

HORIZONTAL COOPERATIVE PURCHASING IN POLICE AND PRISONS
THE CASE OF UGANDA POLICE FORCE AND UGANDA PRISONS
SERVICE


BY
ABYONGERE JULIET
13/U/2048/GMSC/PE

A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A
DEGREE OF MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT OF
KYAMBOGO UNIVERSITY

DECEMBER, 2015

DECLARATION

I, Abyongere Juliet, Reg. No. 13/U/2048/GMSC/PE certify that this work contains no material which has been accepted for any award of any degree or diploma in any university or tertiary institution, and to the best of my knowledge and belief it contains no material previously published or written by another person except where due reference has been made in the text.

Signature:  _____

ABYONGERE JULIET

Date: 25/01/2016

APPROVAL

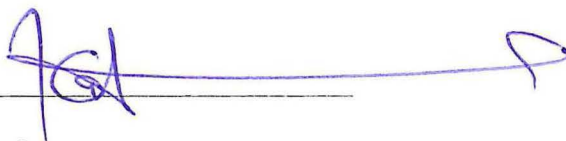
This research report was under our supervision as University Supervisors. We approve its submission for examination to Kyambogo University as partial fulfillment for the requirements of the award of Master of Science in Supply Chain Management.

Signature: 

Dr. Obanda Peter Wanyama

[Principal Supervisor]

Date: 28/1/2016.

Signature: 

Mr. Kalinzi Charles

[Co-supervisor]

Date: 28/1/2016

DEDICATION

I dedicate this work to my family and friends which inculcated in me values that have led me to success, in-laws and friends. They give me a reason to further my studies.

CONTENTS

Declaration	i
Approval.....	ii
Dedication	iii
Acknowledgement.....	iv
Contents.....	v
List of Tables	viii
List of Illustrations	ix
List of Acryonms.....	x
Abstract	xi
CHAPTER ONE.....	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.1.1 Historical Background	1
1.1.2 Theoretical Background	2
1.1.3 Contextual Background.....	3
1.2 Statement of the Problem	4
1.3 GeneralObjective.....	5
1.4 Specific Objectives	5
1.5 Research Questions	6
1.6 Scope of the Study	6
1.6.1 Geographical Scope	6
1.6.2 Time Scope	7
1.6.3 Significance of the study	7
CHAPTER TWO	8
2.1 Introduction	8
2.2 Theoretical Review	8
2.2.1 Network Theory	9
2.2.1.1 Relevancy of the Network Theory	11
2.3 Conceptual Framework	12
2.4 Horizontal Cooperative Purchasing in Organisations	13
2.4.1 Areas suitable for Cooperative Purchasing	14
2.4.1.1 Joint Specification Drawing.....	14
2.4.1.2 Collaborative Prequalification	15
2.4.1.3 Framework Contract Initiation.....	16
2.4.2 Other Areas suitable for Cooperative Purchasing	17
2.5 Benefits of Horizontal Cooperative Purchasing	18
2.6 Critical Success Factors of Horizontal Cooperative Purchasing	19
2.7 Summary of Literature Review	21
CHAPTER THREE	23
3.1 Introduction	23
3.2 Research Design.....	23
3.3 Area of the Study	23
3.4 Study Population	24
3.5 Sample Size and Selection	25

3.5.1	Sample Size	25
3.5.2	Sampling Techniques	25
3.6	Data Collection.....	26
3.7	Sources of Data Collection.....	26
3.8	Data Collection Instruments	26
3.8.1	Documentary Review.....	26
3.8.2	Questionnaires	27
3.8.3	Guided Interviews	27
3.9	Validity and Reliability	28
3.9.1	Validity.....	28
3.9.2	Reliability.....	30
3.10	Data Processing and Analysis	31
3.10.1	Quantitative Analysis	31
3.10.2	Qualitative Analysis	31
3.11	Ethical Considerations	32
3.12	Limitation of the study	32
 CHAPTER FOUR		34
4.0	Introduction	32
4.1	Response Rate	32
4.2	General Information	35
4.2.1	Respondents Designations	35
4.2.2	Respondents Entities	36
4.2.3	Respondents Level of Education.....	37
4.2.4	Respondents Working Experience	37
4.3	The Status of Horizontal Cooperative Purchasing	38
4.4	Benefits of Horizontal cooperative Purchasing.....	40
4.4.1	Results.....	40
4.5	Relationship between Horizontal Cooperative Purchasing	43
4.5.1	Joint Specification Drawing and Horizontal cooperative Purchasing Performance	43
4.4.1.1	Results	45
4.5.2	Collaborative Prequalification and Horizontal cooperative Purchasing Performance	47
4.5.2.1	Results	47
4.5.3	Joint Framework Initiation and Horizontal cooperative Purchasing Performance	49
4.4.3.1	Results	49
4.6	Avenue of Improving Collaboration	51
4.6.1	Joint Specification Drawing	51
4.6.2	Collaborative Prequalification	53
4.6.3	Joint Framework Initiation	54
	Conclusion	54
 CHAPTER FIVE		55
5.1	Introduction	55
5.2	Discussion of Findings	56
5.2.1	Status of Cooperative Purchasing in Uganda Police Force and Uganda Prisons Service ..	56
5.2.2	Benefits of Cooperative Purchasing in Uganda Police Force and Uganda Prisons Service	56
5.2.3	Relationship Between Aspects of Horizontal Cooperative Purchasing and Performance	56
5.2.3.1	Joint Specification Drawing and Horizontal Cooperative Purchasing	56

5.2.3.2 Collaborative Prequalification and Horizontal Cooperative Purchasing	56
5.2.3.3 Joint Specification Drawing and Horizontal Cooperative Purchasing	57
5.2.4 Avenues of Improving Horizontal Cooperative Purchasing	57
5.3 Summary of Findings	59
5.3.1 Status of Collaboration between Uganda Police Force and Uganda Prisons Service	59
5.3.2 Benefits of Horizontal Cooperative Purchasing	59
5.3.3 Relationship between Horizontal Cooperative Purchasing and Performance	59
5.4 Conclusion	60
5.5 Recommendations	61
5.6 Areas of Future Research	61
References	62

APENDICIES

Appendix I : Krejcie and Morgan Table	65
Appendix II : Questionnaire	66
Appendix III : Interview Guide	72
Appendix IV : Introductory Letter	76
Appendix V : Acceptance Letters	77

LIST OF TABLES

Table 1.1	Sample Size and Selection for Uganda Police Force and Uganda Prisons Service.....	25
Table 1.2	Rating of a 15 Item Scale by Three Experts	30
Table 1.3	Test of Validity of the questionnaire.....	31
Table 1.4	Response Rate	34
Table 1.5	Respondents' Designations	36
Table 1.6	Respondents' Entities.....	37
Table 1.7	Respondents' Level of Education	37
Table 1.8	Respondents' Level of Existance of Collaboration.....	39
Table 1.9	Interviewed Procurement Personnel	39
Table 1.10	Horizontal Cooperative Purchasing Performance of PDEs	41
Table 1.11	Specification Drawing and Horizontal Cooperative Purchasing Performance	43
Table 1.12	Relationship between Specification Drawing and Horizontal Cooperative Purchasing....	46
Table 1.13	Collaborative Prequalification and Horizontal Cooperative Performance	48
Table 1.14	Relationship between Collaborative Prequalification and Horizontal Cooperative Performance	49
Table 1.15	Joint Framework Contract Initiation and Horizontal Cooperative Purchasing.....	50
Table 1.16	Relationship between Joint Framework Initiation and Horizontal Cooperative Purchasing.....	51

LIST OF ILLUSTRATIONS

Figure 1.1 Conceptual Framework of Horizontal Cooperative Purchasing and Performance.....	13
Figure 1.2 Respondents' Working Experience	38

LIST OF ACROYNMS

AESA	Association of Education Service Agencies
CA	Cronbach Alpha
CMI	Chieftaincy of Military Intelligence
CVI	Content Validity Index
ESO	External Security Organization
HCP	Horizontal Cooperative Purchasing
IPP	Institute of Public Procurement of Uganda
ISO	Internal Security Organization
JATT	Joint Anti-Terrorism Task Force
JLOS	Justice Law and Order Sector
NIGP	National Institute of Government Purchasing
NIS	National Integrity Survey
NLC	National League of Cities
PDEs	Procurement and Disposing Entities
PDU	Procurement and Disposal Unit
PPDA	Public Procurement and Disposal of Public Assets
SPSS	Statistical Package for Social Scientists
TNSM	Theory of New Social Movements
UPF	Uganda Police Force
UPF	Uganda Prisons Service
US	United States

ABSTRACT

This research report aimed at examining the extent of horizontal cooperative purchasing performance in the procuring and disposing entities in the forces in Uganda with specific reference to Uganda Police Force and Uganda Prisons Service. In this regard, the specific objectives were to establish the status and form of collaboration between the two entities, identify the benefits of collaboration, examine the relationship between horizontal collaboration and performance of procurement and disposal entities, and how horizontal cooperative purchasing can be improved.

Considering the methodology, available literature on horizontal cooperative purchasing has been covered to extract the most plausible information and data related to collaborative purchasing on how it contributes to creating value, while putting into account the performance metrics of cost management, timely delivery, quality management and accountability. However, the above metrics in the study revealed that they could be used as a way forward to act as avenues of improving horizontal cooperative purchasing in the public sector.

The findings of the study reveal that there is collaborative purchasing between the two entities especially in terms of preliminary stages of the purchasing process including but not limited to information seeking about the prices and technical specifications of identical items required by the entities. Informal collaborations are prevalent from simple collaborative activities thus requiring minimum level of collaboration that is more short term in nature and simpler in its purpose.

The study recommends that to advance public sector service delivery and reach long term solutions, collaborative activity needs to be appreciably more strategic in its approach to assure intentional, systematic inclusionary collaboration as its administrators wrestle to achieve the best outcomes.

In summation, cooperative purchasing offers an increased likelihood of success and positive outcomes from participating entities, as administrators become more purposeful about collaborative structure and implementation processes, and enable its effectiveness and decrease frustrations.

CHAPTER ONE

1.0 Introduction

This chapter presents the background of study. In this regard, it highlights the historical, theoretical and contextual background related to the study. It also presents the statement of the problem, overall and specific objectives, research questions, scope and significance of the study. In this research report under scope, highlights on the geographical and time scope are also included.

1.1 Background to the Study

Purchasing departments exist to help government to manage their finances by making best expenditure decisions possible (Handbook for Municipal Officials, 2004). Public sector collaboration is imperative and public management scholars are calling for better understanding of its origins, prevalence and impact on organisational performance (Dunleavy et al., 2006; Entwistle and Martin, 2005; Oliver, 1991; Wright and Pandey, 2010).

The National Institute of Government Purchasing (NIGP), Institute of Public Procurement (IPP) (2013) reveals that cooperative procurement has become a well-established practice in the past decade with increasing representation and participation by public entities. Inside the collaboration, new possibilities are relentlessly created, while outside the collaboration, survival is increasingly difficult (Spekman et al., 1996).

1.1.1 Historical Background

Cooperative actions enable members to achieve goals none can realize alone (Chisholm, 1998). They join together or utilize an independent third party, for the purpose of combining their individual needs for purchasing materials and capital goods or services to leverage more value

added pricing, services and technology from sellers that could not be obtained if each firm purchased goods or services individually (Choi and Han, 2007). Two primary motives for collaboration have been recognized as improvement of effectiveness and efficiency (Jost et al., 2005). Although, collaboration is sought when single organizations do not have the knowledge, resources or capabilities, the main focus is about realizing economies of scale, reduced transaction costs, better development of products/services, or accessing markets and/or technologies accruing from efficiency. Benefits of horizontal cooperative purchasing include sharing of information, reducing procurement costs, learning from each other, bundling purchasing volumes and using scarce resources efficiently (Johnson, 1999; Nollet and Beaulieu, 2005; Schotanus, 2007; Tella and Virolainen, 2005). Embracing these benefits validates the need for horizontal collaboration for organizations to consolidate purchases to have high volumes to justify discounts and use the limited resources and knowledge optimally.

1.1.2 Theoretical Background

There are various theories that are related to horizontal collaborative purchasing (HCP). The main theories identified as relating to the concept of HCP are current hints on the networking theory, social exchange theory, resource based theory/view, and the transaction cost theory/analysis (Muhwezi 2010). The Networking theory is one of the major theories related to collaboration (Burt, 1982; Nohria and Eccles, 1992; Wasserman and Galaskiewicz, 1985). The network approach offers a particularly powerful descriptive tool for analysing contemporary inter-organisational exchange, thus the study will highlight the Networking theory as most relevantly identified. This theory confirms the importance of such collaborations and emphasizes the value of relationships. The network theory conceptualises autonomous organisations as embedded in networks of linkages, which both facilitate and constrain their

actions and shape of their interests (Norhria and Gulati, 1994). Together, the organizations reach goals that none of them can reach separately (Chisholm, 1998).

1.1.3 Contextual Background

Uganda Police Force is a member of the Joint Anti -terrorism Task Force (JATT). Other members include Uganda Peoples Defence Force (UPDF), Internal Security Organisation (ISO), External Security Organisation (ESO), Chieftaincy of Military Intelligence (CMI), key security agencies and intelligence – gathering entities under the direct control of the president and minister of security. JATT is paramilitary group under CMI whose members are drawn from UPDF, Police, ISO and ESO ([US]United States) Department of State, 2010). Uganda Police Force (UPF), established under Article 212 of the 1995 Constitution of Uganda (UPF strategic plan for statistics 2006-2011), is a Central Government Procuring entity whose mandate is the protection of life and property, prevention and detection of crime, keeping law and order, maintenance of overall security and public safety in Uganda. UPF's parent ministry is the Ministry of Internal Affairs (Procurement and Disposal Audit Report for financial year 2013/2014). Its vision is “An Enlightened, Motivated, Community Oriented, Accountable and Modern Police Force; geared towards a Crime Free Society”. Its mission is, “to secure life and property in partnership with the public in a committed and professional manner in order to promote development”.

Uganda Prisons on the other hand, is an agency of the Ministry of Internal Affairs responsible for administering the sentences of convicted offenders and individuals who have been remanded by courts of Uganda. The primary objective is management of offenders at various security levels (Coetzee and Clack, 1999). It ensures safe secure human custody and effective rehabilitation of offenders. Its vision is to be centre of excellence in providing human rights based on correctional services in Africa. In Uganda, public organisations spend a lot of money on the acquisition of services, supplies and works. According to report on the ministerial policy statements and budget

for the financial year 2012/13, the Uganda government released 311.101 billion and 69.488 billion to Uganda Police Force and Uganda Prisons Service respectively. The latter performed as planned recording 99% performance whilst the latter recorded 95.26%. In order to register mutualistic relationships between Uganda Police and Uganda Prisons service, horizontal cooperative purchasing is a good approach to create substantial positive effects.

1.2 Statement of the Problem

There are innumerable aspects where HCP initiatives are not visible in the purchasing domain. UPF and UPS for instance made independent publications of their requirements at varied times (The New Vision, 2015). This reveals individualism which describes a cultural syndrome that tends to give priority to individual goals (Triandis, 1995), as noted in this arrangement. The report to the judges' conference (2015) regarding the procurement of construction of Justice Law and Order Sector (JLOS) House progress, a multi-sector transaction advisory committee indicates that UPF and UPS are only represented in the committee although they are beneficiaries in the long run. Therefore this suggests that cooperative purchasing is done but passively on their behalf.

An additional instance is a notice in the New Vision (2015) on framework contracts for foodstuff and veterinary drugs and accessories supply which was published without involving UPS's requirements yet they are beneficiaries. This indicates that there is a missed opportunity to practice horizontal collaborative purchasing by the two entities.

Similar to the study by Muhwezi (2010), the looming impediments to HCP in the UPF and UPS could be a result unawareness of the concept, decentralisation ideologies and lack of commitment and trust. PPDA and National Integrity Survey (NIS) (2008), reveal benefits of HCP as comprising of reduced costs, increase flexibility, access to better expertise, improved

quality of services, reduced capital investment and improved internal user satisfaction. UPF and UPS seem not to utilise the concept thus missing to comprehensively embrace the egg in one's beer associated with HCP. Researchers have published knowledge on cooperative purchasing but limited studies have been conducted in relation to HCP in Africa notably Uganda, hence this study intended to contribute to filling this gap. This is by examining the practicability of this concept through exploring the extent to which UPF and UPS collaborate and its contribution to organisational performance in the armed forces.

1.3 General Objective

The overall objective of the study was to examine the extent of horizontal cooperative purchasing and performance of PDEs in Police and Prisons in Uganda with specific reference the Uganda Police Force and Uganda Prisons Service.

1.4 Specific Objectives

- a) To establish the status of collaboration between Uganda Police Force and Uganda Prisons Service;
- b) To identify the benefits of Horizontal cooperative purchasing Uganda Police Force and Uganda Prisons Service;
- c) To examine the relationship between horizontal cooperative purchasing and performance PDEs in Uganda Police Force and Uganda Prisons Service.

1.5 Research Questions

- a) What is the status of horizontal cooperative purchasing in UPF and UPS?
- b) What are the benefits of horizontal cooperative purchasing in UPF and UPS?

- c) What is the relationship between horizontal cooperative purchasing and performance of procuring and disposing entities in UPF and UPS?

1.6 Scope of the Study

The intent of the study was to examine the extent of horizontal cooperative purchasing and performance in the armed forces. To narrow the scope of the study, specific reference was vested on Uganda Police Force and Uganda Prisons Service whilst eliminating UPDF. Besides these two entities have identical needs and belong to the same umbrella of Ministry of Internal Affairs.

1.6.1 Geographical Scope

The study was conducted at the Uganda Police Force in the directorate of Logistics and Engineering with multiple locations at Nsambya Police Stores. Police Construction Unit and Land management site, Mechanical Workshop at Old Port Bell Road and the Procurement and Disposal Unit located at Jinja Road close to Lugogo Indoor stadium. The study also covered Uganda Prison Service and sections included building and estates, quarter master and Procurement and Disposal Unit at Said Barre Avenue Kampala. The study was carried out in Kampala district. The various departments in both UPF and UPS are related and have identical requirements.

1.6.2 Time Scope

The time scope focused on examining horizontal cooperative purchasing and its influence on the organisational performance between 2010 and 2014.

1.6.3 Significance of the Study

The findings in the study will enable the two entities and any other organisations that will access the contents of this research report to understand the concept therein thus develop insights and appraise its applicability.

The findings may be used to identify gaps in the organisation regarding their purchasing activities thus able to fill them therein. These organisations would ultimately appreciate the benefits and comprehensively embracing the outcome with the aim of creating change in the status of the organisation to a better position.

The results may be used provide supplementary literature for further research and used by academicians in the area of horizontal Collaborative purchasing.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on theoretical and empirical evidence on horizontal cooperative purchasing. The literature reviewed on the aspects of horizontal cooperative purchasing including collaborative prequalification, benefits and the avenues of improving horizontal cooperative purchasing. It explores resources, commitment and trust or no trust that support the concept to attain expected performance.

2.2 Theoretical Review

The theoretical foundations of the study based on the networking theory (Klijn, 2008). Collaborative arrangements from groups are subject to external pressure to collaborate and organizations need adopt inter-organizational relationships. Burt (1982) suggests that the networking theory is one of the major theories related to collaboration thus horizontal alliances make a significant contribution to productivity gains (Oum et al., (2001). To achieve this, organizations must be embedded in networks of linkages that facilitates and constrain their actions and shape their interests (Nohria and Gulati, 1994). Managing cooperative network is an obvious process that aspects of cooperative purchasing including but not limited to collaborative prequalification, joint specification development and joint framework contract initiation seems to be a precondition to promote and sustain organizational performance in terms of horizontal collaboration in the armed forces of Uganda.

Hakansson and Snehota (1995, cited in Benson-Rea and Wilson, 2003) underline that the network “is a structure with inherent dynamic features, characterized by continuous organizing process”, one of the most important theories of networks. Therefore the coordination and management of network

dynamics seem to be intimately related to the success of the network (Moreira and Corvelo, 2002; Doz, Olk and Ring, 2000).

2.2.1 The Networking Theory

A related theory on the importance of networking focuses on the value of networking and collaboration in creating social capital which contains three main elements first resources embedded in a social context; secondly that are accessed or mobilized and thirdly purposive action (Lin, 1999, p. 30). The relationship perspective and according to the network approach appear critical to goal performance (Hakansson and Snehota, 1995).

The value of networking in this perspective is seen as lying in its ability to harness resources held by other actors and increase the flow of information in a network. This gives notion that emphasizes connections between public entities in Uganda particularly UPF and UPS. A network can exert more influence on its social and political environment than individual actors (Lin, 1999). Social capital can also help spread innovation, which, according to Hargreaves (2004), is best done through bottom-up networks that can both quickly link schools to innovators and may themselves lead to innovations that are more open to change and challenge and less likely to ossify than top-down strategies.

Knowledge lies in different minds, both individual and collective, and therefore networks are needed to increase effectiveness. The value of networking lies in spanning “structural holes” where information or skills are lacking (Burt, 1992). This makes collaboration a potentially fruitful strategy for all actors involved in a network, as each may in theory be able to span structural holes, something which becomes more likely when a network consists of several actors.

In this view, networking can be unsuccessful where there is too strong an imbalance between actors in terms of what information or skills they possess or where structural ties can imprison actors in negative behaviour patterns (Borgatti & Foster, 2003).

A key distinction in social capital theory lies in whether the gains from the network accrue mainly to the individual entity, the network as a whole, society, or a combination of these. In the most successful examples of networking, social capital is both an individual and a collective good. This is important, as in cases where the benefits are seen as entirely societal or at network level, the motivation of individual actors (public entities) may be limited. On the other hand, purely individual benefits may tempt actors to play zero sum games, thus limiting trust and eventually causing the demise of the network (Lin, 1999). Social capital may itself lie in the extent to which organizations are experienced at working with others. There is evidence from the business field that organizations with more of this experience are likely to form more inter-organizational networks (Brass et al., 2004).

Collaborations in this perspective are more strongly driven by clearly worked out self-interest than in the constructivist model. The goals of networking from this perspective would lie mainly in knowledge transfer or the acquisition of increased influence or voice within public entities community. Where the goal is the formal, public entities are likely to be working together because of perceived different strengths and weaknesses and may develop specialism further through collaboration, such as collective purchase of commonly used items of the actors.

They thus form complex and heterogeneous network structures, in which actors no longer act as individuals but do so in a linked and interdependent way. Actors may have different values and beliefs but share the common goal of their movement. New Social Movements are not built on traditional identities around class, ethnicity, or gender but develop their own collective identity.

They are also not constant but leave structures and cultures behind when they disappear. They are often built around and dominated by activist leaders (Diani, 2003; Hadfield, 2005). Networks can, according to Hadfield (2005), therefore be classified to some extent as New Social Movements, displaying as they do a number of these characteristics, such as transience, complexity, and the need to build up new identities for the network.

However, a key distinction between New Social Movements and public entity networks would, for most networks at least, appear to lie in the voluntaristic nature of the alliance. This perspective may provide interesting insights into networks that are bottom up and values driven or political in purpose, and the emphasis on the transience of arrangements, the possibility of multiple linkages, and the realization that actors within networks may not fully share values but may do so only with regards to the goals of the network may provide useful insights into this form of collaboration.

While overlaps exist between other conceptions of networking and the Theory of New Social Movements (TNSM), TNSM does have a number of distinctive elements which specifically illuminate the fluidity of networking arrangements, which does often appear to characterize networks, and the possibility for voluntaristic action.

2.2.1.1 Relevancy of the Network Theory

Given that resources are limited and increased demand of goods, services and/or services, and complex expectations from the community, it is imperative that organisations adopt collaborative purchasing strategies. In this regard it is ideal that organisations network to harness collaboration. Referring to Uganda police Force and Uganda Prisons, these entities have similar structures and identical needs, thus attracting cooperative purchasing to save tax payer's money and achieve value for money. To achieve this, entities share information regarding the value of specific goods, services or works to aid the gradual procurement process.

Thus the networking theory can be seen as part of an alignment of relationship between entities in Uganda particularly, with specific reference to UPF and UPS, to facilitate the collaborative move.

2.3 Conceptual Framework

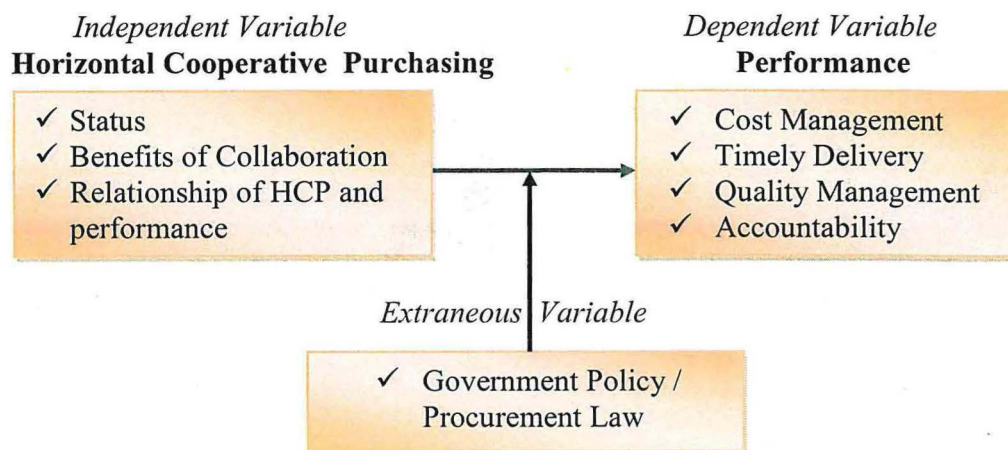
According to Cagnazzo et. al. (2009), horizontal cooperative purchasing, covers a wide spectrum relating to the system in which it is applied, the involved actors and the relationships among subjects. To collaborate UPF and UPS must network. Muhwezi (2010) notes that networking is quickly following the rationale of the global economy and they are witnessing the formation of networks on a global scale and organisations belong to the same networks to enable deal with meta-problems.

The intent of the study was to narrow the scope with specific reference to UPF and UPS and identified areas suitable for collaboration. Joint specification drawing, Collaborative prequalification and joint framework contract initiation are vital aspects in order to create a platform for the success of horizontal cooperative purchasing in the armed forces. The study highlighted the status, benefits and ways of improving horizontal cooperative purchasing in the armed forces. It additionally aimed at unmasking the relationship between HCP and performance. In order to sustain horizontal cooperative purchasing, with the scarce resources available entities must be committed and bear trust to facilitate the operations of the UPF and UPS. HCP should be built on the foundation of commitment and sometimes partners have to sacrifice something, especially in emergency situations to survive the initial phase (Hoffmann and Schlosser, 2001).

The aspects of government policy / procurement law within the concept of HCP as reflected in

the figure 1.1 will yield into cost management, timely delivery, quality management and accountability in the armed forces.

Figure 1.1 Conceptual Framework of Horizontal Cooperative Purchasing and Performance



Source: Adapted from Chobticha M., (2011) with modifications by the Researcher

2.4. Horizontal Cooperative Purchasing in Organisations

Horizontal cooperative purchasing is too known as group purchasing, joint purchasing, collaborative purchasing, consortium purchasing, shared purchasing, bundled purchasing et cetera (Schotanus 2007).

Group purchasing is defined as an organisation where cooperative purchasing takes place. Purchasing group comprise independent or dependent organisations that bundle together in order to achieve mutually compatible goals that they could not achieve individually (Hendrick; 1997, Lambe et al, 2002).

Cooperative purchasing is a system where government bodies jointly utilize their purchasing power seeking to streamline the procurement process, and, at least in theory, avail themselves of the benefits of large-scale price efficiencies (Kennedy & Melanie, 2013). Public organizations have similar structures, networks, purchasing needs, a common environment and a common goal to maximize the value of the tax payer's money (Muhwezi 2010). The concept of cooperative purchasing makes sense when it is touted by its proponents for its efficiency, with

advocates claiming the public entities can save time, money and effort by avoiding re-bidding identical contracts within each entity in Uganda. There is no duplication of the bidding process, increased buying power and entities leverage volume driven cost reductions. This makes a perceived advantage of cooperative purchasing a very attractive solution for internal cost saving and administration reasons, as well as a viable means of complying with legal framework to assure cost effectiveness, and to act in the public's best overall interest when entering into competitive bid contracts. Cooperative purchasing has been considered as a good procurement approach in reducing procurement costs and risks, minimizing "red tape" and maximizing the economy of scale (due to large volume purchases) for the government (Thai and Piga 2007). As contract workloads increase, purchase requirements become complex and budgets and resources decline, government officials strain to continue to meet these objectives and seek innovative tools to deliver effective and efficient support (Ralph et al, 1998). However, government procurement professionals notably in UPF and UPS ought to turn various forms of cooperative contracts to ease the strain. Cooperative purchasing can save significant time and money in contract production and lower contract prices through the power of aggregation.

2.4.1 Areas Suitable for Collaboration

2.4.1.1 Joint Specification Drawing

Previous studies of Hashim (1999), Rashid et al 2006; Eriksson and Waterberg (2009) suggest different procurement related factors that affect performance. Vennstrom (2012), postulates that cooperative procurement procedures of joint specification drawing affect performance. Specification forms the heart of the procurement, whether or not a purchase order or contract

will be performed to the satisfaction of the buying organisation frequently is determined at the time of specification is selected or written (Burt and Dolye, 1993).

The requirements are measured under cost, time and quality related factors. The quality related aspects include design, reliability, and aesthetic appearance (Ogunsammi, 2013). In Uganda, insights on cooperative purchasing are noted on drawing joint specifications (Muhwezi 2010). Development of specifications should be conducted as a collaborative process whenever economically justified (Burt and Dolye, 1993).

2.4.1.2 Collaborative prequalification

Prequalification is a formal process which usually requires prospective tenderers to answer a standard questionnaire followed by a briefing session. Prequalification is a pre-tender process that aims to assess the capability and competence of potential bidders through screening contractors according to a given set of criteria (Russel and Skibniewski; 1998, Hastus and Skitmore, 1997). UPF and UPS ought to collaborate with providers through prequalification in order for them to demonstrate that they have appropriate procedures in place to comply with the purchasing regulatory framework, as well as possessing the usual qualities and resources expected of a competent provider. Prequalification is part of the strategic process that provides a systematic approach to evaluate and assess contractors and other service providers and also provides the basis for risk profiling and risk management, (Nair & Haupt, 2008).

It is an essential step in deciding whether a service provider or contractor can adequately perform the pertinent project without exposing UPF and UPS, for example, to claims for damages from third parties. It is, therefore, necessary for providers to have an appreciation of constructability or buildability, the ability to recognize limitations, task-related faults and errors, and identify appropriate remedial or corrective actions (Nair & Haupt, 2000).

Collaborative prequalification has diverse benefits where the UPS and UPF must celebrate the wins. Nair and Haugt (2000) suggest, adequate time is taken to determine whether the (potential) bidder is indeed responsible, readily available common data base of listed providers, rating of providers according to expertise and reliability are more probable and absolute blacklisting of providers on a common data base.

Kabaj (2003) argues that the failure to pay adequate attention to the importance of established regulatory frameworks as a means to enhance investor confidence is the major culprit to the devastating effects on the productive use of resources. This therefore impacts on cost management, timely delivery, quality assurance and accountability. Lack of accountability creates opportunities for corruption (Karanja 2000). Brinkerhoff (2004) identifies key elements of accountability including measurement of goals and results, justification of results to internal and external monitors and sanctions for non performance.

2.4.1.3 Joint Framework Contract Initiation

Framework agreements are designed for use to procure work on regular basis and capture the benefits of long term relationships and suitable where partnering or collaborative approach is desired (The Joint Contract Tribunal, 1998). A framework contract agreement is an umbrella agreement that sets the terms (particularly relating to price, quality and quantity) under which individual call off orders are made throughout the period agreed in the agreement (Collaghan, 2010). A framework contract is a contractual arrangement for an estimated quantity of supplies, works or services at fixed unit prices over a certain period of time, where actual quantities of supplies are purchased or specified scope of works or services are performed by means of individual call-off orders and payment is made for the actual quantities delivered or services and works undertaken. A "Call-Off Order" means an order/individual contract issued by the

Procuring and Disposing Entity for the purchase of specified quantities of the supplies or performance of services, works under a framework contract (PPDA Guidelines, 2014).

2.4.2 Other Areas Suitable for Cooperative Purchasing

The tremendous growth and expansion of cooperative purchasing programs over the past decade has been cause for consortium leaders to put forth significant effort to design programs, that can withstand the scrutiny inherent in public sector contracting as Association of education service agencies reveals (AESA, 2013). Insights of the activities where horizontal purchasing collaboration takes place were note in ministries (Muhwezi, 2010). Some of the activities embrace, capacity building, use of similar list of prequalified suppliers, price comparisons and other challenging procurement aspects like procurement of services and equipment for newly discovered oil reserves.

Generally speaking, cooperative contracts may be developed if one or more parties identify a common need suitable for cooperative purchasing and sign an agreement to work together (Ralph et al, 1998). The areas from universities are highlighted by Muhwezi, (2010) and include joint contract committee and bid evaluation among others.

However, the other areas are not comprehensively focused hence narrowing the scope of the study.

2.5 Benefits of Cooperative purchasing

Cooperative purchasing often refers to a co-operation in the public sector (Cavinato, 1984; Monczka, 1995). Group purchasing provides an opportunity for businesses and organisations to realize considerable benefits on purchasing. Despite cooperative purchasing meaning an extra line in the supply chain, savings can be made through increased economies of scale and reduced

number of transactions between suppliers and buyers. Typical advantages of cooperative purchasing are similar to the benefits of centralized purchasing in an organisation (Kivisto, 2003): lower prices, increased flexibility of inventory, lower logistical costs of inventory, lower management costs, and sharing of information (Tella and Virolainen, 2005), higher quality, lower transaction cost, reduced workload, reduced supply risk and learning from each other (Schotanus & Telgen, 2005). Most PDEs have inadequate information and sharing information is crucial especially on price, reliable suppliers, and availability of alternative products or services (Muhwezi, 2010).

Horizontal collaboration makes use of expertise across the collaborating PDEs to leverage volumes and secure benefits from economies of scale through harnessing combined purchasing power (Muhwezi, 2010), suppliers create economies of scale to collaborating entities (Arnold, 1997; McCarthy and Golicic, 2002; Rozenmeijer, 2000). Horizontal purchasing collaboration removes boundaries between PDEs (Naylor et al, 1999; Romano, 2003) which makes all purchasing procedures standardised and less costly.

Once there is collaboration between public entities, a common way of working together can be established and uniform work processes can be put in place thus sharing the best practices across the entities, common training, ensuring of economies of processes (Muhwezi, 2010).

Horizontal collaboration is effective in bringing together diverse resources, expertise and experience to solve complex issues whose solutions lay outside the capacity of any one sector (Chomik, 2007, PHAC, 2007; Health Canada, 1999). Its benefits lie in the potential to build capacity and maximize the use of combined resources (McLaren et al, 2010).

When used strategically, collaboration produces positive impacts: stakeholders committed to policy or program change and strengthened capacity of individuals (O'Donnell, 2012).

2.6 Critical success factors of cooperative purchasing

All studies face the difficulty of evaluating the success of alliances (Hoffmann & Schlosser, 2001). It is not an easy task to objectively measure the success of cooperative purchasing as it depends on the objectives of a specific group. Some groups have a hard financial focus while others have a soft focus on learning from each other as echoed by Schotanus et al. (2010). Therefore the success of a group is determined by the degree of achieving the objectives of the purchasing group.

One of the most important objectives found is information exchange between the members about price levels and suppliers (Tella & Virolainen, 2005). Using similar short list of prequalified providers for urgent procurements (Muhwezi, 2010), provides a ground for collaboration for entities in Uganda with specific reference to UPF and UPS. Undergoing procedures in procuring goods or service or works is rather bureaucratic thus delaying. Therefore in this study, this would second the objective of information sharing between the two entities enhancing the success by fulfilling this objective.

The rationale behind cooperative purchasing is to have more volume and share work load to reduce costs (Schneller, 2000). Bundling volume also called consolidation is a procurement practice used to transfer activities to a central entity such as bidding, supplier evaluation, negotiation and contract management. A purchasing group usually provides additional power to the members of the group in their negotiation with suppliers. Ultimately members should get more favourable conditions than they would be obtained individually (Rozeniejer, 2000). Owing to the study the two entities with identical nature of procurements would consolidate requirements and obtain a single supplier to the required items thus reduce costs through negotiation and effective contract management instead of fragmented contracts if procurements were done separately.

Good working relationships among partners and shared vision are seen as strong enablers to successful collaborative purchasing.

Conditions such as resources are so critical that it would be difficult to sustain a successful collaboration without them from the outset. Collaboration depends on sufficient resources (human, financial, material) in order to carry out necessary work (PHAC, 2007; Health Canada 1999; Chomik, 2007; Determine, 2010). Collaboration can solve complex problems without resources. Resources can be funding for an initiative or in kind supports such as expertise.

Structures refer to institutions, legislation, policies and mechanism that determine how operations are carried out. It may refer to the architecture of the structure that houses multiple sectors. Well-designed structures can facilitate integration of services and strengthen communication among partners (Danaher, 2011). Structure is a permanent set of social relations with a certain pattern (Wasser and Faust, 1994). Collaborative structures at formation are key success of collaboration hence predetermined by initial combination of ingredients (Das and Teng, 1996; Doz, 1996; Shane 1998). Thus Uganda Police Force and Uganda Prisons have similar structures that may facilitate horizontal purchasing collaboration.

Given the current economic climate of limited resources, increasing demands on services and complex community expectations, it is important that entities look at strategic collaborations and partnerships as ways to respond to these challenges.

Norris-Tirrell and Clay (2010) emphasize that almost any problem today is too complex to be addressed individually or by organizations working alone in their silos: ‘What in the past would have appeared as a straight forward administrative problem now more than not requires working with other programs, agencies, citizens, and multiple stakeholders across policy arenas.’ They further note that public and non-profit administrators often stumble into collaboration without a Strategic orientation.

The Guide (NLC, 2006) outlines that to be effective, collaborative arrangements need to have strong positive leadership, benefits of a partnership must be clearly articulated and easily understood, establish an effective governance regime including effective internal and external communications, ensure that partnership development is inclusive and readily accepted by the partners, staff and the community served, identify and manage all costs, including those without a clear value such as time and inconvenience, manage political differences to keep the focus on improving outcomes for communities, focus on the outcomes to be achieved through a partnership. It further suggests that to balance competing priorities and targets, there must be a good match between the objectives of the partnership and the other objectives the entity will have manage change.

2.7 Summary of Literature Review

Horizontal cooperative purchasing in in public organisations need to be harnessed by members of the collaborations. Areas of collaboration including joint specification drawing, collaborative prequalification and joint framework contract initiation need to be undertaken to facilitate the objectives of the collaboration. Nonetheless this is aided by the status and form of collaboration in the two entities. Thus critical success factors must be observed by the members who include observing the objectives of the members of the purchasing group.

The avenues of improving collaborations would be committed members of the group, availability of resources and trust or not trust. For public entities with specific reference to UPF and UPS, procedures are followed such that whether there is trust or not trust collaborations must be done.

To improve efficiency in the public sector procurement and generate savings to take a holistic look at the spend management process across the entire entities.

Entities must be vigilant in continuously improving procurement policies and procedures.

Management in UPF and UPS must take stance on changing longstanding combined purchasing approach championing new and innovative ways to increase efficiency.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter represents a brief description of the research the methodology used in the study which includes the procedures and processes used to carry out the research that covered the research design, study population, sample size, sampling procedures, data sources, collection instruments, validity and reliability, measurement of study variables, data processing and analysis and limitations to the study.

3.2 Research Design

Research design is defined as the clearly defined structures within which the study is implemented (Burns & Grove 2001). Exploratory research is defined as the initial research into a hypothetical or theoretical idea (Kowalczyk, 2015). It intends to explore with varying depth.

Descriptive research is defined as attempts to explore and explain while providing additional information about a phenomenon. The exploratory and descriptive research designs were adopted due to the nature of the study as both descriptive and explorative. Exploratory research provides insights into and comprehension of an issue or situation. This type of research assists to determine the best research design, data collection method and selection of subjects. On the other hand, descriptive research also known as statistical research, describes data and characteristics about the population or phenomenon being studied. It answers the questions who, what, where, when and how. Thus basing on the above, the two research designs were appropriate for the current study since it is vital to establish the extent of horizontal cooperative purchasing and performance of PDEs.

3.3 Area of Study

The area of the study was the Uganda Police Force (UPF) particularly procurement and disposal Unit (PDU) and the directorate of Logistics and Engineering. The directorate has its peripherals including Logistics (located at Jinja Road close to the Police Duty Free shop Construction and Land Management (Located at Kireka along Kinawataka Road). Additionally, the study was also carried out at the Uganda Prisons Service (UPS) located along Saide Barre Avenue specifically in the sections of building and estates, quarter master and procurement and disposal all in Kampala district. In UPS the sections under study were PDU and support services including Estates and Engineering. These areas are selected to fit the objectives under the study as previously highlighted in chapter one.

3.4 Study Population

In research methodology, Brynard and Hanekom (2005) suggests that ‘population’ does not refer to population of a country, but rather objects, subjects, phenomenon, cases, events or activities specified for the purpose of sampling. Thus in this research project, the population size comprised of 270 UPF & UPF staff (nominal roll as at July, 2015) in UPF’s directorate of Engineering and Logistics, UPS’s building and Estates Engineering Section and quarter master, and PDUs of both UPF and UPS. For the interest of time, other departments were left out to narrow the scope, thus saving time. The category of respondents was chosen because they are knowledgeable about the procurement and disposal activities. These sections nearly request for the same requirements (UPFs and UPS’s Requisition Forms, solicitation documents and minutes of contracts committee 2015).

3.5 Sample size and Selection

3.5.1 Sample Size

Out of 270 members of staff (UPF & UPS Nominal Roll as at July 2015), a sample size of 159 respondents were selected (using Krejcie and Morgan Table, 1970 in Appendix I). Table 1.1 beneath shows the sample size and selection.

Table 1.1: Sample size and Selection for Uganda Police and Uganda Prisons Service

Section	Target Population		Total Target Population	Sample Size		Total Sample Size
	UPF	UPS		UPF	UPS	
Logistics & Engineering	198			99		
Building & Estates		37			30	
Quarter Master		13			10	
Procurement & Disposal Unit	12	10		10	10	
Total	210	60	270	109	50	159

Source: Uganda Police Force and Uganda Prisons Nominal Roll (July, 2015) for sample selection using Krejcie and Morgan (1970)

3.5.2 Sampling Techniques

According to O'Leary (2004), sampling is a process that is always strategic and at times mathematical and involves using the most practical procedures possible for gathering a sample that best represents a larger population. Kumar (2005) motivates that purposive sampling is extremely useful when constructing a historical reality, describing a phenomenon or developing something about which only a little knowledge is known. Thus, owing to the nature of the study, non probability purposive sampling was used. This research project focused on horizontal cooperative purchasing and performance of PDEs in the armed forces particularly UPF and UPS.

The respondents were selected based on their knowledge on the issue under consideration pertinent to the study.

3.6 Data Collection

Triangulation refers to the use of more than one approach to the investigation of a research question. Therefore a particular type of triangulation known as methodological triangulation was used. Methodological triangulation is the use of more than method of gathering data. The sources included literature review, questionnaires, interviews and observation.

3.7 Sources of Data collection

Yin (1994) states that documentary information “is likely to be relevant to every case study topic”. Merriam (1998) contends that “documents of all types can help the researcher uncover meaning, develop understanding and discover insights relevant to the research problem. Primary research is conducted for a specific purpose of addressing the problem at hand whilst secondary data is collected for some purpose other than the problem at hand as contended by Malhotra and Birks, (2003), and primary research can be qualitative and quantitative.

The case study enabled use of multiple methods for data collection and analysis. The primary sources of this study were primary source materials and documentary evidence, interviews with key participants and observation of HCP recipe as research objectives. Divergent sources of evidence and different data collection techniques (for instance documentary evidence, interviews and observation) are methods that improve the quality of data and research findings (Patton, 1990).

3.8 Data collection Instruments

3.8.1 Documentary Review

Preliminary activities were carried out to justify the study. The researcher conducted literature review of previous research about horizontal cooperative purchasing. Additional information

was obtained from websites and unpublished literature including minutes of meetings, loose minutes and internal memos.

3.8.2 Questionnaires

Questionnaires are mostly widely used data gathering technique in research and can be used to measure issues that are crucial to the management of human resources such as behaviour, characteristics, expectation etcetera (Anderson, 2004). Questionnaires give respondents freedom to elicit some information in detail. In order to efficiently use the case study research strategy, questionnaire method was used and was intricately designed to gauge the relationship between HCP and PDEs performance in the armed forces particularly UPF and UPS.

According to Kenyon (1999), closed-ended questions are used in order to obtain the maximum amount of information without imposing on the time and resources of the respondents. In this study such questions were used for the same reason. The questionnaire was designed to establish the relationship between HCP and performance of PDEs in the armed forces in Uganda and was divided into sections (Appendix II).

Section A included general information with aspects of Designation, Name of entity the participant belonged to, level of education, years of experience and the department attached to.

In section B part I I, the respondents were asked to select the main reasons for HCP by PDEs whilst Part III - A, B & C the participants were asked reasons for HCP in terms of joint specification drawing, collaborative prequalification and joint framework contract initiation.

3.8.3 Guided Interviews

Interviews pave way of gathering information and find out things that the researcher cannot directly observe (Patton, 1990). Interviews are an important data collection technique for a case

study since “case studies are about human affairs.... These human affairs should be reported and interpreted through the eyes of specific interviewees, and well-informed respondents can provide important insights into a situation” (Yin, 1994). In this research project, the interview method was used for a variety of purposes as identified by Lincoln and Guba (1985) including obtaining here and now constructions of phenomenon, reconstruction of previous events, projections of the future and verification of data from other sources (triangulation).

The researcher conducted interviews with participants deemed knowledgeable of the concept from the Procurement and disposal unit and selected end users (Table 1.1).

3.9 Validity and Reliability

Reliability and validity are vital concepts to pay attention to when developing a research instrument. A key aspect in an investigative enquiry is its credibility - the extent to which the data that have been obtained are both relevant and valuable. To make this assessment, it is necessary to consider how reliable and valid the data is (Anderson, 2004). Reliability does not equate to validity, but reliability exists without validity thus to be valid there must be evidence of reliability.

After constructing the questionnaire the researcher contacted the supervisors and two other experts. Thus, the researcher constructed the validity of the instruments by using expert judgment method suggested by Gay (1996).

3.9.1 Validity

Validity is defined as the degree to which an instrument measures that what it was intended to measure (Kumar, 2005:153).

To test the validity of an instrument, a study was done by using ratings from three (3) experts of the items in the questionnaires. Based on their responses validity tests were done to check the validity and usability of the instrument. Content validity is a measure of the extent to which a test covers the content it is testing (Carmines and Zeller, 1991). A content validity index value was computed for each item on the scale referred to as item content validity index (I-CVI) and scale content validity index (S-CVI).

Using I-CVI, relevance of each item was sought on a four point scale as 1 – not relevant , 2- somewhat relevant, 3 quite relevant and 4 highly relevant as revealed in table 1.2.

The experts who scored items as relevant were represented with either 3 or 4. Two experts rated 14 relevant out of the 15 items equating to .93 and the other 10 out of 15 resulting into .67. Thus the S-CVI was calculated by obtaining the average of the proportion relevant rating as beneath:

$$S - CVI = \frac{.93 + .93 + .67}{3} = .84$$

Similarly, S-CVI was also computed by getting the average of the I-CVI that is by dividing the sum of I-CVI (12.67) and dividing it by the number of items (15). Thus giving rise to the same outcome of .84.

$$S - CVI = \frac{12.67}{15} = .84$$

Table 1.2 shows the results below.

Table 1.2 Ratings on a 15 Item Scale by Three Experts

Item No.	Expert 1	Expert 2	Expert 3	Number in Agreement	I CVI
1	3	4	3	3	1.00
2	2	4	3	2	0.67
3	3	3	3	3	1.00
4	3	3	2	2	0.67
5	3	3	2	2	0.67
6	3	3	2	2	0.67
7	3	2	1	1	0.33
8	3	3	2	2	0.67
9	3	3	3	3	1.00
10	3	3	3	3	1.00
11	3	3	3	3	1.00
12	3	3	3	3	1.00
13	3	3	3	3	1.00
14	3	3	3	3	1.00
15	3	3	3	3	1.00
Proportion of Relevant Rating	0.93	0.93	0.67		12.67
Mean I-CVI	0.84				
Rated Relevant	0.84				

Notes

Items rated 3 or 4 considered as relevant (agreement)
 I-CVI: Item Content Validity Index

3.9.2 Reliability

Reliability is concerned with internal consistency regardless whether data collected, measured or generated is identical under repeated trials (O’Leary (2004). Cronbach’s alpha (CA) was used to measure the internal consistence reliability of the instrument. CA was computed using SPSS version 20. A data sheet containing test items were used in the computation of CA using the reliability command. The Alpha coefficient for the test items postulated the internal consistency. The value of cronbach’s alpha came as .887 for section B part I, Part II .869, part III .845 and part IV .885 all of which are acceptable as good value. Reliability coefficient of .70 or higher is

considered acceptable according the institute for Digital Research and Education. Table 1.3 beneath shows the outcome.

Table 1.3: Tests of Validity of the Questionnaire

Section B	No of Items	Cronbach's Alpha	Cronbach's Alpha Based on standard Items
Part II	15	.887	.887
Part III - A	18	.869	.869
Part III - B	12	.845	.843
Part III - C	15	.885	.884

3.10 Data Processing and Analysis

3.10.1 Quantitative Data Analysis

Statistical Package for Social Scientists (SPSS) version 20 was religiously used for the statistical analyses. Coding of variables in quantitative research is very critical for better interpretation of results. Designation, entity name, level of education, total experience and department were all coded and entered into the computer. The variables and responses were coded and entered directly into SPSS version 20 and the required analyses were done. Frequency tables and charts were extracted generated and for analysis.

3.10.2 Qualitative Data Analysis

Descriptive statistics was categorised under different themes and sub themes using the critical judgment approach. The data was interpreted by explanations and substantiated using open responses from the field (Rwomushana, 2005). While analysing qualitative data, conclusions were made under different themes inter related to ascertain the relationship between horizontal cooperative purchasing and performance.

3.11 Ethical Considerations

Ethics is the appropriateness of one's behaviour in relation to the rights of those who become the subject of one's work (Saunders et. al, 2003). Access to data collection, analysis and reporting was sought by the researcher through obtaining an introductory letter from the Graduate School of Management in order to obtain permission to conduct the research at Uganda Police and Uganda Prisons Service. The respondents were assured that the information to be obtained from them was purely for academic and confidential. Regarding literature review, all sources were acknowledged by authenticating them through siting references.

3.12 Limitations of the Study

In this research report, there are innumerable limitations that merit attention:

Obtaining research permit to access the case study areas identified was a little lengthy due to the bureaucratic tendencies and the nature of the organisations. Accessing the respondents took a bit of time thus affecting the research duration.

Cooperative purchasing is a new concept in Africa particularly in the public sector in Uganda. Many respondents did not fully understand the concept thus each of the respondents needed an in depth explanation in order to obtain the meaning. Much effort was vested in explanation about the concept.

Some respondents were unwilling to disseminate information (especially of a classified nature) because of security reasons. The research cautioned regularly throughout the research duration.

The respondents lost the questionnaires thus calling for replacements.

Besides it was rather tedious to move from one area to another because of the fragmented nature in terms of locations.

Balancing between the research project, work related and other businesses the researcher had to undertake.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

In this chapter results of the data analysis are presented. The data were collected and then processed whilst relating to the objectives of the study and research questions in chapter one of this dissertation. The purpose of the study was to examine the feasibility of horizontal cooperative purchasing and performance of procurement and disposal entities in the armed forces in Uganda with specific reference to Uganda Police Force and Uganda Prisons Service.

4.1 Response Rate

One hundred fifty nine questionnaires were distributed to members of staff (including civilian staff, police and prison officers) of Uganda Police Force and Uganda Prisons Service. Ultimately 92 usable and 29 unusable questionnaires were returned indicating 57.9 percent and 18.2 percent respectively. 38 questionnaires were not returned making 23.9 percent of the total questionnaires distributed. Most of the unreturned questionnaires were due respondents transferred to other locations given the nature of their entities. For the interest of time the study could not wait for new staff to assume office thus rendered unreturned questionnaires and table 1.4 below reveals portions respectively.

Table 1.4 Response Rate

	Frequency	Percent	Valid Percent	Cumulative Percent
Usable	92	57.9	57.9	57.9
Unusable	29	18.2	18.2	76.1
Unreturned	38	23.9	23.9	100.0
Total	159	100.0	100.0	

Source: Primary Data

The data was statistically analysed using the SPSS (Statistical Package for Social Scientist) version 20. The findings were discussed according to sections of the questionnaire. The three sections of the questionnaire were:

Section A: General Information

Section B: Part I: Status of cooperative purchasing

Part II: Benefits of cooperative purchasing

Part III: Relationship between cooperative purchasing and performance

4.2 General Information

In this section, information regarding the job title/ designation, entity name, level of education, work experience and section attached was developed.

4.2.1 Respondents' Designations

Purposive sampling was used by finding out the roles of respondents in order to obtain usable information regarding relating to the study. The findings are revealed in table 1.5 beneath that the percentage of the respondents, directors, fleet officers, mechanics, foremen and desk officers was 2.2 in each category. 5.4 were artisans, construction officers, procurement officers and builders. 3.3 were staff officers while land management officers, Assistant commissioner procurement, general quarter master, legal officers, assistant procurement officers and motor vehicle maintenance officers took a portion of 1.1 in each category respectively. Logistic officers were 10.9, stores officers 12, engineers 32.6 and builders 5.4.

The respondents have various designations therefore represented as end users who engage in the purchasing process at its infancy while the procurement personnel would complete the

procurement process. Divergent opinions about the concept were obtained thus usable to the study.

Table 1.5 Respondents' Designations

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Directors	2	2.2	2.2	2.2
Artisans	5	5.4	5.4	7.6
Staff Officers	3	3.3	3.3	10.9
Land Management Officers	2	2.2	2.2	13.0
Procurement Clerks	1	1.1	1.1	14.1
Fleet Officers	2	2.2	2.2	16.3
Construction Officers	5	5.4	5.4	21.7
Logistics Officers	10	10.9	10.9	32.6
Mechanics	2	2.2	2.2	34.8
Foremen	2	2.2	2.2	37.0
Motor Vehicle Maintenance Valid Officers	1	1.1	1.1	38.0
Assistant Commissioner	1	1.1	1.1	39.1
General Quarter Master	1	1.1	1.1	40.2
Procurement Officers	5	5.4	5.4	45.7
Legal Officers / PDU	1	1.1	1.1	46.7
Assistant Procurement Officers	1	1.1	1.1	47.8
Desk Officers / Procurement	2	2.2	2.2	50.0
Stores Officers	11	12.0	12.0	62.0
Engineers	30	32.6	32.6	94.6
Builders	5	5.4	5.4	100.0
Total	92	100.0	100.0	

Source: Primary data (2015)

4.2.2 Respondents' Entities

The study was done on the identified case studies revealed in table 1.6. A figure of 73.9 percent of the respondents belonged to Uganda Police Force (UPF) whilst 26.1 percent were attached to Uganda Prisons Service.

Table 1.6 Respondents' Entities

	Description	Frequency	Percent	Valid Percent	Cumulative Percent
	Uganda Police Force	68	73.9	73.9	73.9
Valid	Uganda Prisons Service	24	26.1	26.1	100.0
	Total	92	100.0	100.0	

Source: Primary data (2015)

4.2.3 Respondents' Level of Education

Table 1.7 beneath shows that of the respondents 14.1 percent of the respondents were certificate holders, 23.9 percent with diplomas, 50.0 percent with undergraduate degrees, 8.7 percent had masters and 3.3 belonged to the category undefined of other. The education levels as shown the table implies that the respondents were knowledgeable and their participating contributed to obtaining right and reliable information required about the purchasing process for the research to make analyses.

Table 1.7 Respondents' Level of Education

	Description	Frequency	Percent	Valid Percent	Cumulative Percent
	Certificate	13	14.1	14.1	14.1
	Diploma	22	23.9	23.9	38.0
Valid	Under Graduate Degree	46	50.0	50.0	88.0
	Masters	8	8.7	8.7	96.7
	Other	3	3.3	3.3	100.0
	Total	92	100.0	100.0	

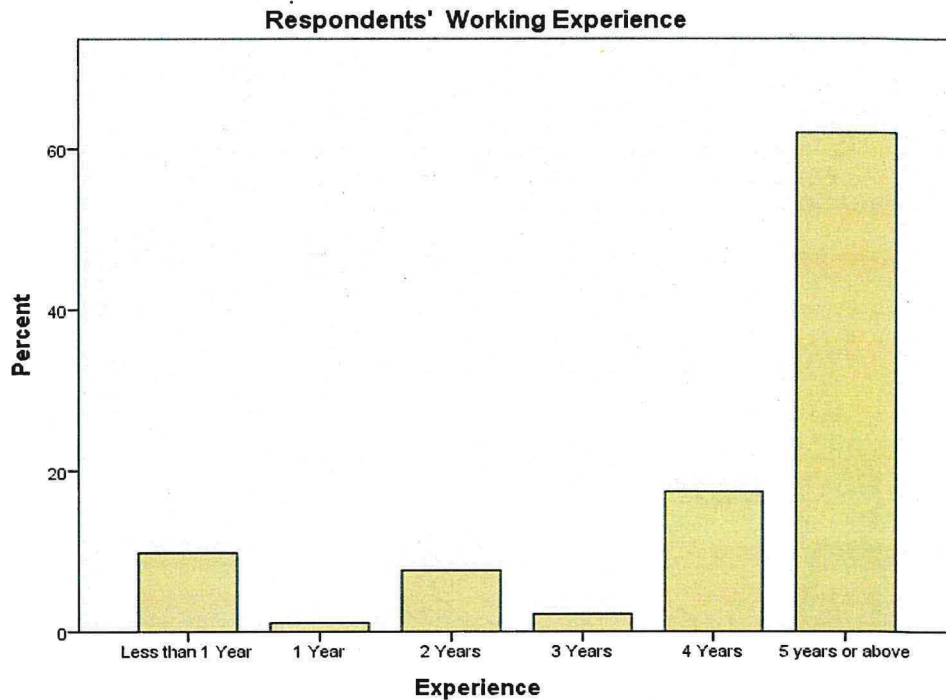
Source: Primary data (2015)

4.2.4 Respondents' working Experience

The respondents experience in Figure 1.2 beneath reveals that those with less than 1 year are 9.8 percent, 1 year 1.1 percent, 2 years 7.6 percent, 4 years 17.4 percent and 5 years or above were 62.0 percent The implication with the findings is that given their respective experience, the

respondents would provide reliable and usable information regarding their opinions on the study.

Figure 1.2 Respondents' working Experience



Source: Primary data (2015)

4.3 The Status of horizontal cooperative purchasing

To establish the status of cooperative purchasing, in the questionnaire the participants were asked to respond to the status of cooperative purchasing in their entities on a five point likert scale as 1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly Agree. From 92 participants from both UPF and UPF 60 of the respondents agreed and 28 strongly agreed that there is collaborative purchasing in their entities the corresponding percentages were 65.2 and 30.4 respectively. The other 4 respondents gave neutral answers with 4.3 percent of the total participants. Table 1.8 beneath exhibits the results.

Table 1.8 Existence of Collaboration

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	4	4.3	4.3	4.3
Valid Agree	60	65.2	65.2	69.6
Valid Strongly Agree	28	30.4	30.4	100.0
Total	92	100.0	100.0	

Source: Primary Data (2015)

To establish the form of collaborative purchasing, 9 procurement personnel from both UPF and UPS selected because they are knowledgeable of collaborative purchasing. For the interest of time, 5 out 9 were not interviewed because their schedules were far upfront which could not be met during the study giving rise to 55.6 percent, while 4 of the procurement personnel equating to 44.4 percent responded as revealed in table 1.9.

Table 1.9 Interviewed Procurement Personnel from both UPF and UPS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Interviewed	4	44.4	44.4	44.4
Valid Not Interviewed	5	55.6	55.6	100.0
Total	9	100.0	100.0	

Source: Primary Data (2015)

The procurement officer from Uganda Police Force responded:

“Our collaboration is basically on information about prices and suppliers lists. Once we need to qualify any supplier or need information about the price for a particular good, service or works, we obtain information not only from other sister entities (UPS and UPDF) but also from PPDA and Makerere University lists available”.

The desk officer /procurement from UPF responded:

“In fact information about prices is obtained from Uganda Prisons and PPDA for comparison purposes with our estimates on our budget”.

“A procurement officer from Uganda Prisons service mentioned,

“Sometimes we have exactly similar purchasing needs and we need clarity about purchase descriptions for instance motor vehicles, we may ask UPF about the specifications of a particular vehicle type to obtain a clear picture of what to purchase”.

The procurement clerk from Uganda Prisons responded and had this to say,

In case of identical items say uniform parts, we contact UPF about the suppliers to establish the quality and price for the said items.”

This suggests that the nature of collaborative purchasing is informal because it comes in when need arises. There are no separate members on the board that represent the entity in the collaborative purchasing which additionally supports the suggestion.

4.4 Benefits of Horizontal Cooperative Purchasing

Participants were asked the main reasons why their entities would adopt cooperative purchasing with another entity. Data was input and analysed using the SPSS. Basing on the likert scale ranging from strongly agree through to strongly disagree, results were obtained as displayed in the descriptive statistics in table 1.10.

4.4.1 Results

The results show that the minimum score was 1 this indicates the respondents were in agreement with the respective statements why horizontal cooperative purchasing would be in

place. Taking into account the maximum scores, the participants scored 5 meaning that all options from strongly agree to strongly disagree were chosen.

Table 1.10 Horizontal cooperative purchasing performances of PDEs

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Cooperative purchasing with another entity would result into reduced costs	92	1	5	2.12	.900
Joint compliance with legal framework in cooperating purchasing would lead to timely delivery of supplies, services or works	92	1	5	2.18	.864
Collaborative purchasing between UPF and UPS would contribute to quality assurance	92	1	5	2.39	.949
Cooperative purchasing would between UPF and UPS would maximize economies of scale thus high bargaining power	92	1	5	2.12	.888
Collaborative purchasing between UPF and UPS would result into improved internal user satisfaction	92	1	5	2.41	.904
Cooperative purchasing between UPF and UPS would save time and money in contract production	92	1	5	2.27	.915
Merged purchasing between UPF and UPF would lower contract cost through power aggregation	92	1	5	2.14	.846
Cooperative purchasing between UPF and UPS would result into greater management capabilities	92	1	5	2.29	.920
Cooperative purchasing between UPF and UPS would save time by reducing bureaucratic tendencies	92	1	5	2.45	.953
Joint Purchasing between UPF and UPS would enhance greater supplier range thus improved quality due to competition	92	1	5	2.07	.899
Joint purchasing between UPF and UPS would lead to counter balancing of suppliers thus leading to timely delivery	92	1	5	2.33	.915
In Collaborative purchasing by UPF and UPS treating each other with loyalty and honesty would lead to cost reduction	92	1	5	2.39	.877
UPF and UPS being dependable on one another in collaborative purchasing would lead to timely delivery	92	1	5	2.36	.990

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
In cooperative purchasing, UPF and UPS would be partner oriented resulting into high bargaining power hence cost reduction	92	1	5	2.26	.936
UPF and UPS partnering with one another would lead to better accountability of supplies, services and/or works	92	1	5	2.28	.941
Valid N (listwise)	92				

Participants were asked to obtain their views on why cooperative purchasing would be embraced through face-to-face interviews. Comments from the Principle Procurement Officer from Uganda Prisons Service were:

“Due the similar nature of our procurements, we would learn from each other by experience to achieve the best (value for money). For example UPS and UPF use similar suppliers (we may say providers for that matter because there are also contractors) to identify weakness, strengths or failures.

Regarding the cost of our requirements, we would benchmark by comparing the cost with our counterpart and make a wise purchasing decision.

Contract management is a vital part of procurement. We would share experience of contract management practice from one another.

If we consider joint planning, some of the staff is not very good at management practice. Under consolidated planning by officials from both entities at the genesis of the planning exercise, millions of Ugandan shillings may not be returned to the treasury if effectively done. Each party would be accountable for its contribution to a common cause.”

From Uganda Police Force the procurement officer’s remarks were:

“Consolidating the requirements from UPF and UPS since most items are identical except for some classified products (for security reasons), would be purchased in bulk which would eventually reduce costs through probably discounts. Each entity would schedule delivery of items at its designated locations and time as specified in the solicitation document. But remember, the funds would not be consolidated each, entity would allot according to its requirements and payment to the providers would be effected accordingly. This would enable easy accountability for individual entities.”

4.5 Relationship between Horizontal Cooperative Purchasing and Performance

4.5.1 Joint specification Drawing and HCP Performance

Descriptive statistics were generated basing on the likert scale as, 1 – Strongly Agree, 2 – Agree, 3 – Not Sure, 4 – Disagree and 5 – Strongly Disagree. The respondents were asked for their opinions if joint specification drawing between UPF and UPS would lead the outcome as shown in the table 1.11 below.

4.5.1.1 Results

Referring the descriptive statistics in the table and taking into account the minimum scores, all the participant rated as strongly agree because the scores are 1 and above showing that there was a variant response on the degree of agreement of the cases in the questionnaires.

On the other hand, with reference to the maximum scores, all the responses were rated 5 except four cases where, “ joint specification would lead to cost reduction, in joint specification drawing collaborative information search about purchase description would lead to improved quality, trust between UPF and UPS would lead to proper accountability and UPF and UPS would value the relationship during specification drawing that would lead to accurate

specification drawing therefore reducing costs ultimately” with the maximum score of 4. This reveals how the participants perceived the concept of joint specification drawing between the two entities.

Table 1.11 Specification Drawing and horizontal cooperative purchasing performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Joint specification drawing would lead to cost reduction	92	1	4	1.87	.801
UPF and UPS Interactive specification drawing would enhance accurate contract authoring thus timely delivery	92	1	5	2.04	.876
UPF and UPS interactive specification drawing at its infancy would result into cost saving by doing right the first time	92	1	5	2.17	.897
In joint specification drawing collaborative information search about purchase description would lead to improved quality	92	1	4	2.12	.810
Joint established standards against inspections, tests and quality checks would contribute to timely delivery	92	1	5	2.13	.880
Joint established standards against inspections, tests and quality checks would contribute to timely delivery quality assurance	92	1	5	2.04	.797
Collaborative purchasing between UPF and UPS would result into a balance between quality and delivery against cost	92	1	5	2.23	.853
In collaborative specification drawing UPF and UPS would maximize win-win opportunities thus leading to quality assurance	92	1	5	2.24	.830
Quality supplies, services or works would be delivered when UPF and UPS are committed hence accountability enhancement	92	1	5	2.23	.866
Trust would between UPF and UPS would lead to proper accountability	92	1	4	2.11	.845
Joint specification drawing would enhance complete commitment by UPF and UPS thus cost saving	92	1	5	2.16	.788

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
UPF and UPF would enhance complete commitment (trust)towards specification drawing hence cost saving	92	1	5	2.24	.803
UPF and UPS would value the relationship that would lead to accurate specification drawing thus cost reduction	92	1	4	2.21	.846
UPF and UPF would be willing to devote to sustain the relationship through commitment thus enduring cost reduction initiatives	92	1	5	2.34	.802
UPF and UPF would be willing to devote to sustain the relationship through commitment thus enduring quality assurance	92	1	5	2.30	.861
UPF and UPF would be willing to devote to sustain the relationship through commitment thus timely delivery	92	1	5	2.32	.811
UPF and UPF would be willing to devote to sustain the relationship through commitment thus enduring better accountability for partnership actions	92	1	5	2.26	.875
UPF and UPS high partner commitment would reduce opportunism leading to cost management	92	1	5	2.13	.892
Valid N (listwise)	92				

On the other hand, with reference to the maximum scores, all the responses were rated 5 except four cases where, “ joint specification would lead to cost reduction. in joint specification drawing collaborative information search about purchase description would lead to improved quality, trust between UPF and UPS would lead to proper accountability and UPF and UPS would value the relationship during specification drawing that would lead to accurate specification drawing therefore reducing costs ultimately” with the maximum score of 4. This reveals how the participants perceived the concept of joint specification drawing between the two entities.

To establish the relationship between joint specification drawing and horizontal cooperative purchasing performance of PDEs in the UPF and UPS, a Pearson correlation was conducted to ascertain whether there was a relationship between joint specification drawing and horizontal cooperative purchasing performance.

The results revealed that there was a significant and positive relationship ($r = .285$, $N = 92$, $p = .006$) but the strength of the relationship was positively weak (Table 1.12).

This is indicative that higher values of horizontal cooperative purchasing performance were associated with higher values of joint specification drawing, thus moving in the same direction.

Table 1.12 Relationships between Joint Specification Drawing and Horizontal Cooperative Purchasing performance Correlations

		Horizontal Cooperative Performance	Joint Specification Drawing
Horizontal Cooperative Performance	Pearson Correlation	1	.285**
	Sig. (2-tailed)		.006
	N	92	92
Joint Specification Drawing	Pearson Correlation	.285**	1
	Sig. (2-tailed)	.006	
	N	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

Interviews were carried out to establish the relationship between joint specification drawing and cooperative purchasing performance in UPF and UPS.

A Procurement Officer in UPF suggested *“If horizontal cooperative purchasing was in place, merging technical people from both entities to discuss about the uniformity of sister requirements under different entity votes but under the same umbrella would drastically reduce costs.*

Information regarding the specification of the requirements would be obtained from market surveys, internet sources and user manuals about source or origin, durability and performance. This would provide perfect prescription of the requirements thus obtaining quality at a reasonably low cost due pooling of the requirements”

One procurement officer in UPS commented, *“Technical users from both entities would qualify the specifications in terms of functionality, quality, durability, performance and so on but excluding specifications on brands in to order to avoid high cost of their requirement”*.

4.5.2 Collaborative Prequalification and HCP Performance

To examine the relationship between collaborative prequalification and horizontal cooperative purchasing performance of PDEs in UPF and UPS. In Table 1.13 beneath descriptive statistics shows results revealing that all the cases considering the minimum score, the respondents rated from strongly agree to strongly disagree. This means that there were dissonant views about collaborative prequalification and performance of PDEs in UPF and UPS.

4.5.2.1 Results

Taking into account the maximum scores, cases of attention to regulatory framework would lead to better accountability, joint measurement of goals would lead to quality assurance, joint measurement of goals would lead to timely delivery and collaborative prequalification would lead to ability to identify black listed providers on a common data base thus quality assurance were all rated as 4 . This indicated that none of the participants strongly disagreed. The rest of the sub themes were rated as 5 implying divergent opinions and the strength of agreement or disagreement with the statements presented in the questionnaire.

Table 1.13 Collaborative Prequalification and Horizontal Cooperative Purchasing Performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Joint assessment of providers between UPF and UPS would increase the number of providers into timely delivery due to competition	92	1	5	1.91	.910
UPF and UPS common list of provider rating according expertise and reliability would lead to better accountability	92	1	5	2.18	.797
UPF and UPS common list of provider rating would lead to cost reduction by avoiding re-tendering	92	1	5	2.12	.912
UPF and UPS collaborative attention to regulatory framework would lead to better accountability	92	1	4	2.12	.823
UPF and UPS joint measurement of goals and results would lead to quality assurance	92	1	4	2.17	.833
UPF and UPS joint measurement of goals and results would lead to timey delivery	92	1	4	2.33	.878
UPF and UPS joint measurement of goals and results would lead to cost reduction	92	1	5	2.32	.913
Collective sanctions of nonperformance by UPF and UPS would lead to better accountability	91	1	5	2.20	.763
Collective sanctions of nonperformance by UPF and UPS would result into better quality assurance	92	1	5	2.14	.779
Collaborative prequalification between UPF and UPS would lead to recognizing task related faults and errors	92	1	5	2.21	.846
Collaborative prequalification between UPF and UPS would lead to ability to identify appropriate remedial actions thus cost reduction	92	1	5	2.20	.929
Collaborative prequalification between UPF and UPS would lead to ability to identify black listed providers on a common data base thus quality assurance	92	1	4	2.17	.847
Valid N (listwise)	92				

Source: Primary Data, (2015)

To unmask the relationship between collaborative prequalification and horizontal cooperative purchasing performance, a bivariate correlation was conducted and table 1.14 demonstrates the results.

The results exhibit that there was a significant and positive relationship ($r = .168$, $N = 92$, $p = .376$) but the strength of the relationship was positively weak.

There were higher values of horizontal cooperative purchasing performance associated with higher values of collaborative prequalification.

Table 1.14 The relationship between Collaborative Prequalification and Horizontal Cooperative Purchasing Performance

		Correlations	
		Horizontal Cooperative Purchasing Performance	Collaborative Prequalification
Horizontal Cooperative Purchasing Performance	Pearson Correlation	1	.168
	Sig. (2-tailed)		.110
	N	92	92
Collaborative Prequalification	Pearson Correlation	.168	1
	Sig. (2-tailed)	.110	
	N	92	92

4.5.3 Joint Framework Contract Initiation and HCP Performance

4.5.3.1 Results

The descriptive statistics show that the minimum scores were 1 and the maximum score 5. The maximum score with the highest mean of 2.50 was on the response that with resource availability joint framework contract initiation would lead to quality supplies, services or works. On the other hand, the lowest score of 1 with lowest mean of 2.10 was joint framework agreement between UPF and UPS to procure works, supplies or services would contribute to accountability. This indicated that there were divergent opinions from the respondents regarding the aspect of joint framework initiation.

**Table 1.15 Joint Framework Contract initiation and Horizontal Cooperative Purchasing Performance
Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Joint framework agreements between UPF and UPS to procure works, supplies or services would contribute to accountability	92	1	5	2.10	.890
Partnering approach would provide long term relationship between UPF and UPS	92	1	4	2.04	.888
Joint framework agreement between UPF and UPS would lead to quality assurance	92	1	5	2.15	.851
Joint framework agreement between UPF and UPS would lead to effective contract management thus timely delivery	92	1	4	2.16	.829
Joint framework agreement between UPF and UPS would result into reduced costs	92	1	5	2.26	.971
Joint framework initiation by UPF and UPS would lead to aggregation of supplies, services or works on call off order basis thus saving time and costs	92	1	5	2.26	.824
Joint framework agreement would to joint compliance to PPDA guideline thus contributing to accountability	92	1	4	2.23	.757
UPF and UPS commitment to collaborative framework contracts would lead cost reduction	92	1	4	2.29	.846
UPF and UPS commitment to collaborative framework contracts would lead to timely delivery	92	1	5	2.35	.882
UPF and UPS commitment to collaborative framework contracts would lead to delivery of quality services, works and/or supplies	92	1	5	2.34	.893
UPF and UPS commitment to collaborative framework contracts would lead to greater accountability	92	1	5	2.47	.895
With trust / no trust UPF and UPS collaborative contract initiation would result into cost reduction	92	1	4	2.42	.759
With resource availability UPF and UPS collaborative contract initiation would result into timely delivery	92	1	4	2.50	.791
With trust / no trust UPF and UPS collaborative contract initiation would result into quality supplies, services and /or works	92	1	5	2.49	.763
With trust / no trust UPF and UPS collaborative contract initiation would result into better accountability	92	1	4	2.36	.673
Valid N (listwise)	92				

Source: Primary Data (2015)

To establish the relationship between joint framework initiation and horizontal cooperative purchasing performance, a bivariate correlation was conducted and table 1.16 demonstrates the outcome. The results show that there was a significant and positive relationship ($r = .054$, $N = 92$, $p = .610$) but the strength of the relationship was positively weak.

There were higher values of horizontal cooperative purchasing performance associated with higher values of joint framework initiation.

Table 1.16 The Relationship between Joint Framework Contract Initiation and HCP Performance

		Correlations	
		Cooperative Purchasing Performance	Joint Framework Initiation
Cooperative Purchasing Performance	Pearson Correlation	1	.054
	Sig. (2-tailed)		.610
	N	92	92
Joint Framework Initiation	Pearson Correlation	.054	1
	Sig. (2-tailed)	.610	
	N	92	92

4.6 Avenues of improving collaboration

Participants were asked the ways how collaborating can be improved. The outcome is echoed in the responses under three aspects of horizontal cooperative purchasing as reported beneath:

4.6.1 Joint specification Drawing

The procurement personnel from Uganda Prisons commented:

“For joint specification drawing in case of similar requirements, each entity has a unique way of operations, the technical people need to come together to easily define and agree on the specifications of the requirements and supplier should be part in team.”

Besides, with specification drawing include quality, functionality, durability or performance. So out of specification an estimation emphasis is on the basis of superiority and inferiority.

Quality depends on performance and durability.

Once the specifications have been agreed, a joint contracts committee can be formed to approve the details. Here it is very difficult to manipulate any details approved.

The desk officer/ procurement from Uganda Police Force remarks were:

Technical staff should be recruited for both entities. The available ones with less expertise should be trained through workshops for better service delivery.

Joint planning should be enhanced to provide an early planning to schedule the joint requirements for early funding from the different votes of the two entities.

Quality assurance team from both entities can be formed which will tend to be independent with no bias judgment. Obtaining technical ability from both entities would minimize corruption because any manipulation would mean the whole team to be involved.

The technical team should match the specification with available funds and quality.

To obtain a good outcome of collaborative purchasing, prior to procurement of the items elements of cost, installation and / or commissioning to be included jointly. Loting of items for the respective entities is to be effected for easy tracking of the requirements for delivery points for instance.

To procure, one must specify. Therefore merging the expertise for both entities to procure the requirements would mean joint purchase description, thus consolidating the requirements for the entities. This would however lead to bulk purchases hence high bargaining power.

4.6.2 Collaborative prequalification

On ways of improving collaborative purchasing and on specifically collaborative prequalification as an aspect of collaboration, the desk officer/ procurement from Uganda Police Force made the following remarks:

“Jointly publishing a notice would reduce the cost of advertising as entities pool towards it.

An agreed standard evaluation criteria set by the team from both entities be mentioned in the solicitation document. This would make it difficult for any manipulations.

Inspections and testing should jointly be done to ascertain fitness for the purpose of items prior to delivery. In fact the team should carry out a post qualification exercise on the bid winner.

Jointly qualifying specific firms with specific abilities (financial, technical and commercial) from the list of firms from the respective entities.

Early and comprehensive joint planning matching with the available funds from the different votes respectively.

For unique contracts, the entities should obtain expertise through jointly publishing an expression of interest and set a pass mark for any firm which will respond to the advertisement.

Past records from sister entities ought to be obtained. The contact person who can independently be contacted to avail the information regarding the firms to avoid prequalifying a wrong supplier”.

4.6.3 Joint Framework Contract Initiation

A procurement Officer from Uganda Prisons Service had the remarks beneath:

“Each entity to come up with a list of requirements to be incorporated into the consolidated statement of requirements, terms of reference and for scope of works under the framework arrangement.

Each entity to make call – off orders in regard to budgetary arrangement of the respective entities and rise a call off order when need arises.

During delivery time, every entity would have a specific receiving committee which would be in the consolidated contract framework. Place of delivery is declared in the solicitation document, and this document is part of the contract, so each entity would directly specify place of delivery thus proper documentation of delivery, inspection and testing sites clearly shown in the contract which would save cost and time”.

Conclusion

In summary, this chapter reported several statistics and related analysis. In particular, specific descriptions reported several information. Descriptive statistics reported the maximum and minimum score together with the means and standard deviations. Correlation tests indicated the relationship between horizontal cooperative purchasing and performance of PDEs in the armed forces which reported significant and positive relationships in the results.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations are based on the findings of the study. The overall objective of the study was to examine the extent of horizontal cooperative purchasing and performance of PDEs in the armed forces with specific reference to Uganda Police Force and Uganda Prisons. The aim of the study was to answer the research questions on collaboration which included, what is the status of collaboration? What are the benefits of collaboration? What is the relationship between collaboration and performance?

5.2 Discussion of Findings

5.2.1 Status of cooperative purchasing in Uganda Police Force and Uganda Prisons Services

The results reveal that participants show that collaborative purchasing is present in their entities. 88 percent (60% and 28 %) agreed that their entities had ever collaborated with another although 4 percent gave neutral answers. The four procurement personnel remarks agree with the existing literature. The existing literature reveals the existence of informal cooperative purchasing which is echoed in the study. Collaborations are only visible in certain aspects like information about prices and specific items. In this study there is no separate entity with member representative on the board while collaboration is done as an adhoc activity only when instances of specific requirements are needed by the entity at the time.

5.2.2 Benefits of cooperative purchasing in the armed forces

The findings from the study reveal that participants appreciate the existence of cooperative

purchasing. Interviews were carried out taking information from several procurement personnel in the UPF and UPS whose remarks indicated and including the following benefits: Due to similarity of requirements, the two entities learn from each other, share experience of contract management, undertake joint planning and besides consolidate possible requirements to save cost thus achieve value for money.

The responses in the descriptive statistics show that the participants were in agreement that cooperative purchasing would reduce costs, lead to timely delivery, contribute to quality assurance, maximise economies of scale, lead to greater management capabilities and reduce bureaucratic tendencies. This is in agreement with existing literature thus the findings creating a jigsaw fit. However the results show that both entities appreciate the existence of cooperative purchasing as beneficial to the two entities.

5.2.3 Relationship between Aspects of Horizontal Cooperative purchasing and performance

5.2.3.1 Joint Specification drawing and HCP Performance

The results using the correlation coefficient revealed that there was a significant relationship between joint specification drawing and performance of horizontal cooperative purchasing. ($r=.285$, $N = 92$, $p = .006$). The relationship was significant but positively weak. This indicated that higher values of HCP performance were associated with higher values of joint specification drawing, thus moving towards the identical direction.

5.2.3.2 Collaborative prequalification and HCP performance

The results exhibit that there is a significant relationship between collaborative prequalification and HCP performance ($r = .168$, $N = 92$, $p = .376$). Higher values of Collaborative Prequalification

are associated with higher values of HCP, thus the strength of the relationship was positively weak.

5.2.3.3 Joint Framework Initiation and HCP Performance

As reflected in the outcome, there is a significant and positive relationship between joint framework initiation and HCP ($r = .054$, $N = 92$, $p = .610$). The strength of the relationship was positively weak.

5.2.4 Avenues of improving cooperative purchasing in Uganda Police Force and Uganda Prisons Service

The findings in the study revealed that in joint specification drawing in case of identical items each entity has a unique way of operations, therefore technical people from both entities need to come together to form a team to easily define and agree on the specifications of the requirements and supplier. During this quality, functionality, durability and/or performance are considered as a prerequisite to achieve substantive results in the collaboration.

A joint contracts committee can be formed with a common objective to jointly approve contracts such no manipulations are made.

Technical staff should be recruited for both entities and there is less training the staff should be emphasized for better service delivery. Joint planning should be enhanced to provide an early planning to schedule the joint requirements for early funding from the different votes of the two entities.

Quality assurance team from both entities can be formed which will tend to be independent with no bias judgment. Obtaining technical ability from both entities would minimize corruption because any manipulation would mean the whole team to be involved. The technical team should match the specification with available funds and quality.

Prior to procurement of the items elements of cost, installation and / or commissioning to be included jointly. Loting of items for the respective entities is to be effected for easy tracking of the requirements for delivery points.

To procure, one must specify. Merging the expertise for both entities to procure the requirements would mean joint purchase description, thus consolidating the requirements for the entities. This would however lead to bulk purchases hence high bargaining power.

Collaborative prequalification as an aspect of collaboration, jointly publishing of notices for the requirements would reduce the cost of advertising as entities pool towards it.

An agreed standard evaluation criteria set by the team from both entities be mentioned in the solicitation document thus minimizing manipulations.

Inspections and testing should jointly be done to ascertain fitness for the purpose of items prior to delivery and the team should carry out a post qualification exercise on the bid winner.

Jointly qualifying specific firms with specific abilities (financial, technical and commercial) from the list of firms from the respective entities.

Early and comprehensive joint planning matching with the available funds from the different votes respectively to be put in place. For unique contracts, the entities should obtain expertise through jointly publishing of the expression of interest and set a pass mark for any firm which will respond to the advertisement. Past records about suppliers and requirements from sister entities ought to be obtained. An independent contact person may be identified to avail the pertinent information regarding the firms to avoid prequalifying a wrong supplier.

Each entity should come up with a list of requirements to be incorporated into the consolidated statement of requirements, terms of reference and /or scope of works under the framework

arrangement. In the joint framework contract initiation, each entity should make call – off orders in regard to budgetary arrangement of the respective entities and rise a call off order when need arises.

During delivery time, every entity would have a specific receiving committee which would be specified in the consolidated contract framework. Place of delivery is declared in the solicitation document, and this document is part of the contract, so each entity would directly specify place of delivery thus proper documentation of delivery, inspection and testing sites clearly shown in the contract which would save cost and time. This is in line with the metrics of the study against which performance is measured.

However the findings avenues of improving horizontal cooperative purchasing in the two entities match with existing literature of the critical success factors that are associated with collaboration.

5.3 Summary of findings

5.3.1 Status of collaboration between UPF and UPS

The results reveal that there is formal committee set up to facilitation the horizontal collaborations from both entities. Thus to form of collaboration is informal which is indicative that the concept is on a small scale.

5.3.2 Benefits of Horizontal Cooperative purchasing

For the benefits of the concept, the study exhibited that benefits would improve the performance of cooperative purchasing in terms of cost management, timely delivery, quality management and accountability in the armed forces.

5.3.3 Relationship between Horizontal Cooperative Purchasing and Performance

Regarding the relationship between horizontal cooperative purchasing and performance, there was a significant relationship between the two variables. This indicated that the two are directly related since a change in one variable leads to a change in another.

The avenues of improving horizontal cooperative purchasing were suggested in the study which would be adopted by the two entities. These facilitate the additional way forward to create a breeding ground for the concept in the two public entities.

5.4 Conclusion

Cooperative purchasing offers an increased likelihood of success and positive outcomes from participating entities, as administrators become more purposeful about collaboration topology and implementation processes and enable its effectiveness and decrease frustrations. Thus with the attempt to adopt horizontal cooperative purchasing in the forces with specific reference to the Uganda Police and Uganda Prisons Services, the study would add to search light to beam an understanding the areas under which the concept lies as revealed in the literature review. The areas include joint specification drawing, collaborative prequalification and joint framework initiation.

The result suggest that given a full practical effort in these entities, performance in terms of cost management, timely delivery, quality management and accountability would be achieved, hence realise the feasibility of the concept in the public sector. Nonetheless public and private would borrow a leaf to effectively adopt collaborations.

It is noteworthy both entities conduct limited horizontal cooperative purchasing, due to unawareness of the concept, decentralised ideology and adhoc information sharing of information about public sector purchasing.

5.5 Recommendations

There is no doubt that public entities in the armed forces may play a role model of horizontal cooperative purchasing in the public sector. The study has created awareness of the concept since purchasing collaborations have been on minimal scale in the armed forces mainly basing on information regarding prices and specific items. However, there is no direct purchasing collaborations, but due to the benefits echoed in the study, cooperative purchasing can be adopted at a large extent by the public entities especially in the armed forces where the practice has not been in full force.

To advance public service delivery and reach long term solutions, collaborative activity needs to be appreciably more strategic in its approach to assure intensional and systematic collaboration. Thus this study also reveals ways of improving the cooperative purchasing that may be, practical once enforced thus identifying the practical best practices of the concept in the public sector.

5.6 Areas of Future Research

It is worth noting that though research has been carried out on horizontal cooperative purchasing, it is on a limited scale. Further research should be carried out in the following areas: Awareness of horizontal cooperative purchasing in the public sector in Uganda, enablers and barriers to successful collaborations and the practical benefits of cooperative purchasing and developing stakeholder cooperative purchasing consultation and engagement mechanism.

REFERENCES

- Anderson, V. (2004). *Research methods in human resource management*. London, CIPD
- Arnold, U. (1997). Purchasing consortia as a strategic weapon for highly centralized multidivisional companies. Proceedings 6th ISPERA conference. University of Naples Federico II, T3/7-1-T/7-12.
- Berjis, P. (2012). Effectiveness of prequalification practices in public procurement. Department Civil Engineering. University of Toronto.
- Borgatti, S., & Foster, P. (2003). The Network paradigm in organisational research: A review and topology. *Journal of Management*, 29, 991-1013.
- Brass, D.J., Galaskiewicz, J., Greeve, H.R., & Tsai, W. (2004). Taking stock of networks and organisations: A multilevel perspective. *Academy of Management Journal*, 47, 795 – 817.
- Brynard, P.A., & Hanekom, S.X. (2005). *Introduction to Research in Public Administration and Related Academic Disciplines*. Pretoria: J.L. Van Schaik.
- Brinkerhoff, D. W. (2004). Accountability and health systems: toward conceptual clarity and policy relevance. *Health Plan* 19 (6): 371 – 9.
- Burns, N., & Grove, S. (2001). *The practice of nursing research: Conduct, critique and utilization* (4th ed). W.B.Saunders: Philadelphia, Pennsylvania, USA.
- Burt N.D., & Dolye M.F. (1993). *The American Keiretsu* Homewood IL: Business One – Irwin
- Burt, R.S., (1982). *Towards a structural theory of Action: Network Models of Social Structure, Perceptions and Action*. Academic Press. New York, NY.
- Cagnazzo, L., Taticchi, P., Bidini, G., Sameh, M. (2009). Collaborative Procurement within Enterprise Networks: A Literature Review, a Reference Framework and a Case Study.

- Carmines, E.G & Zeller, R.A. (1991). *Reliability and Validity Assessment*. Newbury Park. Sage Publications. An introduction to Research Methodology that includes Classical Test Theory, Validity and Methods of Assessing Reliability.
- Cavinato, J.L. (1984). *Purchasing and Materials Management: Integrative Strategies*. St. Paul / Minn.
- Chisholm, R.F., 1998. *Developing Network Organisations*. Addison – Wesley, Reading, MA.
- Choi, J.H., Han, H., (2007). Combinatorial auction based collaborative procurement. *Journal of Computer Information Systems Spring*, 118 – 127.
- Cliff M., & Eric P. (2008). Using Agency Theory to Model Cooperative Public Purchasing. *Journal of Public Procurement*. Ipp.org. Retrieved from:
scholar.google.ca/scholar?q=agency+theory+-+cliff&hl=en&as_sdt=0&as_vis=1&oi=scholar&sa=X&ved=0ahUKEwiGhJyAmOvJAhXFNhoKHarQB
- Chomik, T. (2007). *Lessons Learned from Canadian Experiences with Inter-sectoral Action to Address the Social Determinants of Health Canada*. Retrieved from http://www.who.int/social_determinants/resources/isa_lessons_from_experience_can.pdf
- Coetzee W.S.J and Clack W.J. (1999). *Uganda Prisons Adopt Open Policy and Reform*.
- Collaghan, D. (2010). *Answering Your Questions on Framework Agreements*. Retrieved from blog.tenedersdirect.co.uk/2010/05/27/answering-your-questions-on-framework-agreements/
- Danaher, A. (2011). *Reducing Health Inequalities: Enablers and Barriers to Inter sectoral Collaboration*. Wellesley Institute.
- Daz, T.K., & Teng, B.S. (1996). Risk Types and Inter-Firm Alliance Structures. *Journal of Management Studies*, Vol. 33, Issue 6.

- Diani, M. (2003). Networks and social movements: A research programme. In M. Diani & D. McAdam (Eds.), *Social movements and networks: Relational approaches to collective action* (pp. 299-319). Oxford, UK: Oxford University Press.
- Doz, Y., Olk, P., Ring, P. (2002): Formation processes of R & D consortia: which path to take? Where does it lead? , in: *Strategic Management Journal*, Vol. 21, p. 239 – 266.
- Dunleavy, P., Margetts, H. Bastow, S., Tinkler, J., (2006). New Public Management is Dead. Long Live Digital – Era Governance. *Journal of Public Administration Research Theory* 16 (3): 467 – 494.
- Entwistle, T., Martin, S., (2005). From Competition to Collaboration in Public Service Delivery. A New Agenda for Research. *Journal of Public Administration*, Volume 83, Issue 1, Pages 233 – 242.
- Fredo Schotanus, (2007), *Horizontal Cooperative Purchasing*, Thesis Number D-99 series of Beta Research School for Operations management and Logistics;
- Galaskiewicz, J. (1985). Interorganizational Relations. *Annual Review of Sociology*. Vol. 11:281-304.
- Gay, L. R. (1996). *Educational research: Competencies for analysis and application* (5th ed.). New York: Macmillan.
- Hadfield, M. (2005). Middle leaders and the nature of distributed leadership in networks.
- Hendrick, T.E. (1997). *Purchasing Consortia: Horizontal alliances among firms buying common goods and services: What? Who? Why? How?* Tempe: Centre for Advanced Purchasing Studies
- Hoffmann, W., & Schlosser, R., (2001). Success Factors of Strategic Alliances in Small and Medium Sized Enterprises, an Empirical Study. *Long Range Planning*, 34 (3), 537 – 387.

- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage Publications, Inc.
- Paper presented at the Annual Meeting of the American Educational Research Association, Montreal, Canada.
- Hakansson, H., & Snehota, I. (1995). *Developing Relationships in Business Networks*, International Thomson Business Press, London.
- Handbook for Municipal Officials – Basic Finance (2004), Michigan Municipal League.
- Hashim, M.B., (1999). The Effects of procurement methods on performance of construction projects in Malaysia . An unpublished PHD Thesis of University Teknologi Malaysia, Faculty of Built Environment, Malaysia.
- Hatash, Z., & Skitmore, M. (1997). Evaluating contractor prequalification data: selection and project success factors. *Construction Management and Economics*; 15: 129 – 147.
- Hargreaves, D.H. (2004). *Learning for life*. London, UK: Policy Press.
- Health Canada, (1999) Report of the Federal/Provincial/Territorial Advisory Committee on Population Health. Intersectoral action... Towards population health. Retrieved from <http://www hc-sc.gc.ca/hppb/phdd/resource.htm>
- Hendrick, T.E. (1997). *Purchasing Consortia: Horizontal Alliances among Firms Buying Common Goods and Services*. Temple, AZ: Centre for Advanced Purchasing Studies (CAPS).
- Johnson, F.F. (1999). The pattern of Evolution in Public Sector Purchasing Consortia. *International Journal of Logistics: Research and Applications*, 2 (1), 57-73 July/August Vol. No. 15 Issue 30, Crime and Justice Centre, College of Criminal Justice, Sam Houston College.

- Jost, G. (2005). Private Sector Consortia Working for Public Sector Client Factors that build successful Relationships: Lessons from the UK. *European Management Journal*, Volume 23, Issue 3, Pages 336 – 350.
- Kabaj, O. (2003). *The Challenge of African Development*, Oxford University Press: New York
- Karanja J.N., & Mugo H.W. (2000). Internal Factors Affecting the Procurement Process Of supplies in the public sector; A survey of Kenya Government.
- Kennedy, D.P., & Melanie. R.W.(2013). *The New World of Cooperative Purchasing, Efficiency, Born or the Death Knell of Small Business*.
- Kivisto, T., Virolainen. V.M.. & Tella E. (2003). Consortia purchasing and Logistics in Kuopio area – Lessons learned from a 4 – Year Project. IRSPP conference Budapest.
- Klijn, E.H. (2008). A Review of Managing Uncertainties in Networks: A Network Approach to Problem Solving and Decision Making. *Book Reviews: Eco Issue 10., No.2*
- Kowalczyk, D. (2015). Purposes of Research: Exploratory, Descriptive and Explanatory. Lesson Script 10.
- Kumar, R. (2005). *Research methodology – A step-by-step Guide for beginners*. 2nd Ed, Singapore. Pearson Education.
- Lambe, C.J., Spekman, R.E.. & Hunt. S.D. (2002). Alliance competence resources, and alliance success: conceptualization; measurement, and initial test. *Journal of the Academy of Marketing Science* 30 (2) 83 – 91.
- Lin .N. (1999). Building a Network Theory of Social Capital: *Connections* 22(1): 28-51 – INSNA. Available at <http://web.archive.org/web/20080308005741/http://www.insna.org/connection-Web/Volume22-1/V22%281%29-28-51.pdf>.

- MacLaren, L., Clinton, K., Edwards, N., Garrard, N., Ashley, L., Hansen –Ketchum, P., & Walsh, A. (2010). Unpacking vertical and horizontal integration: Childhood overweight / obesity program and planning, a Canadian perspective. *Implementation Science*, 5 (36), 1-11.
- Malhotra, N.K., & Birks, D.F. (2003). *Marketing research: An Applied Approach*”, Prentice Hall, Harlow.
- McCarthy, T.M., & Golicic, S.L. (2002). Implementing collaborative forecasting to improve supply chain performance. *International Journal of Physical Distribution & Logistics Management* , 32(6), 431-54.
- Merriam, S. B. (1998). *Qualitative research and case study applications in education*. San Francisco , CA: Jossey – Bass.
- Monczka, R.M., & Morgan, J.P. (1995) *Strategic Alliance: Alliance for New Products* *Purchasing* 118 (1), 103 – 109.
- Moreira, P., & Corvelo. S. (2002). *Cooperacao Interorganizacional: das trajetorias as redes*. INOFOR, Lisbon.
- Muhwezi, M., (2010), *Horizontal Purchasing Collaboration in developing countries Behavioural issues in public units in Uganda*, PhD Thesis, University of Twente, Enschede, the Netherlands.
- Nair, T. & Haupt, T. (2008). *An exploratory investigation into the potential impact of prequalification on H&S performance'*, Proceedings of CIB W99 International Conference, 14th Rinker International Conference, Gainesville, Florida.
- Nan , L. (1999). *Building a Network of Social Capital*. *Connections* 22 (1): 28 – 51. INSNA.
- Naylor, J.B., Naim, M.M., & Berry, D., 1999. *Leagility, integrating the lean and agile*

Manufacturing paradigms in the total supply chain. *International Journal of Economics*, 62, 107 – 118.

National League of Cities (NLC),(2006). Guide to Successful Local Government Collaboration in America's Regions. A Report from N LC's City Futures Program. Washington, D.C.

http://www.lincolninst.edu/subcenters/regional-collaboration/pubs/RC_for_Local_Govts_2006.pdf

Naylor, J.B., Naim, M.M. & Berry, D., (1999). "Leagility: Interfacing the Lean and Agile Manufacturing Paradigm in the Total Supply Chain", *International Journal of Production Economics* , Vol. 62.

NIGP Inc. institute of public procurement,(2013). Cooperative Procurement. Great Value (Great Confusion). Position Paper.

Nohria, N., & Eccles, R.G., (1992). *Networks and Organisations: Structure, Form and Actions*, Harvard Business School Press, Boston MA.

Nohria, N., & Gulati R. (1994). *Organizations and environment*. In Smelser, N., Svedberg, R. (Eds.). *Handbook of Economic Sociology*, Princeton, NJ: Princeton University Press.

Nollet, J., & Beaulieu, M. (2005). Should an organisation join a purchasing group? *Supply Chain Management*, 10 (1), 11-17.

Norris, T. D., & Clay J.A. (2010). *Strategic collaboration in public and nonprofit administration*, American Society for Public Administration, New York: C RC Press, Taylor & Francis Group.

O'Donnel, O. (2012). *Strategic Collaboration in local government. A review of International Examples of Strategic Collaborations in Local Government*. Institute of public administration. Report No. 2.

O'Leary, Z. (2004). *The essential guide to doing research*. Sage.

- Oliver, C. (1991). Strategic Responses to institutional processes. *Academy of management Review*, 16:145 – 79.
- Oum, T.H., & Park, J.H., Zhang, A., (2000). *Globalisation and Strategic Alliances: The Case of the Airline Industry*. Oxford: Pergamon Press.
- Patton, M. (1990). *Qualitative evaluation and research methods*. Pp . 169 – 186. Beverly Hills, CA: Sage.
- Public Healthy Agency of Canada (PHAC). (2007). *Crossing Sectors-experiences Inter-sectoral Action, Public Policy and Health*. Ottawa. Retrieved from <http://www.phac-aspc.gc.ca>
- Public Procurement and Disposal of Public Assets, Procurement and Disposal Audit Report of Uganda Police Force for Financial Year 2013/2014. December, 2014:
- Public Procurement and Disposal of Public Guidelines. 2014. Retrieved from [https://ppda.go.ug/.../guidelines\(2\)/.../Guideline%205%202014%20Proc...](https://ppda.go.ug/.../guidelines(2)/.../Guideline%205%202014%20Proc...)
- Ralph,C., Nash Jr., Steven, L.S., & Karen R.O.B. (1998). *An Introduction to Cooperative Purchasing: NASPO*. George Washington University, American Bar Association.
- Report of the Committee on Defence and Internal Affairs on the Ministerial Policy Statements and Budget Estimates For The Financial Year 2012/13. August, 2012.
- Romano, N. (2003). *Customer relationship Management for the web-access challenged*. A Research Agenda. *Information Technology and Management*, 4 (2), 233-256.
- Rozenmeijer, F.A. (2000). *Creating corporate advantage in purchasing*. Ph.D. dissertation, Eindhoven (the Netherlands): Technical University of Eindhoven.
- Russel, J., & Skibniewski, M.(1988). *Decision Criteria in Contractor Prequalification*. *Journal of Management in Engineering* , Volume 4, 148 – 164.
- Saunders, M., Lewis, P., & Thornhill, A., (2003). *Research Methods for Business Students*, 3rd Edn,

- Prentice Hall London.
- Schotanus, F. (2007). Horizontal Cooperative purchasing. PhD. dissertation, Enschede (the Netherlands): University of Twente.
- Schotanus, F., & Telgen J. (2005c). Highway Matrix: a Classification of Forms of Cooperative Purchasing, IMP Conference, Rotterdam.
- Shane, S.A. (1998). Making New Franchise System Work. *Strategic Management Journal*, Vol. 19, No. 7
- Spekman, R.E., Lynn. A.I., MacAvoy, T.C., & Forbes III, T. (1996). Creating strategic alliances which endure. *Long range planning*, 29, 3.
- Tella, E., & Virolainen, V.M. (2005). Motives behind purchasing consortia. *International Journal of Production Economics*, 93-94, 161-168.
- Thai K.V., & Piga .G. (2007). *Advancing Public Procurement: practices and Innovation and Knowledge sharing*, FL Pr Academic Press, Softbound, ISBN: 0-9668864-3-7.
- The Joint Contract Tribunal 1998.
- The New Vision publication 24th January, 1st April and 6th August, 2015.
- Trevor Nair & Theo Haupt, (2000). *An Exploratory Investigation into the potential impact of prequalification on Health & Safety performance*.
- Triandis, H.C. (1995). *Individualism and collectivism*. Boulder, CO. Westview Press.
- US Department of State, 11 March (2010). *Human Rights Report: Uganda*.
<http://www.state.gov/g/drl/hrrpt/2009/af/135982.htm>.
- Wasserman, S., & Faust, K. (1994). *Social Network Analysis* Cambridge. Cambridge University Press.
- Wasserman, S., & Galaskiewicz, J. (1994). *Advances in Social Network Analysis: Research in the Social and Behaviour Sciences*. Sage Publications, Thousand Oaks, CA.

- Wasserman, S., & Galaskiewicz, J. (1985). The Influence of Corporate Power, Social Status, and Market Position on Corporate Interlocks in a Regional Network.
- Wright, B.E., & Pandey, S.K. (2010). Transformational Leadership in the Public Sector: Does Structure Matter? *Journal of Public administration research and theory*. Volume 20, Issue 1, pp 75-89.
- Yin, R. (1994). *Case Study Research: Design and Methods* (2nd Ed). Thousand Oaks, CA: Sage Publishing.

APPENDICES

APPENDIX I

Table for determining the sample size of a given population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX II
QUESTIONNAIRE

This questionnaire instrument is to collect data on horizontal cooperative purchasing in the armed forces notably Uganda Police Force (UPF) and Uganda Prisons Service (UPS). Horizontal cooperative purchasing is an arrangement where two or more independent organisations consolidate (joint together) their resources and/or efforts in the purchasing process to obtain their requirements.

This questionnaire intends to examine the extent of horizontal cooperative purchasing on performance of Procurement and disposal entities in the armed forces in Uganda (UPF and UPS) with the aim of benchmarking the knowledge in order to diffuse into the horizontal cooperative purchasing initiatives in Uganda.

Special thanks to you for accepting to be part of this exercise. Your answers will be treated with absolute strict confidence. You will get a copy of the final results. Kindly spare some of your time to answer the following questions.

SECTION A: GENERAL INFORMATION

(I) Kindly (✓) as appropriate or fill in your response in the space provided.

1. Designation _____

2. Name of the Entity _____

3. Highest Level of Education _____

4. How many years of working experience?

[] Less than 1 year [] 1 Year [] 2 years [] 3 years [] 4 years
[] 5 years and above

5. Which section are you attached to?

- | | |
|---|---|
| <input type="checkbox"/> Logistics | <input type="checkbox"/> Office Superintendent |
| <input type="checkbox"/> Fleet management | <input type="checkbox"/> other (specify): _____ |
| <input type="checkbox"/> Construction | |
| <input type="checkbox"/> Stores | |
| <input type="checkbox"/> Building and Estates | |
| <input type="checkbox"/> Procurement & Disposal | |
| <input type="checkbox"/> Quarter Master | |

SECTION B
PART I: STATUS OF HORIZONTAL COOPERATIVE PURCHASING

Please tick whichever you regard as relevant.

1- Strongly disagree 2 - Disagree 3 - Not sure 4 - Agree 5 - Strongly Agree

<u>Details</u>		<u>Ratio Scale</u>				
		1	2	3	4	5
1	Your entity has ever collaborated with UPF or UPS (whichever is applicable)					
2	Collaboration is at price levels					
3	Collaboration is on specific items					
4	Your entities follow PPDA guidelines					

PART II: BENEFITS OF COOPERATIVE PURCHASING

Please tick which of the following reasons you regard as relevant.

1- Strongly Agree 2 - Agree 3 - Not sure 4 - Disagree 5 - Strongly Disagree

<u>Details</u>		<u>Ratio Scale</u>				
		1	2	3	4	5
1	Cooperative purchasing with another entity would results into reduced costs					
2	Joint compliance with legal framework in cooperating purchasing would leads to timely delivery of supplies, services or works					
3	Collaborative purchasing between UPF and UPS would contributes to quality assurance					
4	Cooperative purchasing between UPF and UPS would maximize economies of scale thus high bargaining power					
5	Collaborative purchasing between UPF and UPS would results into improved internal user satisfaction					
6	Cooperative purchasing between UPF and UPS Saves time and money in contract production					
7	Merged purchasing between UPF and UPS Lowers contract cost through power aggregation					
8	Collaborative purchasing between UPF and UPS results into greater management capabilities					
9	Cooperative purchasing saves time by reducing bureaucratic tendencies					
10	Joint purchasing between UPF and UPS enhances greater supplier range thus improved quality due to competition					
11	Joint purchasing between UPF and UPS leads to counter balancing of suppliers resulting into timely delivery					
12	Collaborative purchasing by UPF and UPS treat each other with loyalty and honesty leading to a cost reduction					

<u>Details</u>		<u>Ratio Scale</u>				
		1	2	3	4	5
13	UPF and UPS cooperative purchasing are dependable on one another resulting into timely delivery of supplies, services and/or works					
14	In cooperative purchasing UPF and UPS are partner oriented as a result there is high bargaining power which would lead to a cost reduction					
15	Partnering between UPS and UPF in cooperative purchasing arrangements would lead to better accountability regarding the supplies, services or works					

**PART III: A: ASPECTS OF COOPERATIVE PURCHASING
SPECIFICATION DRAWING**

Please indicate with [√] with the appropriate option with the following statements.

1 - Strongly Agree 2 - Agree 3 - Not sure 4 - Disagree 5 - Strongly Disagree

Details		Ratio Scale				
		1	2	3	4	5
1	Joint Specification drawing would lead to cost reduction					
2	Collaborative interaction between UPF and UPS during specification drawing would enhance accurate contract authoring within these Procurement and disposal Entities					
3	UPF's and UPS's interactive specification drawing at its infancy would result into saving costs by doing right the first time					
4	Joint specification drawing collaborative information search about purchase descriptions would lead to improved quality					
5	Standards are established against inspections, tests and quality checks jointly would contribute to timely delivery					
6	Standards are established against inspections, tests and quality checks jointly would contribute to quality assurance					
7	Collaborative purchasing between UPF and UPS would result into a balance between Quality and delivery against costs					
8	Win – win opportunities are maximized between UPF and UPS in collaborative specification drawing would be maximized thus leading to quality assurance					
9	Quality supplies, services or works would be delivered when UPF and UPS are committed which would result into enhancing accountability					
10	Trust between UPF and UPS would lead to proper accountability					
11	Joint specification drawing would enhance complete commitment by UPF and UPS thus costs are saved in the due course					
12	Both UPF and UPS would be able to carry joint specification drawing as expected (trust) leading to cost reduction					
13	UPF and UPS would value the relationship during specification that would lead to accurate specification drawing therefore reduce costs ultimately					
14	UPF and UPS would be willing to devote energy to sustain the relationship through commitment leading to enduring a cost reduction initiative					
15	UPF and UPS would be willing to devote energy to sustain the relationship through commitment leading to enduring quality assurance					
16	UPF and UPS would be willing to devote energy to sustain the relationship through commitment leading to enduring a Timely delivery					
17	UPF and UPS would be willing to devote energy to sustain the relationship through commitment leading to enduring better accountability for the partnership actions					
18	UPF and UPS high partner commitment would reduce opportunism					

Details	Ratio Scale				
	1	2	3	4	5
thus leading to cost management					

B: COLLABORATIVE PREQUALIFICATION

Please indicate with [√] with the appropriate option with the following statements.

1- Strongly Agree 2 - Agree 3 - Not sure 4 - Disagree 5 - Strongly Disagree

Details	Ratio Scale				
	1	2	3	4	5
1	Joint assessment of contractors or service providers between UPF & UPS would lead a number of providers resulting into timely delivery due to competition				
2	UPF and UPS common list of providers rating according to expertise and reliability would lead to better accountability				
3	UPF and UPS common list of providers rating according to expertise and reliability would lead to cost reduction through avoiding re- tendering thus timely delivery of supplies, services and/or works				
4	UPF and UPS collaboratively paying attention to regulatory frameworks would result into better accountability				
5	Measurement of goals and results done jointly by UPF and UPS during prequalification ultimately lead to quality assurance				
6	Measurement of goals and results done jointly by UPF and UPS during prequalification ultimately lead to timely delivery				
7	Measurement of goals and results done jointly by UPF and UPS during prequalification ultimately lead to cost reduction				
8	Sanctions of non performance collectively undertaken by UPF and UPS would result into better accountability				
9	Sanctions of non performance collectively undertaken by UPF and UPS would result into better quality assurance				
10	collaborative prequalification between the two entities (UPF and UPS) would lead to ability to recognize task related faults and errors				
11	collaborative prequalification between the two entities (UPF and UPS) would lead to ability to identify appropriate remedial actions thus cost reduction				
12	collaborative prequalification between the two entities (UPF and UPS) would lead to ability to identify black listed providers on a common data, thus resulting quality assurance				

C: FRAMEWORK CONTRACT INITIATION

Please indicate with [√] with the appropriate option with the following statements.

1- Strongly Agree 2 - Agree 3 - Not sure 4 - Disagree 5 - Strongly Disagree

Details		Ratio Scale				
		1	2	3	4	5
1	Joint framework agreements between UPF and UPS to procure works, supplies or services would contribute to accountability					
2	Partnering approach would provide long term relationship between UPF and UPS					
3	Joint framework agreement between UPF and UPS would lead to quality assurance					
4	Joint framework agreement between UPF and UPS would lead to effective contract management thus timely delivery					
5	Joint framework agreement between UPF and UPS would result into reduced costs					
6	Joint framework initiation by UPF and UPS would lead to aggregation of supplies, services or works on call off order basis thus saving time and costs					
7	Joint framework agreement would to joint compliance to PPDA guideline thus contributing to accountability					
8	UPF and UPS commitment to collaborative framework contracts would lead cost reduction					
9	UPF and UPS commitment to collaborative framework contracts would lead to timely delivery					
10	UPF and UPS commitment to collaborative framework contracts would lead to delivery of quality services, works and/or supplies					
11	UPF and UPS commitment to collaborative framework contracts would lead to greater accountability					
12	With trust / no trust UPF and UPS collaborative contract initiation would result into cost reduction					
13	With resource availability UPF and UPS collaborative contract initiation would result into timely delivery					
14	With trust / no trust UPF and UPS collaborative contract initiation would result into quality supplies, services and /or works					
15	With trust / no trust UPF and UPS collaborative contract initiation would result into better accountability					

Thank you for being part of this exercise.

APPENDIX III
INTERVIEW GUIDE

Date _____ / _____ / _____

Script

Welcome and thank you for your participation today. My name is *Abyongere Juliet* and I am a graduate student at *Kyambogo University* conducting my Study in partial fulfilment of the requirements for the degree of *Master of Science in Supply Chain Management*.

I would like to have brief interview with you that will take a few minutes and will include the following questions regarding collaborative purchasing that affects performance.

I would like your permission to accept the interview, so I may accurately document the information you convey. All of your responses will remain confidential and will be used to develop a better understanding of how you view collaborative purchasing and its relationship with performance. Collaborative purchasing is where independent organisations aggregate resources/efforts to obtain their requirements from specific sources to fulfil their needs.

The purpose of this study is to increase our understanding of collaborative purchasing and to conversely affect the performance of the organization.

You will receive a copy and I will keep the other under lock and key, separate from your reported responses.

Thank you.

Preliminary questions:

1. Which entity are you working with?

2. What is your designation?

3. Which Department / section are you attached to?

- | | |
|---|---|
| <input type="checkbox"/> Logistics | <input type="checkbox"/> Office Superintendent |
| <input type="checkbox"/> Fleet management | <input type="checkbox"/> other (specify): _____ |
| <input type="checkbox"/> Construction | |
| <input type="checkbox"/> Stores | |
| <input type="checkbox"/> Building and Estates | |
| <input type="checkbox"/> Procurement & Disposal | |
| <input type="checkbox"/> Quarter Master | |

COLLABORATIVE PURCHASING

1. Have you ever collaborated? If yes, at what level?
2. What areas of collaboration and for how long?
3. For what reasons do you collaborate?
4. What type of collaboration is done in your entity?
5. How do you look at collaboration?

SPECIFICATION DRAWING

1. How is the information about the purchase descriptions used to develop these descriptions? What kind of information and how is it done?
2. What kind of items do UPF or UPS form purchase descriptions for?
3. If there is joint specification drawing, how would the cost be managed?
4. When drawing specifications, how do you look at the quality of supplies, services or works?
5. How can purchase descriptions jointly be done by UPF and UPS in order to be well understood to effect a timely delivery of the supplies, services or works?
6. How do the purchase descriptions reduce costs in terms of contract authoring for UPF and UPS if there were joint efforts in developing purchase descriptions?
7. How quality supplies, works or services delivered at designated places for UPF and UPS at the lowest cost?
8. If purchase descriptions are drawn how do they tally with accountability in procuring supplies or services or works, in the UPF and UPS?
9. How are purchase descriptions developed to effectively communicate to suppliers what is required?
10. How are inspections, tests and quality checks made on the goods/services/ supplies? If collaboratively done, how would affect cost and quality?
11. If collaborative efforts are undertaken, how do purchase description goals such as quality and delivery gauged against cost?
12. How can UPF and UPS jointly ensure that the bid winner has the ability to deliver in time?
13. If there are joint efforts, how would UPF and UPS completely have commitment towards the accuracy of specifications to save cost and time?
14. What is the likely draw back in joint specification drawing?

15. What is the likely response to combat the draw back?
16. What is the likely way forward for UPF and UPS on joint specification drawing?

COLLABORATIVE PREQUALIFICATION

17. If supplies, services or works were aggregated by UPF and UPS , how would a joint published notice regarding provision of services, supplies or works affect cost?
18. When providers / contractors respond to the notices, how would you develop joint common data to rate the appropriate bid winner?
How does this impact on quality supplies, services or works?
19. How would you jointly ensure that the bid winner has the ability to deliver on time and qualify supplies / services/ works?
20. What uniform subjective rating systems used to determine the minimum permitted requirements for prequalification to bid?
21. Do you think collaborative prequalification will lead to acquisition of high quality items?
22. What are the likely challenges in collaboratively prequalification?
23. What are the likely remedies identified challenges?
24. What are the suggestions to the way forward in collaborative prequalification?

FRAMEWORK CONTRACT INITIATION

25. If joint efforts are enhanced between UPF and UPS how would framework agreements for goods, services or works be jointly developed?
26. If put in place, how would a joint call off order system between UPF and UPS be administered in order to impact on cost. How would the call off order system work?
27. How would the unit prices be defined in the framework agreements between UPF and UPS? How would they contribute to accountability?
28. How would the activated contracts by use of call off orders specifying similar requirements and payments to be made against each individual off order developed jointly? How would this ensure quality and timely delivery?
29. How would the joint framework agreements, if put in place reduce costs in the long run?

30. What are the likely challenges?
31. What are the likely remedies to combat these challenges?
32. What could be the way forward for framework agreements to affect cost, delivery, quality and accountability?

Thank you for participation


KYAMBOGO UNIVERSITY

P. O. BOX 1 KYAMBOGO
Tel: 041 - 4286792 Fax: 256-41-220464
Website: www.kyu.ac.ug

Office of the Dean, Graduate School

10th September 2015

To Whom It May Concern

RE: LETTER OF INTRODUCTION

Dear Sir/Madam,

This is to introduce **Ms. Abyongere Juliet** Registration Number **13/U/2048/GMSC/PE** who is a student of Kyambogo University pursuing a Masters Degree.

She intends to carry out research on **“Horizontal Cooperative Purchasing and Procurement and Disposal Entities Performance in the Armed Forces in Uganda: A Case Study of Uganda Police Force and Uganda Prisons Service”** as partial fulfillment of the requirements for the award of the Master of Science in Supply Chain Management.

We therefore kindly request you to grant her permission to carry out this study in your organization.

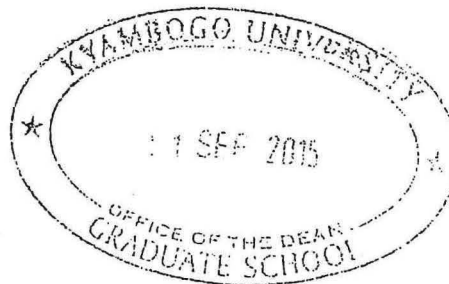
Any assistance accorded to her will be highly appreciated.

Yours sincerely,



Dr. M. A. Byaruhanga Kadoodooba
Dean, Graduate School

BK/nmb



TELEGRAMS: "GENPOL"
TELEPHONE: 0414 - 233814, 0414 - 250613
FAX NO: (0414) 255630
WEBSITE: www.upf.go.ug
GENERAL EMAIL: upf@pf.go.ug
P.O.Box 7055 Kampala - Uganda
In any correspondence on this subject
PLEASE QUOTE NO.....



UGANDA POLICE FORCE
POLICE HEADQUARTERS

HRD/174/180/04

14th October, 2015

The Dean,
Graduate School
Kyambogo University
KAMPALA

RE: RESEARCH : MS. ABYONGERE JULIET

Reference is made to yours dated 1st October, 2015 in connection to the above subject matter.

This is to confirm to you that the above mentioned student has been accepted to do her Research from the Uganda Police Force in the office of the Director, Logistics & Engineering Jinja Road Kampala.


Cecilia Bamwonjobora

For: INSPECTOR GENERAL OF POLICE

c.c. The Director Logistics & Engineering

c.c. Ms. Abyongere Juliet

WEBSITE : www.prisons.go.ug
TELEPHONE : 256-414-256751
FAX : 256-414-344104
EMAIL : compris@utlonline.co.ug
: info@prisons.go.ug



UGANDA PRISONS SERVICE
PRISONS HEADQUARTERS
P.O. Box 7182,
KAMPALA, UGANDA

A REPLY TO THIS LETTER SHOULD BE ADDRESSED TO
THIS COMMISSIONER GENERAL OF PRISONS AND THE FOLLOWING

REFERENCE NO QUOTED: PHQ
ADM/143/219/01

6 October 2015th

✓ Ms. Abyongere Juliet
Kyambogo University
P. O. Box 1
KAMPALA

REQUEST TO CONDUCT RESEARCH

This is in response to your letter dated 23 September 2015, in respect to the above subject.

I am glad to inform you that your application was successful. Uganda Prisons Service has permitted you to carry out your research.

You are therefore, required to report to the Principal Procurement Officer who will arrange for your placement during the course of your research.

N.B This being a Government Security Institution, you **MUST** abide by the Rules and Regulations of the Institution.


D. A. Ahimbisibwe

For: COMMISSIONER GENERAL OF PRISONS

Copied to: The Regional Prisons Commander
CENTRAL REGION

Principal Procurement Officer
PRISONS HEADQUARTERS

Dean, Graduate School
Kyambogo University
KAMPALA