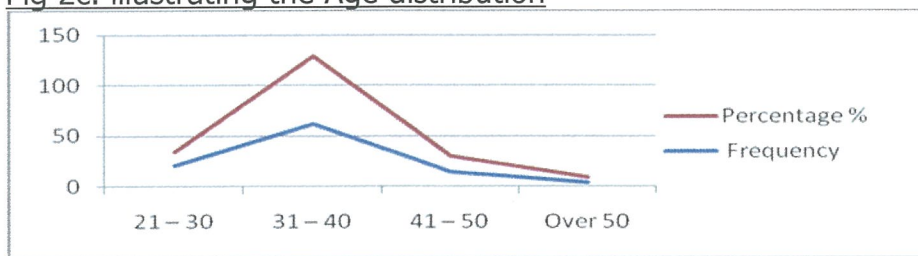
The table 2b, above shows unequal distribution in gender, female employees are less at MoES compared to men. However, this makes women's worth unnoticed and a reflection of the typical gender distribution in the employment sector that is noticeable in the public sector. Therefore narrowing the gender gap at work makes perfect business sense, as it helps to re-engage female employees increase productivity and ultimately improve the bottom line (Foong & Lander, 2009).

Table 2c. showing Age Distribution of Respondents

Age	21 – 30	31 – 40	41 – 50	Over 50	Total
Frequency	21	62	15	4	102
Percentage %	13	67	15	5	100

Source: Primary data, 2011.

Fig 2c. illustrating the Age distribution



According to the study findings, a big number of respondents were between 31–40 years, meaning that the age bracket is more flexible in work contracts unlike older employees. It's also an age of establishment where employees are ready to face challenges that might come their way with the right qualifications and experience to handle the appointments. Von (2005), acknowledges that younger employees are flexible in their thinking and looking for up to date knowledge.

FINDINGS ON THE LEVELS OF SPECIFICATIONS

The independent variable in this study was about procurement specifications at the Ministry of Education and Sports, Uganda and it was set to determine the level of specifications, for which the researcher intended to find out how satisfactorily they affect service delivery. They were then broken into 8 questions/items. All these items were measured using qualitative questions in the questionnaire, with each question having four points answer range, where 1= strongly disagree ; 2 = disagree; 3=agree; and 4 = strongly agree. Employees were required to rate how satisfactory each item by showing the extent to which they agree with each. In doing this each respondent was directed to tick a number corresponding to his or her own best opinion, perception and thinking. Their responses were analyzed using SPSS and summarized using means, as indicated in table 3;

Table 3:
Level of Specification

Specification	Mean	Interpretation	Rank
Specifications are necessary for service delivery in an organization.	3.28	Very Satisfactory	1
Guidelines on specifications are offered by the institution	3.19	Satisfactory	2

The company involves other departments in the making specifications.	3.03	Satisfactory	3
The levels of specifications are either technical, functional or both.	3.03	Satisfactory	3
The institution appreciates and recognizes specifications.	3.01	Satisfactory	4
The institution follows specifications when procuring for services, products and works.	2.97	Satisfactory	5
The organization has personnel responsible for the specifications made to the suppliers.	2.85	Satisfactory	6
The institution has a software package/system being used in determining the requirements of the suppliers or customers.	1.71	Unsatisfactory	7
Average mean	2.89	Satisfactory	

Source: Primary data, 2011.

Mean Range	Description	Interpretation
3.26-4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fairly satisfactory
1.00-1.75	Strongly disagree	Unsatisfactory

The mean in Table 3 above indicate that specifications used in the Ministry of Education and Sports, Uganda were rated at different levels. On average, the levels of specifications produced results as satisfactory being verified by Ministry of Education and Sports Staff (mean=2.89), scale used. Besides the questionnaire, the interaction the researcher had with the respondents revealed that the organization is very critical with specifications, and this minimizes the disguise by respondent purchases that are not considered using specifications. The ministry follows specifications while procuring services products and works and are usually technical in form or functional specifications majorly through services and procurement of consumer items. Verification of purchases and vouchers by relevant officials minimize the tricks used by procurement officials or anybody making requisition not to inflate figures and at times requesting for materials and equipment which are still available in the organizations. This was easily identifiable in the items procured such

as equipment; laboratory, construction and works materials that need technical definitions.

In this case, during the procurement process the Ministry involves the user departments and the technical team to enlist the requirements, whereas the finance department with the help of the procurement unit match the specifications with the financial needs. The respondents revealed that the institution appreciates and recognizes specifications to determine the requirements for purchase; it also helps determine the price range making it easy for the suppliers to respond to their bids or demands adequately.

However the Ministry of Education lacked software or system for use in determining the requirements of the suppliers or their customers which would help to track down the demand and view what is available on the market by the suppliers. This is attributed to the fact that the level to which the ministry is advancing in the e-procurement is at a slow rate. With (mean = 1.71) the respondent agreeing non availability and adapting to software or e-procuring.

In agreement the respondents indicated that specifications is very vital in a procuring and cannot be done away with because it determines what will be purchased.

FINDINGS ON THE ATTRIBUTES OF SERVICE DELIVERY AT THE MINISTRY OF EDUCATION AND SPORTS

Table 4:
Level of Service Delivery

Service delivery	Mean	Interpretation	Rank
Service delivery can be measured.	3.21	Satisfactory	1
There is a relationship between procurement specifications and service delivery	3.12	Satisfactory	2
Service delivery is considered important to organizations.	3.09	Satisfactory	3
There are standard parameters used to measure service delivery by the institution.	2.77	Satisfactory	4

Employees are involved in the making of the parameters for service delivery measurement.	2.70	Unsatisfactory	5
There is an important factor in service delivery.	2.67	Unsatisfactory	6
Average	2.93	Satisfactory	

Source: Primary data, 2011

All the respondents agreed that service delivery is considered important to organizations and that measurements were being carried out. The majority of respondents pointed out on the various ways of measuring service delivery and repeatedly identified were KPI's, stakeholders' satisfaction and customer satisfaction.

There was agreement that measuring service delivery at the institution was in place and from the results, (mean= 3.21) of the respondents indicated that it was the easiest way for measuring service delivery using the standard parameters in place as guide lines. They opted for KPI's were further dissected into many sections that catered for all the departments and being diverse in nature for instance: QCD; quality, cost and delivery. Employees of the ministry confirmed that stakeholders have an impact on the institution as funding will be as a result of their satisfaction. Some of the respondents pointed that continuity especially in other projects where Donors are involved is as a result of the stakeholders being satisfied and hence funding will be approved. This is not limited to donors only but includes those who have interest in the Ministry, for instance the government, employees and the co-existing ministries.

FINDINGS ON THE INFLUENCE BETWEEN SPECIFICATIONS AND SERVICE DELIVERY AT THE MINISTRY OF EDUCATION AND SPORTS.

Table 5:

Regression Analysis					
Variables Regressed	Adjusted R²	F	Sig.	Interpretation	Decision on Ho
Service delivery Vs Specification	.219	29.292	.000	Positive and significant effect	Rejected

Source: Primary data, 2011.

The Linear regression results in Table 6 above indicate that specifications (independent variable) on regression model contribute over 29% towards variations in service delivery (dependent variable) in Ministry of Education and Sports, Uganda as indicated by a high Adjusted R² of 0.219. This implies that emphasis on specifications should be put in place and the existing ones be improved if the service delivery is to flourish.

Results further suggest that the independent variables included in the model significantly influences changes in the dependent variable (cash management) ($F=29.292$, sig. =0.000). These results lead to a conclusion that service delivery significantly explains the high rates of procurement specifications in the Ministry of Education and Sports, Uganda.

Given the six components of specifications, through the interaction findings revealed that the respondents suggested quality as the most important factor that influences service delivery. During the procurement process quality usually defines the other parameters because durable items are reliable though maybe highly priced. Although quality was agreed upon as the most important factor that influences service delivery, some respondents believe that one factor is not enough for service delivery but a combination of them such as reliability, price, delivery time, quantity.

SPECIFICATIONS AND SERVICE DELIVERY

The fourth objective in this study was to determine whether there is a significant relationship between specifications and service delivery in the Ministry of Education and Sports – Uganda. On this, the researcher stated a null hypothesis that there is no significant relationship between procurement specifications and service delivery in Ministry of Education and Sports, Uganda. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for all aspects on specifications and those on service delivery using the Pearson's Linear Correlation Coefficient, as indicated in table 5 below.

Table 6:
Pearson's Linear Correlation Coefficient

Variables correlated	R-value	Sig.	Interpretation	Decision on Ho
Specification Vs service delivery	.476	.000	Positive and significant relationship	Rejected

Source: Primary data, 2011.

Several authors have found a positive correlation between specifications and service delivery. Anderson & Sullivan (1993) said that conformance to specifications measures how well the product or service meets the targets and tolerances determined by its designers. Fitness for use focuses on how well the product performs its intended function or use (Juran, 1951).

From the interview conducted at the Ministry, it was found that service delivery is about the customer who outlines the specifications. The customer needs to appreciate what is being delivered. The customer is the one that will give you a reference next time that you are looking for one. The customer is the person that pays you once the job is done. Without a satisfied customer this time and every time, you have no service delivery business. Service delivery is dependent on the internal organisation by having the right infrastructure to deliver those services correctly. Service delivery is not about skimping on investment to save now – you will get burned in the future but being able to measure and improve your offerings.

Through the measures to find out the conformance to specifications by the service provider, emphasis on how well a product or service meets the targets and tolerances determined by its designers in addition to the other requirements as deemed fit. A definition of quality that evaluates how well the product performs for its intended use coupled with defined in terms of product or service usefulness for the price paid and support services provided after the product or service is purchased all sum up to specifications and service delivery hence the relation of the two variables.

According to Bearden & Teel, (1980); Bolton & Drew, (1991); Fornell, (1992), Customers may be loyal because of high switching barriers or lack of real

alternatives. Customers may also be loyal due to their satisfaction and thus want to continue the relationship. History has proven that most barriers to exit are limited with regard to durability; companies tend to consider customer satisfaction the only viable strategy in order to keep existing customers. Customers satisfaction used as a measure relates to specifications from the context that the requirements have been met. The ministry personnel also agreed that they tend to have repeat business with the suppliers who have performed well without running a bid tender.

The ministry's emphasis on training and identification for specifications by the Human Resource Personnel and the user department respectively was in agreement with Kaoru Ishikawa's idea in the cause and effect diagrams under quality circles. Dr. Ishikawa believed that everyone in the company needed to be united with a shared vision and a common goal. He stressed that quality initiatives should be pursued at every level of the organization and that all employees should be involved. (Dr. Ishikawa, 2004).

FINDINGS FROM THE INTERVIEW WITH THE MINISTRY PERSONNEL

The procurement unit which falls under the department of Finance and Administration came into being before the enactment of the PPDA. The section is headed by an Assistant Commissioner of Procurement with 15 employees under his supervision, handling the preparation of the Ministry's recurrent budget estimates on procurement of goods and services and monthly returns to Ministry of Finance, Planning and Economic Development, final accounts and quarterly reports.

The unit caters for all the procurement carried out at the Ministry and has steadily developed due to the increased donations and requirements of the growing demands in the ministry which include but not limited to capital goods, services, works and consumables.

While at the procurement process, the head of the unit who is the Officer in charge outlined that the specifications are handled with the category of items in question. Specifying is done with the help of the user department, technical team

within or out of the institution. Terms of reference where works are concerned are handled by the engineers at Ministry of Works and Construction and National Environmental Monitoring and Assessment (NEMA).

Under the procurement unit professionalism and training is paramount to enable staff handle the quality and quantity of work involved. The majority of staff holds qualifications in procurement with emphasis on CIPS and postgraduate training. Training is encouraged within the Ministry on a yearly basis therefore a plan is drawn and incorporated in the budget. This is another of the specifications done internally and the staff plays a role in managing the facility and this was uniform to the information provided in the questionnaire.

On the external level the ministry is faced with challenges where the service providers find problems with the specifications enlisted. This is usually due to new technologies or when the service providers are unable to sell off what they have in stock and want to release through the Ministry (dumping); much of which ends up as donations.

Emphasis is placed on quality above all the other aspects in service delivery and the performance evaluation is carried out by the Contract Managers or monitoring and evaluation committee within the Ministry. Inspection teams which are multifunctional with the help of auditors and Uganda National Bureau of Standards (testing) also assist to ensure that the delivery is according to the specifications.

The Ministry encounters problems related to specifications from the service providers majorly through quality, delivery times, quantity, completion times, rejection of items and prices revising thus affecting the planned budgets. Other cases are identified during the pre-bid or pre-proposal period and are usually resolved.

Among the key weaknesses identified were inadequate procurement planning, leading to an excessive use of direct procurements and failure to align procurement with the budgetary process; poor record- keeping, leading to many procurement

documents being untraceable (or procurements having taken place without documentation); and abuse of process, for example, contracts having been awarded to a company other than the best evaluated bidder, retrospective approvals for contracts, inconsistencies in tender evaluation and interference in the contract award process by unauthorized parties (Task Force on Public Procurement Reform, 1999).

Despite the emphasis on quality, the first ESIP has been less successful in addressing some of the major issues facing the sector, such as the improvement of education quality, the delivery of education services, including devolution of responsibilities to the district level, and the development of capacity in strategic planning and programming. The second ESIP has much more broader focus on the issues of quality and adopt a holistic view of the sector including education from pre-primary through to university level.

CHAPTER FIVE

FINDINGS, CONCLUSIONS, RECOMMENDATIONS

Summary of Findings

The study sought out relevant literature on specifications and service delivery in the procurement process. The findings revealed that the respondents to the interview and questionnaires illustrated background, attitudes and technical abilities of the purchasing professional and their perceptions of the field. The Ministry of Education and Sports recognizes and emphasizes the importance of specifications and involves the staff in drafting, however the Ministry still has challenges. Although service delivery is being done with the use of specifications, the institution still faces difficulties with the service providers especially where quality and delivery times are not met, in addition to the user departments looking out for functional rather than technology advancement.

Following Data analysis that was done using SPSS's descriptive statistics it was found out that majority of the respondents were male, in the age bracket of 31 – 40 years, with an experience of over 5 years in the organization.

The study went ahead to reveal that the level of specifications was very high (mean=3.26). The reasons behind this level are imbedded in twenty aspect that are done at very high level, thirteen at high level and one at low level. Results from one way ANOVA showed that there was significant difference in specifications and service delivery at the Ministry of Education and Sports ($F=29.292$, sig. = 0.00). Results using Pearson's Linear Correlation Coefficient found that specifications are significantly and positively correlated with service delivery ($r=.4760$, sig.=0.000). Regression analysis results indicated that specifications were found responsible for over 29% variation towards service delivery.

Conclusion

Levels of Specifications

Specifications use at the Ministry of Education and Sports has been emphasized to meet objectives highlighted. A requirement is an objective that must be met. Planners cast most requirements in functional terms, leaving design and implementation details to the developers. They may specify price, performance, and reliability objectives in fine detail, along with some aspects of the user interface. Sometimes, they describe their objectives more precisely than realistically (Kaner, 1993).

The limitation was found when the pre-proposals were sent out, limiting the service providers or suppliers in regards to the technical specifications due to technological advancements. All the types may be combined to form one specification. While Government generally encourages the use of performance and functional specifications rather than technical specifications, certain requirements may not be adequately defined in these terms alone. Technical characteristics may be needed to define some requirements more clearly and hence the importance (Musgrave, 2001).

This was worsened by that fact that the Ministry lacks as a system used to determine the requirements of the suppliers and the users. Public institutions are constrained by the requirements to provide access where public funds are used and further challenge with the reality that access to computer in these institutions and the ability or knowledge to interface the new technology (Burt *et al*, 2006).

There is therefore need for the Institution to keep abreast with the changes and upgrade to conform to the available products as new technology develops new specifications. The Ministry should also invest in software systems that will determine and ease the procurement process. The e-procurement model provides a specification improvement mechanism, whereby buyers can improve on their procurement specifications using the supplier's knowledge. Simultaneous procurements using multi-agent based technology can help buyers improve their

own specifications. In addition, the e-procurement model helps suppliers to enhance the order-acceptance potential (Hishiyama & Ishida, 2005).

Attributes of Service Delivery

Although the ministry has been keen on measuring service delivery there are many parameters that cause a lot of conflict. KPI's was one of the underlying measures that the institution uses to monitor the performance of key result areas of business activities, which are absolutely critical to the success and growth of the business. Some of those identified were price with budget in mind for the finance section whereas procurement focused on quality and delivery times. The development and use of the KPIs should form the basis for the analysis of an organization's current performance, its future requirements and the improving strategies required for on-going success.

Internal stakeholder KPIs can be a challenge as different functions are measured in different ways which in turn are reflected in their department strategies. It is important to understand that service is a not just a delivery of product, it is a process, a deed, a performance and effort from both provider and customer. It goes beyond the first encounter with a customer; it builds relationship between the company and society represented by this customer (Minahan, 2009).

Identified stakeholders should be involved in specifying their requirements and the level of performance that will be acceptable. This means involving, as far as practicable, in identifying their requirements (for example, through the use of questionnaire surveys and in contributing to the drafting of specifications and SLAs) controlling stakeholder input and changes once the specification has been agreed; and prioritisation by stakeholders of their requirements. Quality and quantity of services depend on interaction between stakeholder's especially local government and civil society.

KPI's were easily identified as the most important aspects that influence service delivery as they are used drawing the specifications. KPIs have traditionally been used to as a way to control quality, reduce costs and ensure timely

performance of suppliers. As companies strive to reduce costs further and expand the depth and breadth of supply chain management, it is becoming increasingly important to measure and manage indirect material and service suppliers' performance (Fedele & Dolan).

In order to effectively measure and manage suppliers and service providers, a different set of KPIs, one that factors both the objective and subjective nature of indirect materials and service and allows for flexibility in what is measured and how it is measured must, and can, be developed. These were reflected in quality, price, quantity, delivery times and reliability. It is just as important to track KPIs for the internal customer as it is for the supplier. Setting up an evaluation form using key components from your scope and general conditions is a great place to start for the supplier deliverables. The [external] supplier can help set the KPI's for the internal customer" based on their understanding of the product or service being delivered (Minahan, 2009).

Quality was outstanding among all the KPI's; this was advocated for by all the different departments and highly ranked. Quality and On Time are a given and that "Responsiveness and Flexibility" are other areas upon which procurement should be measured by internal functions (Minahan 2004), however the all aspects should be put into consideration for an optimum service delivery.

Customer satisfaction was also identified as a parameter used for measuring service delivery at the institution although they didn't specify how this was done. Measuring customer satisfaction is a relatively new concept to many companies that have been focused exclusively on income statements and balance sheets. Companies now recognize that the new global economy has changed things forever. Increased competition, crowded markets with little product differentiation and years of continual sales growth followed by two decades of flattened sales curves have indicated to today's sharp competitors that their focus must change.

The disagreement within the different departments was found difficult as each section fronts its own needs without considering the others. The institution should therefore come up with more stratified parameters to ease the evaluation process.

Although there has been a lot of discussion in the literature about the customer participation in service delivery, the definition and management of the roles needed in the participation are still unexplored. However, it is a fact that if individuals have no necessary information about their roles and roles of service provider, they will get involved in coping others that can result in anxiety and higher dissatisfaction level (Fitzsimmons, 2004).

Relationship between specifications and procurement service delivery

There exists a correlation between specifications and service delivery. This is because generally specifications influence the level of service delivery in the procurement process. The extent of detail in the specification will depend on the importance and complexity of the service or asset item. The compilation of internal standards relating to corporate or departmental policy as well as those that have been adopted on previous contracts. They emphasis is on external standards, covering conformance to statutory requirements, international standards, health and safety legislation, industry standards in addition to manufacturer's recommendations. There are procedures the service provider has to comply with in order to achieve the required technical standards and finally the quality and performance targets at the Ministry of Education and Sports.

The ministry has a team that handles evaluation and inspection of works, products and services contracted. The Procurement unit only facilitates delivery through expediting for timely delivery and trouble-shooting returns. As noted from the interview with the Head of the Procurement Unit the physical receipt and inspection of goods takes place at the delivery point. The unit only needs to know that delivery has taken place and that the supplier has delivered in accordance with the purchase order and complied with delivery contract requirements. Whoever is responsible for accepting delivery and inspecting the goods should understand the procedure to follow in the event that there are any problems or discrepancies. For certain goods or commodities an independent inspection company may be used to check the quality of the goods (MOES 2011).

Factors that influence service delivery were found to be specific to the different departments in the ministry and hence the use of open questions helped to bring out the various responses. The researcher complied and came up with several aspects such as quality, time, price, quantity and reliability.

Specifications therefore remain very important in regard to service delivery in the procurement process at Ministry of Education and Sports. The respondents were able to comment that repeated business has been done with those entities that proven to adhere to quality. Good quality increases the value of a product or service, establishes brand name, and builds up good reputation, which in turn results into consumer satisfaction. Therefore quality control in terms of product/service, pre-sales service, posts -sales service, delivery, pricing, etc. were essentials.

The product quality or conforms to specifications quadrant indicates database information meets standards of accuracy, completeness, and freedom-from-error. A database with 99% accuracy and completeness of inventory information, for example, would have high quality for this quadrant. The service quality or conforms to specifications quadrant indicates a process by which information consumers acquire the product for their use. For example, if consumers regularly receive inventory information in a timely manner, then the basic service specifications for the information product are met (Kahn, Strong, & Wang, 2002).

The ministry takes note of costs or prices of public service delivery which cover the costs of all activities that include management of public service delivery, construction of infrastructure and offices, maintenance of infrastructure and offices, operation of public service delivery in addition to collection of revenues. This was also rated as a factor that influences service delivery. Budgets are important instruments for performance planning and monitoring with regard to the price or cost dimension. Each of the four dimensions can be measured and evaluated at different levels of aggregation, such as: line item level, individual supplier level, level of the individual buyer, department level and overall company level (Weele, 2002).

The respondents further made note of reliability as a one of the factors that influence service delivery. While considering levels of performance in setting customer service objectives, service companies need to take into account the importance of service quality variables such as reliability, responsiveness, empathy and assurance (Payne, 1995).

Ross Dawson (2007) outlined the characteristics of Successful Service Delivery as being innovation and professional services, firms that excel at service delivery, innovation demonstrate the six key characteristics:

- a))A networked organization
- b) Flexible workflows
- c) Global sourcing
- d) Client and supplier collaboration
- e) Continuous innovation
- f) Enabling technology

With service delivery innovation, firms can create and implement new methods of delivering professional services that result in increased client value, lower costs and higher profitability.

In establishing a Vendor Managed Inventory (VMI) relationship, particularly one in which the supplier will analyze the customer's information and re-supply based on the analysis, several key elements must be in place. The customer must be convinced that the supplier has a high degree of competence when performing the materials management function. After all, would a customer agree to let a vendor with a 65 percent service level manage its inventory? A partnering mind set accompanied by an environment of openness between the two parties is crucial. Once a VMI program is established, customers certainly do not want to waste their time putting out competitive bids to make sure the supplier is honestly providing the product at a fair price (Williams, 1991).

Service providers can therefore gain competitive advantage by taking on much of the performance measurement and by identifying the means for adding

value. The hard measurements reported based on the output specification can be supplemented by the identification of fringe benefits which exceed contract requirements. This type of relationship between service provider and client organisation is encouraged and formalised in partnering arrangements.

Specifications and Service Delivery

The ministry makes use of the enlisted customers with PPDA who have met the requirement as set by the body. This makes it easy for the institution to identify the service providers under this umbrella. If effectively implemented, they provide the customer with confidence that the supplier can consistently provide goods and services that meet needs, expectations and comply with applicable regulations.

The requirements to register with PPDA cover a wide range of topics, including the supplier's top management commitment to quality, its customer focus, adequacy of its resources, employee competence, process management (for production, service delivery and relevant administrative and support processes). Quality planning, product design, review of incoming orders, purchasing, monitoring and measurement of its processes and products, calibration of measuring equipment, processes to resolve customer complaints, corrective/preventive actions and a requirement to drive continual improvement of the quality monitoring systems. (PPDA Act, 2003).

Specifications are made by the customers and not the monitoring evaluation aspect or measure in place. ISO 9001 does not specify requirements for the goods or services one is purchasing. That is up to you to define by making clear your own needs and expectations for the product. You might, for example, refer to product specifications, drawings, national or international product standards, supplier's catalogues, or other documents as appropriate. The supplier has established a systematic approach to quality management and is managing its business to ensure that your needs are clearly understood, agreed and fulfilled (ISO 9001, 2008).

Recommendations

- i. Since specifications are important in service delivery in the procurement process the Ministry of Education and sports should dedicate much of its effort in developing the relations with the suppliers. Owing to the current situation that the world uses e-procurement the Ministry should strive to upgrade, train and elevate their operation systems to the prevailing standards in order to attain better service delivery than the use of paper work.
- ii. Although quality is one of the most emphasized aspect of specifications for service delivery to be attained, the ministry should acknowledge the fact that it cannot on its own function with the other factors excluded so should also consider the other factors in juxtaposition with the others and the company should devise means of using elevating the other aspects of specifications such as price, reliability and quantity. These can also improve or influence service delivery.
- iii. The management should think of computerising the whole ministry and move at the pace of technological development. This due to the fact that a lot of paper work takes place at the ministry with just a few employees with computerised system. This should be done to access more information and also as a back up the information they need for instance the specifications and make the procurement process more efficient.
- iv. The ministry of Education and Sports should carry out sufficient research to come up with better ways of measuring service delivery as this seemed to vary from one respondent to another, it identified that no specific parameters are used. This should enable the institution to evaluate the required performance in the procurement process by either the suppliers, internal and external customers or the stakeholders.

Possible Areas of further research

An interested researcher may carry out research in the following areas

- i. The relationship between specifications and supplier motivation in the procurement process. The study should focus on the link between specifications and supplier's commitment towards the organisation.
- ii. The impact of e-procurement on service delivery. The study should look at how the use of e-procurement can improve service delivery.
- iii. Managing procurement service delivery through supplier relations. This study should focus on how buyer - supplier relations improve service delivery.

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APPENDIX I: TRANSMITTAL LETTER

SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

Dear Sir/Madam,

RE: INTRODUCTION LETTER TO CONDUCT RESEARCH IN YOUR ORGANIZATION

Grace Nankumbi is a bonafide student of Kampala International University pursuing a degree in Master of Business Administration.

She is currently conducting a field research for her thesis entitled, **SPECIFICATIONS AND PROCUREMENT SERVICE DELIVERY IN MINISTRY OF EDUCATION AND SPORTS**

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

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

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan.
Coordinator
Business and Management (SPGSR)

APPENDIX II: CLEARANCE FROM ETHICS COMMITTEE

Date 20th October 2011

Candidate's Data

Name : Grace Nankumbi

Reg. No: MBA/42274/91/DU

Course: Masters in Business Administration

Title of Study: SPECIFICATIONS AND PROCUREMENT SERVICE DELIVERY IN THE
MINISTRY OF EDUCATION AND SPORTS

Ethical Review Checklist

The study reviewed considered the following:

- ☐ Physical Safety of Human Subjects
- ☐ Psychological Safety
- ☐ Emotional Security
- ☐ Privacy
- ☐ Written Request for Author of Standardized Instrument
- ☐ Coding of Questionnaires/Anonymity/Confidentiality
- ☐ Permission to Conduct the Study
- ☐ Informed Consent
- ☐ Citations/Authors Recognized

Results of Ethical Review

- ☐ Approved
- ☐ Conditional (to provide the Ethics Committee with corrections)
- ☐ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

Appendix III - Informed Consent

Dear Respondent,

This questionnaire is for the purpose of collecting data that will assist in writing a Thesis that is a partial requirement for a Masters degree in Business Administration of Kampala International University. It is NOT meant for any other purpose; and the information provided here-in will be kept with utmost confidentiality. You are therefore kindly requested to cooperate in answering the questions honestly to provide the required information. The topic of study is *"specifications and procurement service delivery at the Ministry of Education and Sports. Kampala. Uganda"*

Thank you very much for your time and commitment.

Appendix IV - Research Instrument

1. You are required to tick (✓) where you find space (.....) and fill in the blank spaces.
2. The information on this questionnaire is specifically for research purpose and a high degree of confidentiality is ensured for information given.

A. DEMOGRAPHIC PROFILE OF THE RESPONDENT

GENDER (please tick)

..... (1) Male (2) Female

AGE

20- 30.....

31- 40.....

41-50.....

50 and above.....

DURATION OF SERVICE

Below 5 years.....

Above 5 years.....

Section B. SPECIFICATIONS

Please respond to the options and kindly be guided with the scoring system below. Please write your rating in the space provided.

Response Mode	score	Description	code
Strongly agree	(4)	adopted with no doubt	SA
Agree	(3)	adopted with some doubt	A
Disagree	(2)	poorly adopted	D
Strongly disagree	(1)	very poorly adopted	SD

- (1) Specifications are necessary for service delivery in an organisation.
- (2) The institution follows specifications when procuring for services, products and works.
- (3) The levels of specifications are either technical or functional.
- (4) The company involves other departments in the making specifications.
- (5) The institution appreciates and recognizes specifications.
- (6) The organisation has personnel responsible for the specifications made to the suppliers.
- (7) The institution has a software package/system being used in determining the requirements of the suppliers or customers.
- (8) Guidelines on specifications are offered by the institution

SECTION B. Service Delivery

- (1) Service delivery is considered important to organizations.
- (2) Service delivery can be measured.
- (3) There are standard parameters used to measure service delivery by the institution.
- (4) Employees are involved in the making of the parameters for service delivery measurement.
- (5) There is an important factor in service delivery.
- (6) There is a noticeable relationship between specifications and service delivery

Thank you very much for your time and commitment.

Interview Guide

Section 1. Procurement Unit

Topic- **Specifications and Procurement Service Delivery.**

Position held

Interview Questions guide to Procurement Section

- 1. How many staff do you have under your supervision?.....
- 2. As far as you are concerned was the Procurement unit developed before or after enacting of the PPDA.....
- 3. What category of items both goods and services do you procure.....
.....
- 4. How do you specify if it is;
 - a) Capital goods.....
 - b) Consumer goods.....
 - c) Services.....
 - d) Others.....
- 5. Do the users provide specifications for what they want?
- 6. In your department how do you consider the issue of training and professionalism?
.....
- 7. Are the service providers finding any problems with specifications (inquiring, rejections).....
- 8. In service delivery what aspects (quality, quantity, time, place, or price) what do you consider to be most vital/ important?
.....
- 9. How do you evaluate the performance of the suppliers at service delivery?
.....
.....

10.Are there any problems that you encounter from your service providers that are related to specifications and service delivery?

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11.In what aspects does specifications relate to service delivery.

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Thank you so much for your time!

Section 2. Human Resources Department

Topic- **Specifications and Service Delivery in the Procurement process.**

Interview Question guide to Human Resources Section

Position held.....

- 1. Approximately what is the number of employees from top to bottom
Mgt.....Junior..... Office Support.....
- 2. What are the age level/ range.....
- 3. What are the educational levels from lowest to highest.....
- 4. What is the gender distribution of the employees?
Female..... Male.....
- 5. Do you carry out in house-training?.....
- 6. Is it specific to say to Finance.....AdministrativeProcurement.....
or Otherwise.....
- 7. How do you identify the needs for training?
a) Administration..... Staff.....

Thank you so much for your time!

VALIDITY OF THE RESEARCH INSTRUMENTS

Please comment of the validity of the research instruments in relation to the topic of study.

TOPIC: SPECIFICATIONS AND PROCUREMENT SERVICE DELIVERY

A QUESTIONNAIRE ABOUT SPECIFICATIONS AND SERVICE DELIVERY IN THE PROCUREMENT PROCESS

BACKGROUND INFORMATION ABOUT THE VALIDATOR

Department.....

A. DEMIGRAPHIC PROFILE OF THE RESPONDENT

GENDER (please tick)

..... (1) Male (2) Female

AGE

20- 30.....

31- 40.....

41-50.....

50 and above.....

DURATION OF SERVICE

Below 5 years.....

Above 5 years.....

FACTOR RATINGS:

5 = very valid 4 = valid 3 = Not valid 2=Not Sure 1=Don't consider

Section B. SPECIFICATIONS

	1	2	3	4	5
1. Specifications are necessary for service delivery in an Organisation.					
2. The institution follows specifications when procuring for					

services, products and works					
3. The levels of specifications are either technical, functional or both.					
4. The company involves other Departments in the making Specifications.					
5. The Institution appreciates and recognizes specifications.					
6. The organisation has personnel responsible for the specifications made to the suppliers.					
7. The Institution has a software package/system being used in determining the requirements of the Suppliers or Customers.					
8. Guidelines on specifications are offered by the institution.					
Totals					

SECTION C. Service Delivery

	1	2	3		
1. Service delivery is considered important to organizations.					
2. Service delivery can be measured.					
3. There are standard parameters used to measure service delivery by the institution.					
4. Employees are involved in the making of the parameters for Service delivery measurement.					
5. There is an important factor in service delivery.					
Totals					
Comments					

Thank you very much for your time and commitment.

CURRICULUM VITAE

Name: Grace Nankumbi (Ms.)

Address: P.O.BOX 296, Entebbe-Uganda

Telephone: +256 777 913079 / +256 070 4018295

Email: gracenankumbi@yahoo.com

Personal profile: A resourceful, self-motivated and hardworking professional with experience in management and Customer service. Excellent interpersonal, problem solving and communication skills, a team player with the ability to use own initiative and work in a busy environment. Excellent organisational, administration & managerial, sales and marketing skills, with experience in dealing with customer demands, meeting and exceeding expectations.

Organisational skills and competencies

- A professional result oriented person with excellent communication skills, with proven abilities in Team building, Motivation, Mentoring with Leadership skills, training and maintenance of effective processes of operation.
- A leader with exceptionally good inter-personal skills with the ability to adapt to multi cultural environments gained from interacting with people from different backgrounds.
- A good listener, Polite, calm with firm personality and ability to envisage problems and provide timely solutions
- A highly creative mind, providing alternative options to situations and working through difficulties to achieve specific goals.
- Ability to maximize productivity using the available recourses and identify areas of strength/weakness that unable me to implement company polices and standards to optimize productivity.
- Manages assets and resources effectively while optimizing company policies.

Work Experience

BroadBand Company Uganda Limited

Business Development Manager	Jan 2012 – to date
Customer Relations Manager	Aug 2010 – Dec 2011
Retention Manager	May 2010-July 2010
Branch Manager	2009 – 2010

Warid Customer Care – Entebbe Franchise	2007-2009
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Branch Manager

AfricaOne Airlines, Uganda	2002- 2005
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PURSER/SENOIR FLIGHT ATTENDANT

SA Alliance Air, Uganda	1995-2001
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PURSER/SENIOR FLIGHT ATTENDANT

Education

Kampala International University	Master's Degree in Business Administration	2011
Compaq's Training Centre, Uganda	Certificate Computer Training	2003
Airways school for IATA Aviation Training Institute	Diploma IATA / UFTAA Foundation	2002
Airways School, Nsambya, Kampala	Certificate in Travel, Tours, & Business Communication	2002
Makerere University	Bachelor's Degree in Arts - Sociology	1995
Bombo Senior Sec School	Advanced Level Certificate of Education (UACE)	1991
Christ the King	Uganda certificate of Education (UCE)	1986

Training and Field Experience

1. Customer Retention	BroadBand Company	2010
2. Management skills	Broadband Company	2010
3. Sales Process	BroadBand Company	2009
4. Sales & Marketing Basics	Sikia Telecom - Kampala, Uganda	2008
5. Managements Basics	Warid Telecom – Kampala, Uganda	2007
6. Customer Care & Telephone Doctor	Warid Telecom - Kampala, Uganda	2007
7. Winning Ways (Becoming a Customer Service Star- Training Sessions)	SA Alliance Air, London, UK	1999
8. Transaction Analysis	South African Airways, Johannesburg	1995

& Customer Treatment South Africa

9. Passenger Handling South African Airways Johannesburg, 1995
South Africa

AWARD

Certificate of Recognition of Hard work by Sikia Telecom

5 Appraisal letters – SA Alliance Air.

Achievements

- ✓ Being at the fore front of 4 start-up companies
 - BroadBand Company
 - Warid Telecom (Sikia Telecom)
 - AfricaOne Airlines
 - Alliance Air
- ✓ Meeting sales targets
- ✓ Initiated promotions
- ✓ Acquisition of new Clients
- ✓ Developed External strategy for Branches
- ✓ Retaining Clients from terminating
- ✓ Drafted strategy for Terminated Clients
- ✓ Developed Strategy for Retention
- ✓ Developed strategy for Internet cafes
- ✓ Involved in designing Job Completion, Service Order & Needs analysis forms
- ✓ Handled all escalated queries professionally
- ✓ Provided a conducive working environment for Department

Strengths

◇ Motivator ◇ Communicator ◇ Team Player ◇ Decision maker ◇ Active Listener
◇ Leader ◇ Delegator ◇ Advisor ◇ Researcher ◇ Negotiator

Social Responsibilities

Deputy Chairperson St. Michael Church (Legion of Mary), Naguru, Kampala.

Chairperson Jazzy Club – BroadBand Company, Nakasero.

