

**BIDDING PROCESS COMPLIANCE AND BID COMPETITIVENESS. A CASE OF
UGANDA NATIONAL ROADS AUTHORITY.**

BY

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DECLARATION

I, **Namawejje Rose**, hereby declare that this dissertation is my original work and that it does not incorporate without acknowledgement of any material previously submitted for a Master's degree or any other academic award in any University; and that to the best of my knowledge it does not contain any material previously published or written by another person except where due reference is made in the text to that effect.

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APPROVAL

This is to certify that this dissertation has been prepared and compiled by Namaweje Rose and it's done under our supervision. It is now ready for submission to the Graduate School Kyambogo University in partial fulfilment for the requirements of the award of a Degree of Master of Science in Procurement and Supply Chain Management.

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DEDICATION

This dissertation is dedicated to my mother Ms. Nabwami Grace for they have been my motivation to accomplish this educational journey.

ACKNOWLEDGEMENT

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TABLE OF CONTENT

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENT.....	v
LIST OF ACRONYMS	ix
LIST OF TABLES	x
LIST OF FIGURES	xi
ABSTRACT.....	xii
 CHAPTER ONE	 1
INTRODUCTION.....	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 Conceptual background	4
1.1.4 Contextual background	8
1.2 Problem statement.....	9
1.3 Objectives of the study.....	10
1.3.1. General objective	10
1.3.2 Specific objectives	10
1.4 Research questions.....	10
1.5 Scope of the study	10
1.5.1 Content scope.....	11

1.5.2 Geographical scope	11
1.5.3 Time scope	11
1.6 Significance of the Study	11
1.7 Operational definition of the study	12
1.8 Conceptual framework of the study	13
1.9 Conclusion	14
CHAPTER TWO	15
LITERATURE REVIEW	15
2.1 Introduction.....	15
2.2 Theoretical Review	15
2.3 Conceptual Review	17
2.3.1 Bidding Process	17
2.3.2 Bid competitiveness	18
2.4 Empirical Literature review	20
2.4.1 Effect of Bidding document approval on Bid Competitiveness	20
2.4.2 Effect of Invitation to bid on Bid Competitiveness	23
2.4.3 Effect of sale and issue of bidding documents on Bid Competitiveness	25
2.5 Literature gap.	26
CHAPTER THREE.....	28
METHODOLOGY	28
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Study Population.....	28
3.4 Sample Size and Technique	29

3.5 Sampling technique.....	29
3.6 Data Collection Methods and Instruments.....	29
3.6.1 Documentary Analysis.....	30
3.6.2 Questionnaires.....	30
3.6.3 Interviews.....	30
3.7 Validity and Reliability.....	31
3.8 Measurement of Variables	32
3.9 Data Analysis Techniques.....	33
3.9.1 Quantitative Data Analysis	33
3.10 Ethical Considerations	33
3.11 Delimitations of the study	34
3.12 Chapter conclusion.....	34
CHAPTER FOUR.....	36
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.	36
4.1 Introduction.....	36
4.2 Response Rate	36
4.3 Background Information about the Respondents.....	36
4.4 Descriptive and Inferential analysis.....	39
4.4.1 Bid competitiveness in UNRA.....	39
4.4.1 Bidding document approvals and bid competitiveness in UNRA	41
4.4.3 Invitation to bid and bid competitiveness in UNRA.....	44
4.4.4 Sale and issue of bidding documents and bid competitiveness in UNRA.....	47
4.4.5 Multiple Regression analysis	50
4.5 Chapter conclusion.....	52

CHAPTER FIVE	53
SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....	53
5.1 Introduction.....	53
5.2 Summary of the Study Findings	53
5.2.1 Bidding document approval and bid competitiveness in UNRA.....	53
5.2.2 Invitation to bid and bid competitiveness in UNRA.....	54
5.2.3 Sale and issue of bidding document and bid competitiveness in UNRA	54
5.3 Discussion of the findings.....	54
5.3.1 Bidding document approval and bid competitiveness in UNRA.....	54
5.3.2 Invitation to bid and bid competitiveness in UNRA.....	55
5.3.3 Sale and issue of bidding document and bid competitiveness in UNRA	56
5.4 Conclusion of the Study.....	56
5.5. Recommendation of the study	57
5.6 Areas for Further Study	57
REFERENCES.....	58
APPENDIX I: QUESTIONNAIRE TO UNRA STAFF	69
APPENDIX II: INTERVIEW GUIDE	74
APPENDIX III: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION.....	75
APPENDIX IV: INTRODUCTORY LETTER.....	76
APPENDIX V: LETTER OF ACCEPTANCE	77

LIST OF ACRONYMS

BOQ	:	Bill of Quantities
CVI	:	Content Validity Index
DAC	:	Development Assistance Committee
EOI	:	Expression of Interest
IAPWG	:	Inter-Agency Procurement Work Group
IFAD	:	International Fund for Agricultural Development
INTOSAI	:	International Organization of Supreme Audit Institutions
NGOs	:	Non-Governmental Organizations
OCED	:	Organization for Economic Co-operation and Development
P- A	:	Principal Agency
PDU	:	Procurement Disposal Unit
PP	:	Public Procurement
PPA	:	Public Procurement Act
PPDA	:	Public Procurement and Disposal of Public Asset Authority
PPIAF	:	Public – Private Infrastructure Advisory Facility
PPP	:	Public Private Partnerships
RICS	:	Royal Institution of Chartered Surveyors
SPSS	:	Statistical Package for Social Science
UN	:	United Nations
UNRA	:	Uganda National Roads Authority
WB	:	World Bank
WTO	:	World Trade Organization

LIST OF TABLES

Table 3. 1: Population category, sample size and sampling guidelines.....	29
Table 3. 2: Validity and Reliability Results.....	32
Table 4. 1: Position held in UNRA.....	37
Table 4. 2: Time worked in UNRA	38
Table 4. 3: Descriptive results for bid competitiveness	40
Table 4. 4: Descriptive results for bidding document approvals	42
Table 4. 5: Descriptive results for Invitation to bid	45
Table 4. 6: Descriptive results for sale and issue of bidding documents	48
Table 4. 7: Prediction Model for the Study Variables	51

LIST OF FIGURES

Figure 1. 1: Bidding Process	8
Figure 1. 2: Conceptual Framework	13
Figure 4. 1: level of education	37
Figure 4. 2: Time worked in UNRA	38

ABSTRACT

The general objective of the study was to examine the effect of bidding process compliance on bid competitiveness in UNRA. The study specifically assessed how bidding document approval, invitation to bid and sale or issue of bidding document affect bid competitiveness in UNRA. The study used a case study design adopting quantitative and qualitative approaches. The study population included 107 respondents consisting of contracts committee, user departments and members of the PDU from the head office and the six regional offices in the country. 107 questionnaires were sent out to be filled but only 80 questionnaires were full-filled and returned providing a response rate of 75%. The study findings revealed that bidding document approval, invitation to bid and sale or issue bidding document all predict 66.4% of the variance in bid competitiveness in UNRA. The study found out that bidding document approval, invitation to bid and sale or issue of bidding documents were significant predictors of the variance in bid competitiveness ($\beta_1 = 0.451$, $t = 3.639$, $\text{Sig.} = 0.000$), ($\beta_1 = 0.072$, $t = 8.705$, $\text{sig} = 0.000$) and ($\beta_1 = 0.462$, $t = 4.963$, $\text{Sig.} = 0.000$). To increase bid competitiveness the study recommends that UNRA should encourage both the staff directly linked to the bidding process at the head office and in regional offices to comply with the approved procedures stipulated in the PPDA Act 2003 as amended and the PPDA Regulations 2014 so as to make the process competitive in terms of increased number of potential bidders, lowering the procurement costs due to increased competition and access to new market developments provided by suppliers.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Bid competitiveness in public sector has continued to deteriorate where most of public organisations or institutions don't fully comply with the bidding process that results into procurement of works, goods and services (Gelderman, et al., 2006). This in turn affects the number of potential suppliers who react to the invitation to bid, the cost of procurement and access to new market developments. Conforming with all the stages of the procurement process particularly the bidding process affects bid competitiveness.

Therefore, this study intended to examine the effect of bidding process compliance on bid competitiveness of an organisation using Uganda National Roads Authority as a study area. Chapter one consisted of the background of the study, problem statement, objectives and research questions, scope of the study, justification and significance of the study and a conceptual framework.

1.1 Background of the study

1.1.1 Historical background

Many countries both in developed and least developed countries have established procurement reforms involving laws and regulations. The major obstacle however, has been inadequate regulatory compliance. De Boer and Telgen (1998) confirm that non-compliance problem affects not only the third world countries but also countries in the European Union. This position is further supported by Gelderman, et al. (2006) who assert that compliance in public procurement is still a key issue. Hui, et al., (2011) while analysing procurement issues in Malaysia found out that procurement officers were accused for malpractice and noncompliance to the procurement policies and procedures. Citing Gelderman, et al., (2006) stipulate that

compliance occurs when the target performs a requested action, but is indifferent about it, rather than enthusiastic, and puts in only a minimal or average effort.

In developing countries, public procurement is progressively recognized as indispensable in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. For instance, public procurement accounts for 60% in Kenya (Akech, 2005), 58% in Angola, 40% in Malawi and 60% of Uganda's public spending (Wittig, 2002; Obanda, 2017). In most developed countries, public procurement takes place within a framework of international obligations, such as World Trade Organization's Agreement on Government Procurement Directives made under regional agreements such as the European Union or the North Free Trade Agreement. While among the East African countries, public institutions still have challenges when it comes to the procurement process particularly deriving from the bidding process leading to procurement of poor-quality goods and services.

1.1.2 Theoretical background

The study was guided by the Jensen and Meckling (1976) Agency Theory that ascertains two types of parties to a transaction. The principal who is the party that wishes to secure some goods or services but does not have the essential specialized knowledge, skills or assets. The principal employs/delegates an agent to accept this task and in the process, delegates some control to that party (Jensen & Meckling, 1976).

Because of the contractual arrangement, the principal-agent theory stresses that often there will be a deviation between the actual decisions made by agents and the decisions that would maximize the principal's benefits and expected outcomes including quality. This divergence arises because, when making a decision, agents also seek to maximize their own self-interest. The principal needs to put in place plans, controls and regulations that motivate the agent to act appropriately (Jensen & Meckling, 1976; Coleman, 1990). In the context of the public

sector, it can be taken by the P-A theory that the PDU need to ensure that the bidding process results into fairness, transparency, competitiveness and equitability of all bidders.

The bidding process is analytical because it enables the organisation to source the required goods and services for the different user departments to implement their roles thus, the step of bidding should be directed professionally. This is a clear signal that the procurement professional performed the agency role in the procurement process and the adherence of procurement policy and strategies is dependent on the existing rules and regulations of public procurement in the strategic flow of the procurement cycle. The major limitation of this theory is the principal agency association that exists between the stakeholders and the procurement management (Bashuma, 2014).

The agency theory has its share of criticism and Perrow (1986) disapproved the agency theory for its behaviour instigation where it takes human behaviour as based on negative intents aimed at maximizing personal benefit yet agents have been found to act in the positively/affirmative interests of the principal. The agency theory has thus been criticized for its narrow mindedness by concentrating on only opportunistic behaviours at the concession of the broader range of agent's behaviour such as altruism, respect and intrinsic motivation (Donaldson, 1990). Arthurs and Busenitz (2003) desires that the agency theory ceases to be relevant in the event of goal congruency since it is silent in such situations where the agent's and principal's goals are in harmony.

Despite its criticisms, Principal –Agent Theory is relevant to this study because it highlights the role of the agent in this case being the stakeholders like the procurement function, contracts committee is accountable for conducting the bidding process on behalf of the organisation in this case of UNRA being the principal to realize bid competitiveness in form of the number of bidders who respond to the invitation, the procurement costs being kept at minimum and access

to new market developments. Once personnel responsible for this stage don't comply to the set rules and regulations, there will be loss of confidence in the bidding process by the potential bidders developing into low rate of participation, increased cost of procurement and failure to utilise the new market developments if there are few bidders who respond to the offer. Thus, the people responsible to conduct this stage should ensure total compliance to the rules laid down in the PDDA Act and the Regulations.

1.1.3 Conceptual background

In this study, the main concepts were bidding process compliance and Bid competitiveness. Each of these concepts had been conceptualized differently by different authors as discussed below.

Bidding Process

Woods (2008) defines bidding as process whereby an organization invites for the supply of goods and services. Woods goes further to contend that bidding can be seen as an important anticorruption approach and according to Moeti et al. (2007), bid is a proposal to provide a good or service in competition with other potential suppliers. According to Woods (2008), bidding has its own rules and emphasis. Procurement transactions which are conducted through formal bidding systems are usually done so because of their relatively high value. The general rule concerns a predetermined limit above which the transaction should be subject to the more severe bidding rules.

According to Gildenhuis (2002), calling for bids for the supply of goods and services is a standard procedure in national government. Legislation obliges governments to call for bids before buying any goods or services. For any national department to deliver services to people successfully nowadays requires it to manage bidding and become involved in the way its suppliers do business. A successful department is often seen as symbol of a country's economic

success. Visser and Erasmus (2007) further contends that all specifications are an integral part of the bid invitation. Apart from advertising, bid documents are also sent to identify possible bidders, and the departments are required to provide the office with their particulars. The closing date, time of closure, validity period, and address where the bidders must be posted must be specified.

Bidding can be defined as the highest price any buyer is willing to pay for a given security at a given time, also bid price or quoted bid is a maximum price a market maker will pay for a security (Mufutau & Mojisola , 2013).

Bidding is the procedure whereby potential suppliers are invited to make a firm and unequivocal offer on the price and terms in which they will supply specified goods, services or works which on acceptance shall be the basis of a subsequent contract (Lysons & Farrington, 2006). Bidding is grounded on the principles of competitiveness, fairness and accessibility, transparency, openness and probity (World Bank, 2008). Internationally, all Public entities are exposed to open bidding by law so as to prevent fraud, waste, unethical practices or local protectionism (Global Trade Negotiation, 2006). Bidding process was conceptualised as approval of the bidding documents, invitation to bid and sale and issuance of the bidding documents in this study.

Compliance

Compliance refers to ensuring that procurement activities and processes are in accordance with government procurement guidelines, manual and other circular institutions as updated from time to time (Procurement Audit Manual for Srilanka, 2016). INTOSAI asserts that compliance means observing with requirements for laws and standards established ethical standards. Compliance determines whether controls are being complied with. This ensures that the procurement law is in place and working correctly (Uganda PPDA Audit Manual, 2007).

Compliance has traditionally been understood as conformity or obedience to regulations and legislation (Snell, 2004). Koleta (2003) described compliance as a process of adhering to organisational framework, and business ethics. He does endorse to the fact that these frameworks should have meaning to those utilizing them to boost compliance.

A public procurement system can be said to be functioning well if and only if it achieves the objectives of compliance with laws and regulations, transparency and public accountability in all steps, competition, economy and efficiency, fairness and equity, and integrity (Oladebo, 2000; Appiah, 2011; WB, 2003; Pauw & Wolvaardt, 2009). To achieve these objectives, procurement system must be well organized, carried out correctly with regard to quantity, quality and timeliness, and at the optimal price above all in accordance with the appropriate guidelines, principles and regulations (Dikko, 2000).

Bidding process Compliance

Therefore, bidding process compliance under this study was defined as conducting the process as guided by the PPDA Act (2003) amended and PPDA Regulations (2014).

Bid competitiveness

According to Ngina (2010), bid competitiveness requires actively encouraging greater supplier participation in the bidding process through advertising, sourcing reviews, pre-qualifications with the purpose of achieving potential for cost savings, increases the potential supplier base and greater awareness of new developments. Bidding performance concerns the relationship between bid submitted by different bidders in a competition (Skitmore, 1992). Banki et al. (2008) discovered that increasing the number of bidders will result in decreased project bid prices.

The PPDA Act (2003) predicts that when laid down criteria is followed it can be comprehended that the organization will have a range of qualified suppliers willing to offer a variety of goods and services within which an organization can make the most appropriate selection from and once the best selection is made through competition it will mean that the best product will be supplied at an agreed price and on time, thus value will be delivered to the organization. Open bid is similar to that of Act 663 (2003) and also known in Ghana as the competitive bidding method, qualified suppliers are invited to compete for a contract advertised in the press or on the internet with the lowest bid generally being accepted, although the advertisers usually stress that they are not bound to accept the lowest or any bid.

Basing on the above explanations, bid competitiveness was operationalized as number of bidders who respond to the invitation to bid, procurement costs and access to new market developments (Dough, 2015). These are briefly explained; Procurement costs focused on the prices achieved in the bid decreasing with the increase of the number of bids submitted in the tender (Shrestha & Pradhananga, 2010). Preferably, bidders place bids that relate to their best estimates of costs and revenues permitting the most suitable offer to win the competition; this can encourage unsuccessful competitors to improve their competitiveness in the next tender. (Dough, 2015). In conducting the bidding process, the procurement department should keep the cost of operations as low as possible and at the same time achieving the best (Lysons, 2006). Access to new market development focuses on new trends on the market which are innovative and able to meet the buying organization's needs that potential bidders are willing to offer if they have confidence in the bidding process.

1.1.4 Contextual background

Ugandan Bidding process according to the PPDA Act, 2003

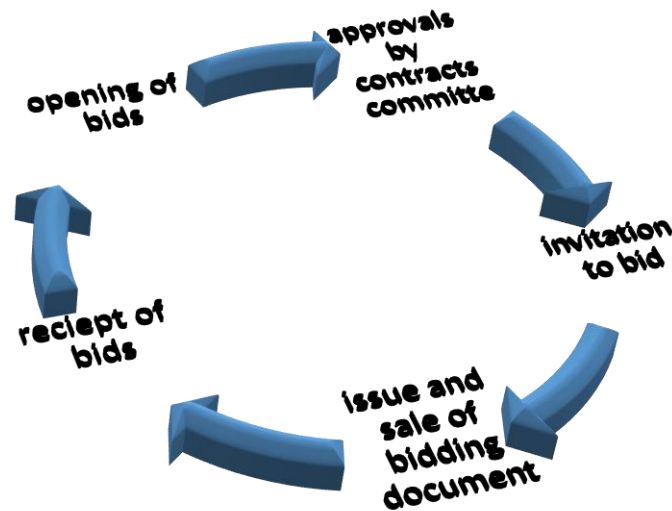


Figure 1. 1: Bidding Process

Uganda's public procurement Act 2003 spells out the process through which public entities embark on looking for the best evaluated bidder. The bidding process involves manifestation of interest, advertising, purchase of bids, picking of bids, preparation of bid documents, pre-bid meeting, soliciting clarification, and bid submission. PPDA Regs, 2014 under S.I. 8 Rules and Methods, the bidding process involves invitation of bidders through advertising of use of approved short-listed suppliers, issue and sale of the bidding documents, determining the bidding period, asserting the bid submission methods, clarifications to the bidders if any, bid opening and closing and receipt.

Despite the reforms in public procurement process of Uganda, there are still difficulties in Uganda's public purchases especially the like the non-adherence to procurement policies as well as bidding irregularities. Uganda National Roads Authority has been experiencing irregularities in the bidding process that has negatively impacted on the bid competitiveness

(Procurement Audit Report 2018/2019). It was thus essential to assess the effect of the bidding process compliance on bid competitiveness in government entities particularly looking at Uganda National Roads Authority.

1.2 Problem statement

Regardless of the effort by the Government of Uganda to improve performance of the procurement function through the reforms that were made in 2003, the amendments in the PPDA Act and the Regulations of 2014, bidding process in Uganda is still hindered with low bidder participation, increased procurement costs and inadequate access to new market developments due to failure to comply with the law governing procurement (PPDA Audit Reports 2016/2017).

According to the PPDA Audit Reports for 2016/2017 and 2017/2018 of Uganda National Roads Authority the following abnormalities continuously exist during the bidding process namely use of wrong procurement method, irregularities like no record of received bids, failure to provide for preference schemes, inadequate solicitation documents, use of solicitation documents not issued by PPDA.

The UNRA Audit Reports of 2018/2019 indicate low bid participation and unfounded use of the direct procurement method and these have developed into risk of signing contracts with non-compliant bidders, hindering the entity from attaining value for money, violation of the principles of fairness and transparency in the procurement process, limit competition, denies local firms the opportunity to build internal capacities, delivery of wrong supplies, shoddy work or abandon sites consequently affecting service delivery, delays, failure for bidders to prepare and submit responsive bids and loss of confidence by the bidders in the procurement process.

Such phenomenon results increased costs of procurement operations, low bid response and limited access to new market developments offered by potential bidders. This has remained

constant over the financial years prompting the study to be undertaken to examine the effect of bidding process compliance on bid competitiveness using Uganda National Roads Authority as a case study.

1.3 Objectives of the study

1.3.1. General objective

To examine the effect of bidding process compliance on bid competitiveness at Uganda National Roads Authority

1.3.2 Specific objectives

1. To assess the effect of bidding document approval on bid competitiveness at Uganda National Roads Authority
2. To evaluate the effect of invitation to bid on bid competitiveness at Uganda National Roads Authority
3. To examine the effect of issue and sale of bidding documents on bid competitiveness at Uganda National Roads Authority

1.4 Research questions

1. What is the effect of bidding document approval on bid competitiveness at Uganda National Roads Authority?
2. How does invitation to bid affect bid competitiveness at Uganda National Roads Authority?
3. What is the effect issue and sale of bidding documents on bid competitiveness at Uganda National Roads Authority?

1.5 Scope of the study

For purposes of this study the scope of the study was divided into three to include;

1.5.1 Content scope

This study covered bidding process compliance and bid competitiveness. The bidding process involves expression of interest, advertising, purchase of bids, picking of bids, preparation of bid documents, pre bid meeting, soliciting clarification, bid submission, however for purposes of this research, bidding process compliance will be measured using three dimensions which will include bidding document approval, invitation to bid and sale and issue of bidding documents during because according the reviewed PPDA Audit reports for UNRA irregularities are mainly seen during these phases of the bidding process (Audit Reports Of FY 2017/2018/ 2018/2019) . Bid competitiveness was measured using number of bidders who participate, procurement costs, and access to new market developments (Dough, 2015).

1.5.2 Geographical scope

This study was carried in Uganda National Roads Authority located on Plot 3, UAP Nakawa Business Park, and 5 New Port Bell Rd, Kampala

1.5.3 Time scope

The study was conducted in the period of 6 months as the researcher assumed that that period was enough to review related literature and collection of data. The Audit reports that were to be reviewed were for FY 2016/2017, 2017/2018 and 2018/2019. These were chosen because they well documented the persistent irregularities in the bidding process over the years providing a strong explanation for undertaking the study.

1.6 Significance of the Study

The study envisioned to investigate the effect of bidding process on bid competitiveness. The study was expected to be of much importance to a number of people as follows:

The findings of the research will help management and decision makers of Uganda National Roads Authority to realize the formal way of how bidding process is conducted to ensure quality goods and services are procured.

The findings of this study will have an influence on government initiatives and policies to successfully deal with bidding. Bidding can make an important contribution to procurement of quality goods and services at Uganda National Roads Authority.

Furthermore, since the field of bidding is extremely dynamic, the study of literature, trends, new developments and the research will contribute to the body knowledge and provide new angle into this field.

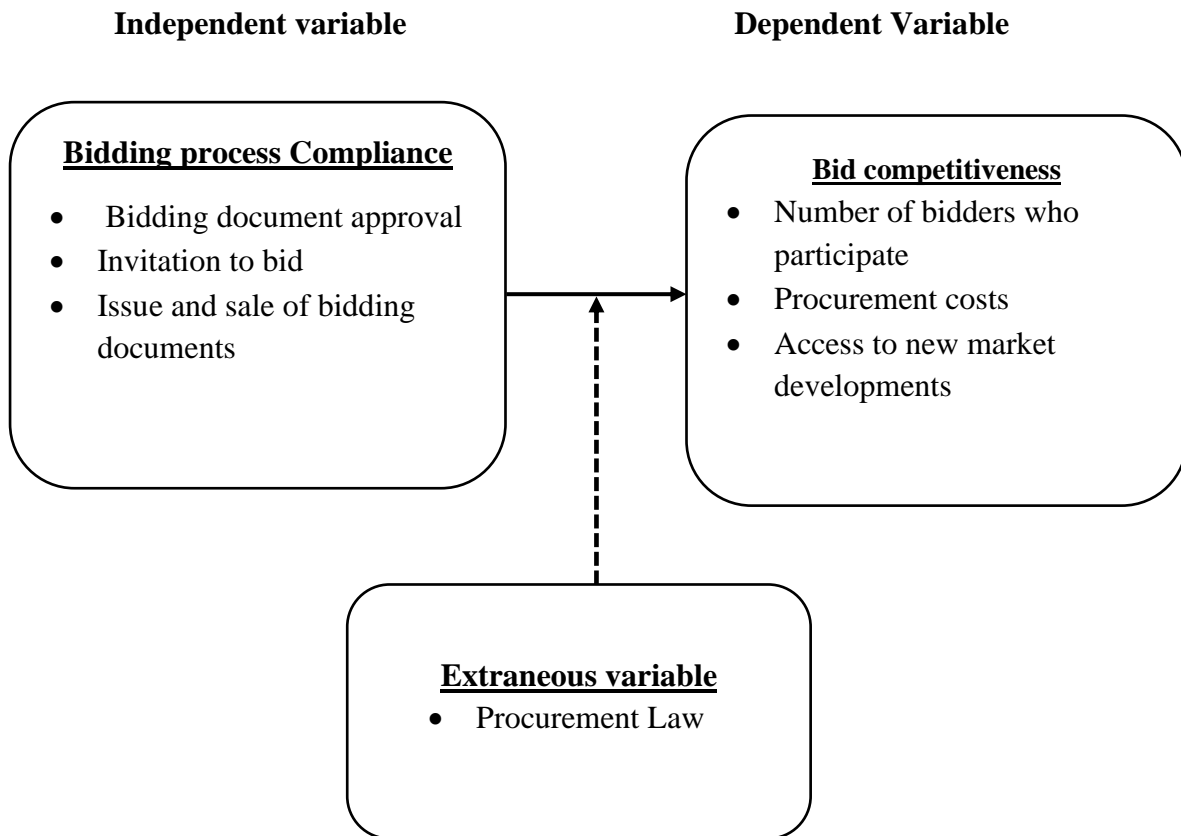
The research will also add value to the body of knowledge and understanding the bidding process compliance in Public entities. This will be beneficial to researchers who may want to research more in this area.

1.7 Operational definition of the study

Bidding process under this study focused on activities relating to approval of the bidding documents, inviting potential bidders and sale and issuance of the bidding documents.

Bid competitiveness under this study is defined as the rate of bidder participation, the cost of procurement and access to new market developments.

1.8 Conceptual framework of the study



Source: Adopted from the PPDA Act (2003) and Regulations, (2014) and Dough (2015) with Modification.

Figure 1. 2: Conceptual Framework

Figure 1.2 above showed the dependent and independent variables of the study and how they related to each other. The independent variable was the bidding process compliance being measured by bidding document approval, invitation to bid and sale and issue of the bidding documents. The dependent variable being bid competitiveness was measured by number of bidders who participate in bidding, procurement costs and access to new market developments. The extraneous variable being procurement law on the bidding process but for purposes of this research the variable was held constant.

1.9 Conclusion

Chapter one presented the background of the study in four perspectives of historical, conceptual, theoretical and contextual aspects to the study. Chapter one provides the basis for presenting the statement of problem, the research objectives and questions, scope, justification and significance of the study and conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the existing body of literature on the effect of bidding process compliance on bid competitiveness based on what other scholars have observed with a view of identifying literature gaps to be filled. The review covered the underlying theory, conceptual review and the review of related literature in relation to the study objectives. The last section presents the summary of the literature.

2.2 Theoretical Review

The study was guided by the Jensen and Meckling (1976) Agency Theory that identifies two types of parties to a transaction. The principal who is the party that wishes to secure some good or service but does not have the necessary specialized knowledge, skills or assets. The principal employs/delegates an agent to undertake this task and in the process, delegates some control to that party (Jensen & Meckling, 1976).

Because of the contractual arrangement, the principal-agent theory stresses that often there will be a divergence between the actual decisions made by agents and the decisions that would maximize the principal's benefits and expected outcomes including quality. This deviation arises because, when making a decision, agents also seek to maximize their own self-interest. The principal needs to put in place plans, controls and regulations that motivate the agent to act appropriately (Jensen & Meckling, 1976; Coleman, 1990). In the context of the public sector, it can be taken by the P-A theory that the PDU need to ensure that the bidding process results into fairness, transparency, competitiveness and equitability of all bidders.

The bidding process is as critical as it enables the organization to source the required goods and services for the different user departments to execute their roles therefore, the step of

bidding should be directed professionally. This is a clear indication that the procurement professional performed the agency role in the procurement process and the adherence of procurement policy and strategies is dependent on the existing rules and regulations of public procurement in the strategic flow of the procurement cycle. The major limitation of this theory is the principal agency association that exists between the stakeholders and the procurement management (Bashuma, 2014).

The agency theory has its share of criticism and Perrow (1986) criticized the agency theory for its behavior beginning where it takes human behavior as based on negative intentions aimed at maximizing personal benefit yet agents have been found to act in a positively/affirmative interest of the principal. The agency theory has therefore been criticized for its narrow mindedness by focusing on only opportunistic behaviors at the compromise of the broader range of agent's behavior such as altruism, respect and intrinsic motivation (Donaldson, 1990). Arthurs and Busenitz (2003) proposes that the agency theory ends to be relevant in the event of goal congruency since it is silent in such situations where the agent's and principal's goals are in harmony.

Despite its criticisms, Principal –Agent Theory is relevant to this study because it emphasizes the role of the agent in this case being the stakeholders like the procurement function, contracts committee responsible to conduct the bidding process on behalf of the organization in this case UNRA being the principal to achieve bid competitiveness in form of the number of bidders who respond to the invitation, the procurement costs being kept at minimum and access to new market developments. Once personnel responsible for this stage don't comply to the set rules and regulations, there will be loss of confidence in the bidding process by the potential bidders resulting into low rate of participation, increased cost of procurement failure to access new market developments provided by potential bidders. Thus, the people responsible to conduct

this stage should ensure total compliance to the rules laid down in the PDDA Act and the Regulations.

2.3 Conceptual Review

2.3.1 Bidding Process

Garret and Rendon (2005) defines bidding process as activities related to development of solicitation document, solicitation of offers by studying competitive approval levels and along with public notice, electronic solicitation or other methods of publicizing; evaluation aims and intended to select best value contractor concluding into contract award. Gordon (1996), points out that bidding process objective may be broad and specific. A classic definition is the competitive and procedural systematic procedure of selecting the best suppliers for the cheapest price.

According to Telgen et al. (2005), Monczka et al. (2005), bidding necessitates determining the sourcing strategy and no single sourcing strategy approach will satisfy the requirements of all purchases. Bidding process involves bid documents development, preparation of bids, submission and opening of bids (Douh, 2015).

There is extensive normative literature on the procedures and mechanisms by which the owner of a project invites potentially interested builders to express an interest in undertaking the project. The probable bidders then compete by tendering bids or proposed bid prices and the award is made, usually, to the lowest of the bidders that are considered capable of handling the project efficiently (Couzens et al., 1996; Harris & McCaffer, 1995; Skitmore, 1989).

Jackson (2002) recommends that the main tasks in bidding are compiling the request for proposals or bid documents. He reports that the evaluation criteria in the request for proposals or bid documents could be drafted to favour a particular supplier or service provider to emphasize weakness of a particular competitor. During bidding, Jackson proposes that it is

possible that advance information could be provided to particular favoured or simply misaddressing bid documents, accepting late proposals or rejecting legitimate proposals to corrupt the procurement process. These are likely to affect the performance of the projects.

From the public- private partnerships, PPIAF (2009), stress that due to the large size of many PPP highway contracts, the enormous investments involved and the numerous stakeholders directly or indirectly involved government officials will often be under pressure. This pressure originates from politicians, the media, NGOs or contractors who feel that a particular potential bidder should be given preference. The best way to counter this pressure is to ensure that the bidding process is clear, fair and carefully thought out.

2.3.2 Bid competitiveness

Bid competitiveness focused on actively boosting greater supplier participation in the bidding process through advertising, sourcing reviews, pre-qualifications with the aim of achieving potential for cost savings, increases the potential supplier base and superior awareness of new developments (Ngina, 2010). Bid competitiveness under this study was conceptualized as number of bidders who participate, procurement costs and access to new market developments.

Most of the bidding process is conducted through documents. Dialog and opportunities for clarification are rare, at least in the early stages of the process. Any confusion by the bidders of the rules and procedures for selection will discourage them from participating. Particular attention should be paid to the comprehensiveness, clarity and compatibility of project documentation issued by the Government. Naturally, if the private sector knows that the government will stick tightly to the rules, so will they, if they are not to waste time and money (PPIAF, 2009).

According to Arrowsmith (2011), a project that receives a large number of bids will result in selecting a capable contractor at additional competitive price. Besides, a bid that attracts a

significant number of foreign bids indicates that the process is reliable and worthy to be trusted stated Williams-Elegbe (2007). For all these reasons, it is simply logical that competitiveness deserves its rank and considered as a significant performance criterion as far as public procurement is concerned.

In conducting the bidding process, the procurement department needs to keep the cost of operations as low as possible and at the same time achieving the best (Lysons, 2006). Efficient use of public resources should be reinforced by quality management of the bidding procedure to achieve competitive bid prices. (Hanak & Muchora, 2015). The creation of a satisfactorily competitive environment is desirable, because it can be assumed that the prices achieved in the bid will decrease with the increase of the number of bids submitted in the bid (Shrestha & Pradhananga, 2010). However, it may be difficult to ensure a competitive environment, because the number of bidders depends on a variety of aspects, e.g. the type of the subject matter (type of structure) or the volume of the project (Al- Arjani, 2002).

Bidding for a PPP highway project is a very costly venture. In a number of countries, ambitious projects have been launched and then stopped in the middle of the selection process resulting in very huge losses for the private firms involved. Most of those countries now face incredible problems in attracting the private sector to participate in their next generation of PPPs. Potential bidders will only be willing to invest this money if they can be reasonably certain that the government is truly committed to the project (PPIAF, 2009).

Furthermore, competitive bidding process helps to reduce cost by broadly 20% (Simon et al., 2005), promote competition and hamper corruption (Oladebo, 2000; Steven & Patrick, 2006). However, although competitive bidding process has the advantage of unbiased awarding of contracts, it fails to respond optimally to ex-post adaptation of the contract especially for complex projects where there is a need for flexibility.

Also, delays and cost implications of the procurement process may occur due to queries arising from uncertain specification, terms of reference, weak terms and conditions of the contract set forth in the bidding document or request for proposal for consultancy services. (Lwitiko, 2013). Additionally, Ricky Johnson (2010) explained that for such a complicated procedure to yield meaningful compliance, the procurement function should play an integral role to achieve economic savings in short and long terms.

Bidding aims at collecting and analysing information about capabilities within the market to satisfy the organization's requirements, such as obtaining reliable cost information, determining the appropriate technology and alternative products as stated by the Inter Agency Procurement Work Group (IAPWG, 2011).

2.4 Empirical Literature review

2.4.1 Effect of Bidding document approval on Bid Competitiveness

A prominent component of bid documents is Instructions to bidders which provides clear instructions on the marking, sealing and submission of bids as well as the steps to be followed in bid preparation. Another requirement is the use of neutral and well drafted specifications as recommended Mensah (2013). Then, another fundamental document is the Bill of Quantities (BOQ) that summarises the extent and the nature of works to be procured. It is also the basis of the estimation of costs and the subsequent contract total amount.

Moreover, the BOQ serves as the reference plan to justify works variations (Douh, 2015). Ideally, bid documents must be complete, concise and clear in an applicable language as well. However, the procuring entity must request the approval of bid documents before any publication. At this stage therefore, serious issues to look at are evaluation and award criteria, bid presentation and submission conditions, technical specifications, contract type and format, time limits for bid preparation and non-objection.

Once budget funding for a given procurement has been confirmed, the actual bidding process starts by informing all the interested bidders of the opportunity to bid (Moeti et al., 2007). Creswell (2008) also asserted that the bid process is determined where the organisation requesting the bid determines the method that will be used as well as what will be involved in the bidding process. He continues to state that the bidding documents are prepared in accordance with the Act and Regulations governing a particular country. These shall contain enough information to allow fair competition among those who may wish to submit bids. Aissaoui et al. (2007) observed that, decision makers are faced with different procurement situations that lead to different decisions. Accordingly, in order to make the right choice of service provider, the procurement process should start with finding out exactly what they want to achieve by selecting a supplier.

Australian Constructors Association (2006), suggested that a typical bidding process involves three diverse stages namely bid preparation that involves project definition and scoping, selection process for tenderers, bid documentation and development of criteria for selection, bid implementation that comprises the call for bids, responding to invitations to bid, developing the commercial offer, bid meetings and enquiries, amendments to bid documents, submission and closing of bids.

According to the PPDA Act 2003 as amended Sec 28(c) declared that it's the role of the contracts committee to approve the bidding documents that are to be used by the procuring and disposal Unit. The PPDA Act 2003 of Uganda sec 64 requires that the bidding period be sufficient to allow bidders to prepare and submit their bids and shall not be reduced with the aim of limiting competition. In case of clarifications prior to the deadline for bid submission, sec 65 of the PPDA Act 2003 allows a procuring and disposing entity may, on its own initiative,

or in response to a request for clarification by a bidder, modify the solicitation documents by issuing an addendum.

Where a procuring and disposing entity considers it necessary, it may extend the closing date to enable bidders to take the addendum fully into account while preparing their bids. Approvals by the contract committee are made by the contracts committee members where they sit and agree on the procurement and disposal methods to be used for a given procurement. The bidding documents to be issued to the prospective bidders and some addenda in case of any clarifications originating from the buying organisation, the evaluation committee that will evaluate the bids or proposal to recommend the best evaluated bidder, short list of bidders generated as a result of the prequalification exercise and finally the expression of interest sent out to the public (Sec 28 of the PPDA Act, 2003).

The solicitation documents play an integral role towards successful procurement process. It is through these documents, procuring entity are able to select the best supplier, service providers, contractors or consultants for undertaking or supply of procurement requirement (Mlinga, 2008). The Procurement Management Unit should prepare bidding documents or terms of reference that will not to favour a particular service provider or supplier/contractor/consultant so to hinder competition or restricted some of potential bidders.

Therefore, terms and conditions, specifications should be fair and allow competition among prosperity bidders and the bid document should be approved by Tender Board. Also, clarifications should be distributed to all bidders at the right time and submission deadline date, time and place for delivering bid document should be stated clearly (Gorfu, 2011).

All requirements should be noticeably expressed in terms that will encourage a sufficient number of responsive offers so that the result will best meet the organization's needs. (UN Procurement Practitioner's Handbook, 2020). The use of standard documents ensures

consistency from one transaction to another, helps anticipate errors, avoids repetition and omissions which generally streamlines the process.

Poorly organized solicitation documents have numerous negative effects to procurement process, thus resulting to delays of delivery of the goods, works or services required. The negative effects include among others selection of unqualified contractor, supplier or service provider which in turn results into poor performance by failing to deliver the goods, works or service on time, at the right cost, and prescribed quality (Lwitiko, 2013).

2.4.2 Effect of Invitation to bid on Bid Competitiveness

Bock (2005), stated that the preparation of the request for bid is the first step in the bidding process. In a request for bid, sufficient information is issued to suppliers to enable them to prepare an offer. Visser and Erasmus (2007) further stated that all specifications are an integral part of the bid invitation. However, according to Gildenhuis (2002), the notice for calling for bids usually mentions the closing dates and hours for presenting the bids. Also, Bidding is whereby potential suppliers are invited to make an offer on the price and terms in which they will supply specified goods, services or works (Lysons et al., 2006).

Still, the procuring entity takes reasonable steps to bring the invitation to bid to the attention of those who may wish to submit bids. If advertisement is to be done where suppliers respond by obtaining all the relevant documentation after paying a fee prescribed for copies of the bidding documents. At this stage, it's important to attend any pre-bidder briefing sessions being conducted, clarify any uncertainties, plan your response, prepare your response and submit your response in the right format, on time and at the right location (Fadhil & Hong, 2002).

In relation to the above, the bid document is advertised and the bidders can send their responds either electronically or give hardcopy (Atieno, 2009). The bids are opened during the closing date and time by an ad-hoc committee of at least three members, appointed by the Accounting

Officer of an organization who is the Managing Director (Preuss, 2009). The bidder should be given enough time before closing to allow bidders enough time to bid (Raymond, 2008).

The Act and the Regulations are also in line with literature where invitation to bid which is done through open bidding as a default method according to Sec.80 of the PPDA Act 2003 by use of a widely spread newspaper, website or noticeboard (Sec. 71 (1) of the 4th Schedule of the PPDA Act, 2003). Also, invitation to bid can be undertaken using a short list of bidders which is usually generated through conducting a prequalification exercise. Further still, Regs (2014) clearly states how bidders can be invited namely by publication of a bid notice, through a pre-qualification exercise, by developing of a shortlist or by direct invitation of a sole or single provider.

Pre-qualification is the selection process where potential suppliers must demonstrate their financial standing and technical ability to meet the requirements. The client will also take account of potential suppliers' past performance and experience with reference to contracts of a similar nature before the pre-selection. Another form of it is an Expression of Interest (EOI) process which is performed before formal bids are called in order to select appropriately qualified bidders (Douh, 2015). This process is very critical and sensitive since the officer needs to be very careful, and try to be as objective as possible when comparing different suppliers. This is to avoid cases of fraud and corruption. Bidding is a formal and lawful procedure of soliciting bids offers in order to select the most suitable supplier (Tasmania, 2006).

The objective of advertising is to provide wide and timely notification of bidding opportunities so as to obtain maximum competition by informing all potential bidders and to afford equal opportunities to all qualified and suitable tenderers without discrimination (Sonne, 2016).

According to RICS (2018), poor advertising and short bidding periods causes delay during bidding process.

2.4.3 Effect of sale and issue of bidding documents on Bid Competitiveness

Steyn et al. (2010), stated that sets of documents are issued to bidders and record is kept of potential vendors that collect documents. Sometimes there is a deposit payable that is refunded if a bid is submitted or documents are returned. In case of the request for proposal, complex projects are a custom to hold a mandatory briefing to provide bidders the opportunity to clear any misunderstanding. Bid documents are sent to identify possible bidders, and the offices responsible are required to provide the necessary information like the closing date, time of closure, validity period, and address where the bids must be deposited or posted must be specified (Visser & Erasmus, 2007).

In addition to the above, a procuring and disposing entity shall record the issue or sale of all bidding documents using Form 8 in the Schedule (Reg. 47 PPDA Rules & Methods, 2014). Bidding documents may be sold in order to recover the cost of printing, copying and distribution and the price shall be calculated to cover only these costs and shall not include any profit. The price of the bidding documents shall be approved by the contracts committee before issuing the bid notice or bidding documents and shall be included in the bid notice. Where bidding documents are sold, a procuring and disposing entity shall issue signed receipts for payment to bidders. In this stage, the bidding document is prepared and given out for out for potential contractors, supplier or consultants to bidder in relation to the procedure established in the selected method of procurement (Baah, 2015).

Therefore, prospective bidders should be authorized to inspect bid documents before purchasing. For transparency reasons, every purchaser is registered and fees received are recorded and subsequent receipt issued. The next issue is the handling of requests for

clarifications which in all cases, has to be answered and copies placed in the procurement record file. So, any response to a bidder's request for clarifications must be communicated to all bidders without mentioning the author's name (Dough, 2015). Bidders must be issued with the same information at the same time, to ensure that the procurement process is fair. It is essential that records are kept of all the documents issued, in case of queries or complaints from bidders (IFAD, 2010).

However, Athumani (2012) conducted an assessment on effectiveness of bidding process in the public sector in Tanzania a case of ministry of health and social welfare and according to him if bidding is performed and administered according to the laid down effective procedures and regulations the outcome is the best quality of goods delivered to the public expectations. He further explained the need to exercise accountability and transparency in the procurement process. He also pointed out the problem of uncounted in the bidding process which include use of defective bid documents, wrong interpretation of act, regulation and standard tender document, unethical behavior among procuring officials and entities.

2.5 Literature gap.

Despite the fact that procurement has been studied extensively in the recent years, literature shows that there is a lot of generalisation of the procurement process and its influence on the performance of the entity. There is a gap when it comes to exploring the individual stages of the procurement process and their effect on the performance of the organisation.

In addition, there is scanty literature on how bidding process compliance affect bid competitiveness which has therefore prompted the study on the bidding process compliance and bid competitiveness with the aim of filling a conceptual gap and to add on the leaf of already existing literature.

Bidding process has no clear demarcation of where it starts and ends some authors have documented it from invitation to evaluation of bids while others look at from invitation to bid submission so this study will clearly state and analyse the bidding process to assist future researchers in conceptualisation.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology which describe the research design, study population, sample size and sampling techniques, types and sources of data, data collection methods, validity and reliability issues, data analysis methods that will be applied in this study and ethical considerations.

3.2 Research Design

This study employed a case study research design, the case study research design was relevant since the researcher wished to gain an in-depth understanding of the context of the research and the processes being studied (Saunders, Lewis, & Thornhill, 2009). The choice of a case study design was a fairly exhaustive method which enabled the researcher to study in-depth the different aspects of the phenomenon. The design was flexible in respect to data collection methods because it saved both time and money (Kothari, 2008). The study applied both qualitative and quantitative approaches. Qualitative approach was used for purposes of supporting the quantitative findings (Sekaran, 2003).

3.3 Study Population

According to Bryman (2015), Population is the universe of units from which the sample is to be selected. The study population of the study was 107 respondents at the head office and the regional offices across the country. The respondents included accounting Officers, Contract Committee and members of the PDU. UNRA had six regional offices across the country which included Eastern, Northern, Southern, Central, Western and North Eastern. This population was considered because they were considered knowledgeable about bidding process compliance and bid competitiveness at UNRA.

3.4 Sample Size and Technique

The study selected all the 107 respondents where all the population were used and the reason being the study population was small therefore all the respondents were included in the study. The summary of the sample size selected from the study population is presented in table below.

Table 3. 1: Population category, sample size and sampling guidelines

Population category	Sample	Sampling method
Accounting Officer	1	Census
Director Procurement	1	Census
Contracts committee	5	Census
PDU's	30	Census
User departments	70	Census
Total	107	

Source: UNRA HR Structure, (2007).

3.5 Sampling technique

In this study, Census was used as sampling technique where all the population was included in the collection of data reason being the population was relatively small therefore if any other technique was used then wasn't going give a representation of the whole population.

3.6 Data Collection Methods and Instruments

Cohen, (2013) termed research data collection methods as the range of approaches used in gathering information, which are to be used as a basis for interpretation and conclusion, for explanation and prediction. Data collection instruments refers to tools or mechanisms used by a researcher to collect data from the field or respondents. Both Primary and secondary data was collected, the primary data was obtained from respondents through questionnaires and interviews while secondary data was obtained from documents that contained relevant

information about the study, for this case the following methods were employed in data collection.

3.6.1 Documentary Analysis

Documentary analysis was considered by many researchers as potential source of data for research (Saunders, Lewis, & Thornhill, 2009). In this study documents like reports, ministerial statements were used to complement other sources of information with the idea that documents validate and augment evidence from other sources (Yin, 2014). Various published and unpublished working documents and record from UNRA archive were used in collection of secondary data. This helped to obtain different information related to the study but also helped to understand the relationship between stated variables.

3.6.2 Questionnaires

This is an instrument of data collection from individuals using a formally designed schedule of questions (Saunders, Lewis, & Thornhill, 2009). The study used a self-administered questionnaire where respondents were requested to fill the questionnaires that allowed respondents to express their ideas independently. Before questionnaires were administered, they were tested to the respondents to ensure their validity (Adam & Kamuzora, 2008). The questionnaire was scored on Likert scale ranging from 1 for strongly disagree, 2= disagree, 3 = not sure, 4 = agree to 5 for strongly agree was used. The question sections included background information, bidding document approvals, invitation to bid and sale and issue of bid documents and bid competitiveness.

3.6.3 Interviews

The researcher conducted interviews where by the respondents were interviewed privately and one at a time. This involved structured questions to gather only the necessary information and were structured in such a way that it looked more as normal conversation. Before moving to

the specific questions that relate to the study, the researcher started the interviews by asking general question about UNRA so as to create friendly environment for trust between the interviewers and respondents, this provided chance to get more required information and clarification of some issues which were not clear from the quantitative findings.

3.7 Validity and Reliability

Validity

Validity refers to how accurately a method measures what it is intended to measure. A data collection tool should accurately reflect the concept that it is intended to measure (Cohen et al, 2013). The validity of the instrument was tested using the Content Validity Index (CVI). This involved expert scoring the relevance of the questions in the instrument in relation to bidding process compliance and bid competitiveness and a consensus judgment given on each variable taking only variables scoring above 0.70 as suggested by Nunnally and Bernstein (1994).

The CVI was arrived at using the following formula.

$$CVI = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

Reliability

Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study (Saunders, Lewis, & Thornhill, 2009). Reliability of the instrument was established using Cronbach's Alpha coefficient obtained from SPSS to measure how consistently the instrument measured what it was supposed to measure using only items scoring higher than 0.70 recommended for social sciences (Nunnally & Bernstein, 1994).

To ensure validity and reliability of the instrument for data collection, the researcher, pretested the instruments such as questionnaire and interview guide by doing a pilot study with some of the respondents. Therefore, the researcher employed multiple techniques in which one

instrument was complemented to others. The researcher also sought assistance of the university supervisor that went through the research instruments to ensure that it actually measured what the researcher planned to measure. Then the researcher made necessary changes and improved the research instrument before it was rolled out to collect the data.

Table 3. 2: Validity and Reliability Results

Variable	CVI	Cronbach's Alpha	No. of Items
Bidding document approval	0.83	.988	10
Invitation to bid	0.76	.976	10
Sale and issue of bidding document	0.73	.962	11
Bid competitiveness	0.78	.935	7

Source: Primary data 2020

3.8 Measurement of Variables

Bidding process compliance was measured based on the bidding process considerations of approval of bidding documents, invitation to bid and sale and issue of bidding documents according to the PPDA Act 2003. Bid competitiveness was measured based on the number of bidders who participate, procurement costs and access to new market developments as put across from most authors in literature. These were then channelled into observable and measurable elements to enable the development of an in-depth of the concept. A five-point Likert scale ranging from (5) strongly agree, (4) agree, (3) not sure (2) disagree, (1) strongly disagree.

3.9 Data Analysis Techniques

3.9.1 Quantitative Data Analysis

Quantitative data was presented and this was done with charts, tables, means and standard deviations for each of the variables used in the study (Cooper & Schindler, 2003). Quantitative methods of data analysis can be of great value to the researcher who is attempting to draw meaningful results from a large body of qualitative data. The main beneficial aspect is that it provides the means to separate out the large number of confounding factors that often obscure the main qualitative findings. Pearson's correlation statistics was used to test the relationships at 99 and 95 confidence limits. A positive correlation showed a direct positive relationship between the variables while a negative correlation showed an inverse, negative relationship between the two variables.

A multiple regression analysis using ANOVA statistics of adjusted R^2 values, beta, t values and significance values as suggested by Amin (2005) was used to determine the extent to which independent variable predicted the variance in the dependent variable. But before conducting a multiple regression analysis, several assumptions were tested to check whether the variables were fit to run a regression analysis. The assumptions included; sample size being more than 20 records for each variable, absence of outliers in all variables, absence of multicollinearity and normal distribution of study variables using the normality test.

3.10 Ethical Considerations

The researcher obtained an introductory letter from Kyambogo University which was introduced to the management of UNRA head office to authorize the study. Once permission to conduct the study was sought from management of UNRA to authorize the study, 6 research assistants were trained in the study tools and its management and then were distributed to the six regions where UNRA operates that enabled timely collection of data from the field. The

questionnaires were distributed and collected within three weeks of issuance by the research assistants with the supervision of the researcher. The filled questionnaires were then put into an envelope in preparation for entry into SPSS with the help of a statistician. All the data collected was handled with total confidentiality and a final report was provided to management of UNRA for review and adoption of recommendations before a final report was concluded. Among the ethical issues regarded in this research was voluntary participation of respondents which didn't require people to be intimidated. But before conducting interview, an informed consent was taken.

3.11 Delimitations of the study

Balancing between work and research timetable was a bit challenging as time was limited but this was solved through getting study leave for two months to accomplish this research project.

Response rate was relatively low as compared to the earlier anticipations due to the pandemic where most of the staff were working from home and this was minimized through contracting them and giving them polite reminders of creating time and fill the questionnaires.

Compiling and computing of data for this study came with short comings that had to be taken into consideration like inadequate data provided by the respondents and answering the questionnaires without taking keen interest but this was solved through putting in vague statements to capture the validity of responses.

3.12 Chapter conclusion

The chapter presented the methodology that the study used. The study employed a case study design. A population of 107 respondents was used with a sample size of 107 still which was based on Krejcie and Morgan (1970) table. Primary data was obtained from 80 respondents giving a response rate of 75%. Data was collected using a questionnaire and interviews were later conducted for triangulation purposes. Reliability and validity tests were considered for the

variables used; measurement of the research variables was made. Ethical considerations and delimitations of the study were also presented.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.

4.1 Introduction

This chapter presents, analyses and interprets the study findings of bidding process compliance and bid competitiveness in UNRA based on the information obtained from the survey questionnaire and interview guide. It presents the response rate, background information about the respondents and empirical findings on bidding process compliance and bid competitiveness. Both descriptive and inferential statistics were conducted.

4.2 Response Rate

A total number of one hundred seven (107) questionnaires were administered to the staff of UNRA in all the six regional offices in Uganda, out of which eighty (80) questionnaires were obtained and valid for data analysis. These valid questionnaires yielded 75% of response rate. Five interviews were targeted and were all conducted. This indicates that, the response rate was quite high and reflects the views of the entire population.

4.3 Background Information about the Respondents

This sub section presents the background information of the respondents used in the study in terms of position held in UNRA, level of education of the respondents and time worked in the position with UNRA as these are key determinants of perceptions of bidding process compliance and bid competitiveness in UNRA.

Table 4. 1: Position held in UNRA

Position held in UNRA	Frequency	Valid Percent
Contracts Committee	5	6.3
Procurement and Disposal Unit	23	28.8
Accounting officer	1	1.3
Director procurement	1	1.3
User departments	50	62.5
Total	80	100.0

Table 4.1 above shows that most respondents were user departments with 62.5% followed by the PDU with 28.8 then contracts committee with 6.3% and lastly accounting officer and director procurement which was at 1.3%. This implies that the respondents possess the skills to assess bidding process compliance in UNRA and are also key personnel involved in bidding process of UNRA.

Level of education

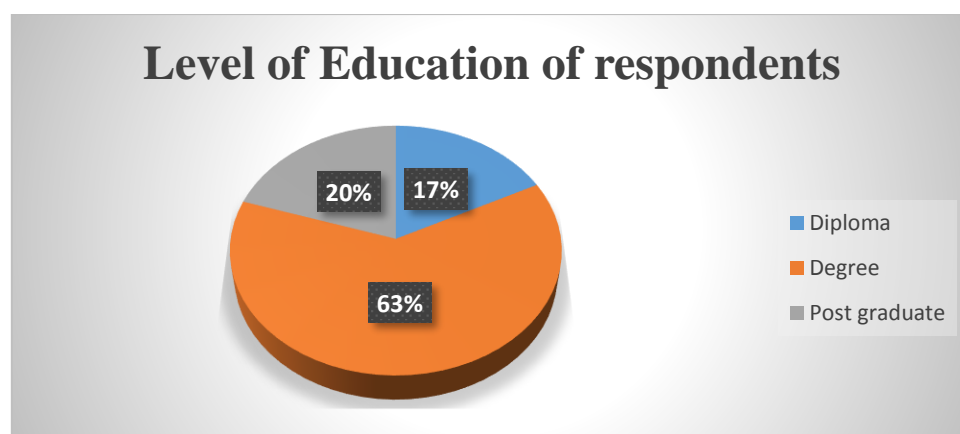


Figure 4. 1: level of education

Figure 4.1 above shows that most staff in UNRA had acquired a degree with 63% followed by post graduate qualifications with 20% and lastly 17% had gained diploma qualification. This

high level of training is likely to instill them with the requisite skills for conducting bidding process as required by the PPDA Act 2003 and the PPDA Regulations and also all the respondents are regular participants in bidding process activity and can really give good assessment of the effect of bidding process compliance and bid competitiveness.

Table 4. 2: Time worked in UNRA

Time worked in UNRA	Frequency	Percent
1-4 years	28	35.0
5-9 years	46	57.5
10-14 years	6	7.5
Total	80	100.0

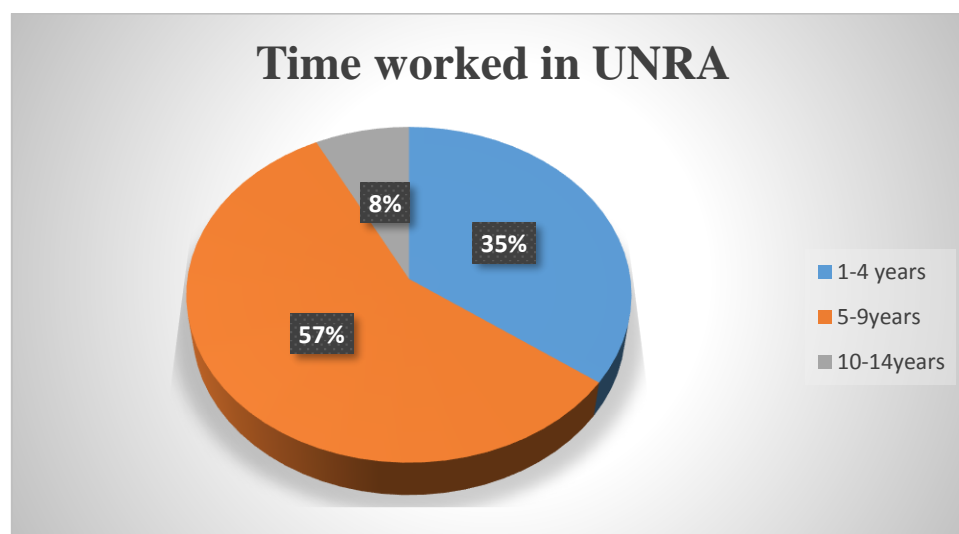


Figure 4. 2: Time worked in UNRA

The majority of the respondents (57.5%) had 5-9 years of experience working with UNRA followed by 35% of the respondents who had been in UNRA for 1-4 years and finally 7.5% of respondents had been in UNRA between 10-14years. This showed that the results represent the perception of experienced people.

4.4 Descriptive and Inferential analysis

This section provides the descriptive and inferential study findings on teacher appraisal based on the specific objectives of the study. The variables of the study whose descriptive statistics were computed included the bidding document approval, invitation to bid and sale or issue of bidding document as the independent and number of bidders who participate, procurement costs and access to new market developments as the dependent variable. The constructs under these variables were put on a Likert scale of 1-5 where 1 is for strongly disagree and 5 is for strongly agree were respondents were requested to indicate their level of agreement or disagreement with each sentence by ticking the option which best represented their personal feelings and understanding towards the level of bidding document approval, invitation to bid and issue of bidding documents that influences bid competitiveness.

4.4.1 Bid competitiveness in UNRA

Bid competitiveness is a dependent variable in this study. The descriptive statistics showing the percentages, mean and standard deviation of the statements on the level of bid competitiveness is given in table 4.3 below.

Table 4. 3: Descriptive results for bid competitiveness

	SDA	DA	NS	A	SA	Mean	Std. Dev
	Percentages						
1. A large number of bidders respond to the bidding process of UNRA	32.5	35	0	18.8	13.8	2.46	1.46
2. Bidding process compliance increases the potential supplier base	28.8	26.3	6.3	21.3	17.5	2.73	1.51
3.All procurement transactions in UNRA are based on competition whereby all bidders are given equal chances to participate	30	26.3	0	27.5	16.3	2.74	1.53
4. Complying to the bidding process enables UNRA to achieve cost savings	31.3	23.8	0	33.8	11.3	2.70	1.49
5.High response rate of bidders results into more competitive pricing	35	18.8	1.3	33.8	11.3	2.68	1.52
6. There is access to new market developments provided by potential bidders	30	16.3	0	41.3	12.5	2.90	1.51
7. More qualified bidders are able to unveil more innovative ways of meeting a need.	37.5	13.8	0	35.0	13.8	2.74	1.58

Source: Primary data 2020

From table 4.3 above, the findings indicate that large number of bidders did not respond to the bidding process of UNRA with only 32.6% in agreement while 67.5% disagreed with a mean of 2.46 and standard deviation of 1.46. 38.8% of the respondents were in agreement of bidding process compliance increasing the potential supplier base and 55.1% disagreed with standard deviation of 1.51 and mean of 2.73. Still, 43.8% of the respondents were in

agreement that procurement transactions in UNRA are based on competition whereby all bidders are given equal chances to participate while 56.3% disagreed with a mean of 2.74 and standard deviation of 1.53. 45.1% agreed that compliance to bidding process enabled UNRA to achieve cost savings and 55.1% disagreed with a mean of 2.70 and standard deviation of 1.49. In addition to that 45.1% of respondents agreed that high response rate of bidders resulted into more competitive pricing while 53.8% disagreed with a mean of 2.68 and standard deviation of 1.52. Access to new market developments provided by potential bidders had 53.8% agreed while 46.3% disagreed with a mean of 2.90 and standard deviation of 1.51. Finally, more qualified bidders are able to unveil more innovative ways of meeting a need had 48.8% agreed and 51.3% disagreed with a mean of 2.74 and standard deviation of 1.58. From the interviews held, the respondents agreed,

“that if approval of bidding documents, invitation to bid and sale or issue of bidding document is done in the stipulated manner, then the number of potential bidders interested in the process will increase, procurement costs will reduce because of increased competition and UNRA will have access to new market developments proposed by potential bidder”.

4.4.1 Bidding document approvals and bid competitiveness in UNRA

The first objective of the study was to assess the effect of bidding document approvals on the bid competitiveness at UNRA. The descriptive statistics showing the percentages, mean and standard deviation of the statements on the level of approval of bidding documents is given in table 4.4 below.

Table 4. 4: Descriptive results for bidding document approvals

	SD	D	NS	A	SA	Mean	Std. Dev
	Percentages						
1. UNRA uses appropriate standard bidding documents issued by the authority for each procurement	36.3	23.8	0	25	15	2.59	1.55
2. The PDU Prepares bidding documents in a timely manner	35	25	0	22.5	17.5	2.63	1.57
3. Contracts committee of UNRA approves the bidding documents before any publication	35	23	1.3	23.8	16.3	2.63	1.55
4. The PDU submits Form 5 to contracts committee for approval	33.8	26.3	1.3	21.3	17.5	2.63	1.55
5. Only approved bidding documents are considered for a particular procurement	36.3	22.5	0	22.5	18.8	2.65	1.59
6. All addenda to bidding documents are approved by the contracts committee before being issued to bidders.	35	23.8	0	22.5	18.8	2.66	1.59
7. There is no experience of delayed approval due to absence of adequate quorum of the contract committee members	37.5	23.8	0	20	18.8	2.59	1.59
8. The contracts committee ensures that the bidding documents to be approved don't favour a particular bidder	36.3	22.5	0	23.8	17.5	2.64	1.59
9. The contracts committee approves the procurement method to be used for a given procurement	35	23.8	2.5	21.3	17.5	2.63	1.56

10. All requirements in the bidding documents are clearly expressed in terms that encourage a sufficient number of responsive offers	35	23.8	1.3	22.5	17.5	2.64	1.57
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Source: Primary Data (2020); n =80

Table 4.4 above shows that 40% of the respondents agreed that UNRA uses appropriate standard bidding documents issued by the authority for each procurement while 60.1% disagreed (mean =2.59), 40% of the respondents agreed that the PDU prepares bidding documents in a timely manner while 60% disagreed (mean = 2.63). Furthermore, a total of 40.1% of the respondents agreed that Contracts committee of UNRA approves the bidding documents before any publication. More so, the table above indicate that 38.8% of the respondents agreed while 60.1% disagreed with a (mean =2.63) that the PDU submits Form 5 to contracts committee for approval yet 41.3% of the respondents agreed while 58.8% with (mean=2.65) that only approved bidding documents are considered for a particular procurement.

Furthermore, all addenda to bidding documents are approved by the contracts committee before being issued to bidders had 41.3% agreed with the statements while 58.8% disagreed with a (mean =2.66) while there is no experience of delayed approval due to absence of adequate quorum of the contract committee members had 38.8% of the respondents in agreement while 61.3% of the respondents disagreed with a (mean =2.59). Additionally, the contracts committee ensures that the bidding documents to be approved don't favour a particular bidder with 41.3% of respondents in agreement, 58.8% of the respondents in disagreement with a (mean= 2.64). 58.8% of the respondent agreed that the contracts committee approves the procurement method to be used for a given procurement while 58.8% of the respondents disagreed with a (mean= 2.63). Finally, all requirements in the bidding

documents are clearly expressed in terms that encourage a sufficient number of responsive offers with 40% of the respondents in agreement while 58.8% of the respondents disagreed with the statement with a (mean =2.64).

Interviews were conducted with the key informants of the study where respondents were asked to comment on how the process of approval of the bidding documents is done in UNRA, a member of the PDU said that,

“Due to the many projects UNRA, has sometimes the contracts committee takes long to approve some of the bidding documents for particular procurements which results into usage of documents without approval”.

One of the members of the contracts committee affirmed that,

“In regional offices, bidding documents are sometimes not approved which limits the number of bidders who participate”.

From the qualitative and quantitative analysis, the results indicated that there are still some gaps when it comes to approval of the bidding documents by the contracts committee that need to be addressed.

4.4.3 Invitation to bid and bid competitiveness in UNRA

The second objective of the study was to evaluate the effect of invitation to bid on the bid competitiveness at UNRA. The descriptive statistics showing the percentages, mean and standard deviation of the statements on the level of invitation to bid is given in table 4.5 below.

Table 4. 5: Descriptive results for Invitation to bid

	SD	D	NS	A	SA	Mean	Std.
	Percentages						Dev
1. UNRA invites bidders through publication of a bid notice	33.8	23.8	1.3	21.3	20	2.70	1.59
2. A bid notice is published in at least one newspaper of wide circulation	33.8	22.5	2.5	18.8	22.5	2.74	1.62
3. Abridged bid notices are usually used to reduce on the cost of procurement	35	25	1.3	17.5	21.3	2.65	1.61
4. Publication of tenders in the media helps to increase participation	28.8	25	3.8	20	22.5	2.83	1.58
5Bid notices contain all submission details with the aim of reducing irregularities during bidding	35	23.8	2.5	17.5	21.3	2.66	1.61
6. Pre- bid meetings are conducted to provide clarification on un clear aspects within the bidding document	30	25	3.8	20	21.3	2.78	1.57
7. Invitation to bid is sometimes conducted by use of a short list of bidders with the aim of reducing bidding process costs	33.8	25	1.3	16.3	23.8	2.71	1.63
8.Timely notification of procurement opportunities is essential in competitive procurement	41.3	22.5	0	11.3	25	2.56	1.68

of UNRA

9. The PDU tables the invitation to bid for approval in good time before the planned issue of the bid to the public	36.3	23.8	0	15	25	2.69	1.67
10. Potential bidders are given enough time before closing to allow bidders enough time to bid	40	25	0	12.5	22.5	2.53	1.64

Source: Primary data 2020, n=80

From table 4.5 above, UNRA inviting bidders through publication of a bid notice had 41.3% of the respondents in agreement and 57.6% disagreed with a mean of 2.70 and standard deviation of 1.59.

Bid notice being published in at least one newspaper of wide circulation had 41.3% in agreement and 56.3% disagreed with a mean of 2.74 and standard deviation of 1.62, abridged bid notices being usually used to reduce on the cost of procurement had 38.8% of the respondents in agreement and 60% disagreed with a mean of 2.65 and standard deviation of 1.51. Publication of tenders in the media helping to increase participation had 42.5% agreed and 53.8% disagreed with a mean of 2.83 and standard deviation of 1.58. Bid notices containing all submission details with the aim of reducing irregularities during bidding had 38.8% agreed and 58.8% disagreed with a mean of 2.66 and standard deviation of 1.61.

Pre-bid meetings being conducted to provide clarification on unclear aspects within the bidding document had 41.3% of the respondents in agreement and 55% disagreed with a mean of 2.78 and a standard deviation of 1.57, Invitation to bid being sometimes conducted by use of a short list of bidders with the aim of reducing bidding process costs had 40.1% in

disagreement and standard deviation of 1.63 with a mean of 2.71. Furthermore, timely notification of procurement opportunities being essential in competitive procurement of UNRA had 36.3% of the respondents in agreement and 63.8% in disagreement with a mean of 2.56 and standard deviation of 1.68. The PDU tabling the invitation to bid for approval in good time before the planned issue of the bid to the public with 40% in agreement and 60% disagreed with a mean of 2.69 and standard deviation of 1.67. Potential bidders being given enough time before closing to allow bidders enough time to bid had 35% of the respondents in agreement and 65% disagreed with a mean of 2.53 and standard deviation of 1.64.

From the interviews held with the key informants of the study,

“it was revealed that bidders are usually invited to participate in the bidding process mainly for major procurements at the head office however, in regional offices micro procurements and quotations are used more often than open bidding and this is why most of the questionnaire responses disagreed with the statement because most of the procurements at regional offices are micro and use of quotation’s”.

4.4.4 Sale and issue of bidding documents and bid competitiveness in UNRA

The third objective of the study was to examine the effect of sale and issue of bidding documents at UNRA. The descriptive statistics showing the percentages, mean and standard deviation of the statements on the level of sale and issue of bidding documents is given in table 4.6 below.

Table 4. 6: Descriptive results for sale and issue of bidding documents

	SD	D	NS	A	SA	Mean	Std. Dev
	Percentages						
1. UNRA records the issue or sale to all bidding documents using Form 8 in the Schedule to ensure transparency	37.5	27.5	1.3	11.3	22.5	2.54	1.61
2. The price of the bidding document is included in UNRA's bid notices to cover the cost of printing	41.3	28.8	0	7.5	22.5	2.41	1.61
3. Bidding documents are obtained from the PDU of UNRA upon payment	37.5	30	0	11.3	21.3	2.49	1.59
4.Sometimes bidding documents are accessed from the organization website to save time	40	35	2.5	8.8	13.8	2.21	1.41
5. Potential bidders are given adequate time to pick the bidding documents	36.3	32.5	5.0	10	16.3	2.38	1.47
6. Bidding documents sold to bidders usually contain complete information required to respond to the tender	35	30	10	10	15	2.40	1.44
7. All prospective bidders are provided with the same information	35	28.8	1.3	18.8	16.3	2.53	1.53
8. Bidders have of equal opportunities to obtain additional information on a timely basis	36.3	25	5	12.5	21.3	2.58	1.59
9. Addendum is issued in sufficient time	36.3	26.3	2.5	13.8	21.3	2.58	1.59

for all bidders to consider the amendments properly and fully before bid close							
10. UNRA handles request for clarification upon bidder's submission	32.5	27.5	5	15	20	2.63	1.55
11. UNRA issues addenda in case of any clarifications required to all potential bidders	31.3	32.5	1.3	16.3	18.8	2.59	1.53

Source: Primary data 2020, n=80

From the study findings in table 4.6 above, results indicate that UNRA records the issue or sale to all bidding documents using Form 8 in the Schedule to ensure transparency where 33.8% of the respondents agreed while 65% disagreed with a mean of 2.54 and standard deviation of 1.61, the price of the bidding document being included in UNRA's bid notices to cover the cost of printing had 30% of the respondents were in agreement and 70% disagreed with a mean of 2.41 and standard deviation of 1.61. Bidding documents being obtained from the PDU of UNRA upon payment had 32.6% in agreement and 67.5% disagreed with a mean of 2.49 and standard deviation of 1.59. Sometimes bidding documents being accessed from the organization website to save time had 22.6% agreed and 75% disagreed with a mean of 2.21 and standard deviation of 1.41.

Potential bidders being given adequate time to pick the bidding documents had 26.3% agreed while 68.8% disagreed with a mean of 2.38 and standard deviation of 1.47. Bidding documents sold to bidders usually containing complete information required to respond to the tender had 25% of the respondents in agreement while 65% disagreed with a mean of 2.40 and standard deviation of 1.44. 35% of the respondents agreed that all prospective bidders being provided with the same information while 63.8% disagreed with a mean of 2.53 and

standard deviation of 1.53. Furthermore, 33.8% of the respondents agreed that bidders have of equal opportunities to obtain additional information on a timely basis while 61.3% disagreed with a mean of 2.58 and standard deviation of 1.59. Addendum being issued in sufficient time for all bidders to consider the amendments properly and fully before bid close had 35.1% respondents in agreement and 62.6% disagreed with a mean of 2.58 and standard deviation of 1.59. UNRA handling request for clarification upon bidder's submission had 35% of respondents in agreement and 60% disagreed with a mean of 2.63 and standard deviation of 1.55. UNRA issuing an addendum in case of any clarifications required to all potential bidders had 35.1% in agreement and 63.8% disagreed with mean of 2.59 and standard deviation of 1.53.

In relation to the above analysis, interviews also indicated that procedures according to the bidding documents are still not fully complied with as majority of the respondents commented that,

'Sometimes clarifications take long to be handled which leads to cancellation of response by qualified and competent bidders who lose confidence in the whole bidding process.'

One respondent narrated that,

'Sometimes bidders don't access bidding documents from the organization website if it's a requirement because they are reluctant or sometimes find difficulties in accessing them online therefore where issue of the bidding document is done online the responses are fewer as compared to physical issue of the bidding document.'

Therefore, the analyses show that some aspects to be done during sale and issue of bidding documents are not followed as evidenced by the responses from the questionnaires. Therefore, these gaps need to be addressed to increase participation levels.

4.4.5 Multiple Regression analysis

A multiple regression analysis was conducted to establish the combined predictor rate of bidding document approval, invitation to bid and sale and issue of bid documents on bid

competitiveness at UNRA and also to establish if the relationship was causal and if so, which among the variables was the most significant predictor of the variance in bid competitiveness.

Table 4. 7: Prediction Model for the Study Variables

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.823 ^a	.677	.664	.74478	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.579	.190		3.054	.003
	Bidding document approval	.389	.107	.451	3.639	.000
	Invitation to bid	.615	.071	.072	8.705	.000
	Sale and issue of bid documents	.453	.097	.462	4.963	.000
a. Predictors: (Constant), Bidding document approval, Invitation to bid, Sale and Issue of bidding documents						
b. Dependent Variable: Bid Competitiveness						

$P \leq 0.05$

Source: Primary data 2020

Table 4.7 above shows adjusted R^2 of 0.664 suggesting that bid document approval, invitation to bid and sale or issue of bidding document all predict 66.4% of the variance in bid competitiveness in UNRA and they were significant predictors. Other variables other than bidding process predict the remaining variance of 33.6%.

The standardized coefficient results reveal that sale and issue of bidding documents (Beta= 0.462, $t=4.963$, Sig. = 0.000) is the strongest predictor with 46.2% in explaining the variations in bid competitiveness in UNRA. This is followed with bidding document approval (Beta= 0.451, $t= 3.639$, Sig. = 0.000) which explains 45.1% variations in bid competitiveness in UNRA and finally invitation to bid (Beta= 0.072, $t= 8.705$, Sig. = 0.000) that explains only 7.2% variations in bid competitiveness. Therefore, this implies that if UNRA is to be competitive in bidding more efforts need to be invested in the sale and issue of bidding documents together with bidding document approval because they proved to be stronger predictors than invitation to bid.

4.5 Chapter conclusion

Background information about the respondents included in the study were presented. Descriptive statistics were used on the study variables of bid competitiveness, bidding process approval, invitation to bid and sale and issue of bidding documents were taken into consideration. A multiple regression was run to establish the effect of bidding process compliance on bid competitiveness in UNRA.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussions, conclusions and recommendations of the study on bidding process compliance and bid competitiveness in UNRA based on the study findings. The first section presents the summary based on the study findings. Discussions, conclusions, recommendations, limitations, contributions, and areas for further study are equally presented in this chapter.

5.2 Summary of the Study Findings

The study found out that bid competitiveness in terms of number of bidders who participate in the bidding process of UNRA, procurement costs and the new developments offered by bidders depend on how the bidding process is conducted. It was found out that all the constructs of bidding process compliance predict 66.4% of the variance in bid competitiveness in UNRA and they were all significant predictors. Other variables other than bidding process predict the remaining variance of 33.6% in bid competitiveness.

5.2.1 Bidding document approval and bid competitiveness in UNRA

The study found out that bidding document approval was a significant predictor of bid competitiveness in UNRA. The standardized coefficient results for bidding document approval indicated (Beta= 0.451, $t= 3.639$, Sig. = 0.000) suggesting that bidding document approval is a significant predictor of bid competitiveness in UNRA. Therefore, bidding document approvals are done specifically for mega projects UNRA and in regional offices, bidding documents are sometimes not approved which limits the number of bidders who participate.

5.2.2 Invitation to bid and bid competitiveness in UNRA

The study revealed that bidders are usually invited to participate in the bidding process mainly for major procurements at the head office yet in regional offices micro procurements and quotations are used more often than open bidding. Still the study showed that there is a high and positive relationship between invitation to bid and bid competitiveness in UNRA and it was a significant predictor of bid competitiveness however, the quantitative findings revealed that most of the respondents disagreed with most of the statements that measured invitation to bid. Invitation to bid was a significant predictor of bid competitiveness in UNRA.

5.2.3 Sale and issue of bidding document and bid competitiveness in UNRA

The study showed that sometimes clarifications take long to be handled which leads to cancellation of response by qualified and competent bidders who lose confidence in the whole bidding process and sometimes bidders don't access bidding documents from the organization website if it's a requirement which affects the response rate. Sale and issue of bidding documents was a significant predictor of the variance in bid competitiveness in UNRA. There was low level perception of sale and issue of bidding document among the staff of UNRA in regional offices as compared to staff at head office of UNRA.

5.3 Discussion of the findings

5.3.1 Bidding document approval and bid competitiveness in UNRA

Bidding document approval significantly influenced bid competitiveness and was a significant predictor of the variance in bid competitiveness. The study therefore concluded that bid competitiveness depends on the extent to which the contracts committee approves standard and quality bidding documents which allows for the bidders to participate in the bidding process. These study findings and observations are supported by previous studies which attributed to bid competitiveness on the quality of bidding documents as a key success factor in bidding

(WB, 2002; OECD; DAC, 2005). The solicitation documents play an important role towards successful procurement process because it is through these documents, procuring entity are able to select the best supplier, service providers, contractors or consultants for undertaking or supply of procurement requirement (Mlinga, 2008).

In relation to Lwitiko (2013), he pointed out that poorly prepared solicitation documents have several negative effects to procurement process, thus resulting to delays of delivery of the goods, works or services required. The negative effects include among others selection of unqualified contractor, supplier or service provider which in turn results to poor performance by failing to deliver the goods, works or service on time, at right cost, and quality prescribed. Therefore, based on the study findings and support from literature, the study observes that bidding document approval significantly affects bid competitiveness in UNRA. Procurement costs, number of bidders who participate and access new developments in the market will depend on the nature and quality of bidding documents being approved by the contracts committee of UNRA.

5.3.2 Invitation to bid and bid competitiveness in UNRA

The study affirmed that bid competitiveness depends on the extent to which the bidders are invited to make an offer to the organization and also given sufficient time to respond to the demands of the organization in terms of bid response and submission to UNRA. The study findings are supported by Bock (2005), who correctly stated that the preparation of the request for bid is the first step in the bidding process. In a request for bid sufficient information is issued to suppliers to enable them to prepare an offer. Still, Visser and Erasmus (2007) stated that all specifications are an integral part of the bid invitation.

Therefore, UNRA should ensure compliance with the procedures laid down in the PPDA Act 2003 concerning invitation to bid so as to reduce the cost of procurement through competition, have access to new market developments and increase in the response rate.

5.3.3 Sale and issue of bidding document and bid competitiveness in UNRA

The third objective was to assess the effect of sale and issue of bidding document on bid competitiveness in UNRA where the study revealed that it was a strong predictor of bid competitiveness in UNRA. This research is consistent with Baah (2015) who emphasised that the bidding document is prepared and given out for out for potential contractors, supplier or consultants to bidder in accordance with the procedure established in the selected method of procurement.

Still, Dough (2015) also pointed out that prospective bidders should be authorized to inspect bid documents before purchasing. And for transparency reasons, every purchaser is registered and fees received are recorded and subsequent receipt issued. This implies that bidders must be issued with the same information at the same time, to ensure that the procurement process is fair. It is essential that records are kept of all the documents issued, in case of queries or complaints from bidders (IFAD, 2010). This also in line with Athumani (2012), who did an assessment on effectiveness of bidding process in the public sector in Tanzania a case of ministry of health and social welfare and according to him if bidding is performed and administered according to the laid down effective procedures and regulations of the country.

5.4 Conclusion of the Study

Basing on the study findings, bidding process compliance plays an important part in enhancing bid competitiveness in UNRA through bidding document approval, invitation to bid and sale and issue of bidding documents as recommended by the PPDA Act 2003 as this reduces the

cost of purchasing, increases competition and access to new market developments from potential suppliers and contractors.

5.5. Recommendation of the study

The researcher considers it necessary to make the following recommendations as resolutions to the gaps acknowledged during of the study.

The study recommends that UNRA should encourage both the staff directly linked to the bidding process at the head office and in regional offices to comply with the approved procedures stipulated in the PPDA Act 2003 as amended and the PPDA Regulations 2014 so as to make the process competitive in terms of increased number of potential bidders, lowering the procurement costs due to increased competition and access to new market developments provided by suppliers.

The study still recommends that UNRA needs to invest more resources in the issue and sale of bidding documents and bidding document approvals if it's to stay competitive in the bidding process with the competitors in the market.

5.6 Areas for Further Study

The researcher after conducting the research on the bidding process compliance and effect on the bid competitiveness in UNRA would like to recommend further research to be conducted on the following areas:

Further research should be conducted on other factors that influence bid competitiveness since bidding document approval, invitation to bid and sale or issue of bidding document contribute only 66.4% of the variance in bid competitiveness.

Also, research should be done on other phases in the procurement process to examine how their compliance results into achievement of value for money.

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APPENDIX I: QUESTIONNAIRE TO UNRA STAFF

Dear Respondent,

My name is **Namawejje Rose** pursuing a Degree of Master of Science in Procurement and Supply Chain Management at Kyambogo University. I am conducting a study on Bidding Process Compliance and Procurement Efficiency in Uganda National Roads Authority as the partial requirement for the Master's degree award. You have been selected as a respondent to provide me with your views on this study based on your experience on the subject matter. Your views will be kept and treated confidentially and at no moment will it be used against you.

Section A: Background Information (Tick as appropriate)

1. Your position in UNRA: Contracts Committee [] Procurement and Disposal Unit []
others (specify).....
2. Level of education: Diploma [] Degree [] Post Graduate [] others (specify).....
3. Time worked in UNRA: 1-4 Years [] 5-9 Years [] 10-14 Years [] 15+ years []

Section B: Bidding document approvals

Indicate the extent to which you agree with the following observations on bidding document approvals. Use a scale of 5-Strongly agree, 4-Agree, 3-Not decided, 2-Disagree, 1-Strongly disagree.

	SDA	DA	NS	A	SA
Level of agreement	1	2	3	4	5
1. UNRA uses appropriate standard bidding documents issued by the authority for each procurement					

2. The PDU Prepares bidding documents in a timely manner					
3. Contracts committee of UNRA approves the bidding documents before any publication					
4. The PDU submits Form 5 to contracts committee for approval					
5. Only approved bidding documents are considered for a particular procurement					
6. All addenda to bidding documents are approved by the contracts committee before being issued to bidders.					
7. There is no experience of delayed approval due to absence of adequate quorum of the contract committee members					
8. The contracts committee ensures that the bidding documents to be approved don't favour a particular bidder					
9. The contracts committee approves the procurement method to be used for a given procurement					
10. All requirements in the bidding documents are clearly expressed in terms that encourage a sufficient number of responsive offers					

Section C: Invitation to bid

Indicate the extent to which you agree or disagree with the following observations on Invitation to bid in UNRA. Use a scale of 5-Strongly agree, 4-Agree, 3-Not decided, 2-Disagree, 1-Strongly disagree.

	SDA	DA	NS	A	SA
Level of agreement	1	2	3	4	5
1. UNRA invites bidders through publication of a bid notice					
2. A bid notice is published in at least one newspaper of wide circulation					
3. Abridged bid notices are usually used to reduce on the cost of procurement					
4. Publication of tenders in the media helps to increase participation					
5. Bid notices contain all submission details with the aim of reducing irregularities during bidding					
6. Pre- bid meetings are conducted to provide clarification on un clear aspects within the bidding document					
7. Invitation to bid is sometimes conducted by use of a short list of bidders with the aim of reducing bidding process costs					
8. Timely notification of procurement opportunities is essential in competitive procurement of UNRA					
9. The PDU tables the invitation to bid for approval in good time before the planned issue of the bid to the public					
10. Potential bidders are given enough time before closing to allow bidders enough time to bid					

Section D: Sale and Issue of bidding documents

Indicate the extent to which you agree or disagree with the following observations on Sale and Issue of bidding documents in UNRA. Use a scale of 5-Strongly agree, 4-Agree, 3-Not decided, 2-Disagree, 1-Strongly disagree.

	SDA	DA	NS	A	SA
Level of agreement	1	2	3	4	5
1. UNRA records the issue or sale to all bidding documents using Form 8 in the Schedule to ensure transparency					
2. The price of the bidding document is included in UNRA's bid notices to cover the cost of printing					
3. Bidding documents are obtained from the PDU of UNRA upon payment					
4. Sometimes bidding documents are accessed from the organisation website to save time					
5. Potential bidders are given adequate time to pick the bidding documents					
6. Bidding documents sold to bidders usually contain complete information required to respond to the tender					
7. All prospective bidders are provided with the same information					
8. Bidders have of equal opportunities to obtain additional information on a timely basis					
9. Addendum is issued in sufficient time for all bidders to consider the amendments properly and fully before bid close					
10. UNRA handles request for clarification upon bidder's submission					
11. UNRA issues an addendum in case of any clarifications required to all potential bidders					

Section D: Bid Competitiveness

Indicate the extent to which you agree or disagree with the following observations on Bid Competitiveness in UNRA on a scale of 5-Strongly agree, 4-Agree, 3-Not decided, 2-Disagree, 1-Strongly disagree.

<i>Bid competitiveness</i>					
1. A large number of bidders respond to the bidding process of UNRA	1	2	3	4	5
2. Bidding process compliance increases the potential supplier base					
3. All procurement transactions in UNRA are based on competition whereby all bidders are given equal chances to participate					
4. Complying to the bidding process enables UNRA to achieve cost savings					
5. High response rate of bidders results into more competitive pricing					
6. There is access to new market developments provided by potential bidders					
7. More qualified bidders are able to unveil more innovative ways of meeting a need.					

THANK YOU

APPENDIX II: INTERVIEW GUIDE

My name is **Namaweje Rose** and I am a student of Master's degree of Science in Procurement and Supply Chain Management at Kyambogo University. I am conducting a study on bidding process compliance and bid competitiveness in UNRA as the partial requirement for the Master's degree award. You have been selected as a respondent to provide me with your views on this study based on your experience on the subject matter. Your views will be kept and treated confidentially and at no moment will it be used against you.

Questions

1. Comment on how the bidding process is conducted in UNRA
2. How does UNRA conduct bidding document approval?
3. Explain how potential bidders are invited in UNRA?
4. Discuss how sale or issue of bidding document is conducted in UNRA?
5. How do you measure bid competitiveness in UNRA?
6. Is there compliance in the bidding process as stipulated in the PPDA Act?
7. What recommendations would you suggest for UNRA to ensure that there is compliance in conducting the bidding process?

END

**APPENDIX III: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN
POPULATION**

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

Note: “N” is population size

“S” is sample size

Krejcie, Robert V., Morgan, Daryle W. (1970). “Determining Sample Size for Research Activities”, Educational and Psychological Measurement

APPENDIX IV: INTRODUCTORY LETTER


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 December, 2020

To Whom It May Concern

RE: LETTER OF INTRODUCTION

Dear Sir/Madam,

This is to introduce **Ms. Namaweje Rose** Registration Number **17/U/14784/GMSC/PE** who is a student of Kyambogo University pursuing a Masters Degree.

She intends to carry out research on **"Bidding Process Compliance and Bid Competitiveness. A case of Uganda National Roads Authority"** as partial fulfillment of the requirements for the award of Master of Science in Procurement and Supply Chain Management of Kyambogo University.

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

Any assistance accorded to her will be highly appreciated.

Yours sincerely,



Assoc. Prof. Muhamud N. Wambede
DEAN, GRADUATE SCHOOL



APPENDIX V: LETTER OF ACCEPTANCE



Uganda National Roads Authority
Plot 43-47 Cathedral Avenue
P.O. Box 901
Mbale Uganda
In any correspondence on this subject

11th/12/20

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MS ROSE NAMAJEJE

The above student has been accepted to conduct Research from Uganda National Roads Authority Mbale office and has been supervised by the Station Manager.

This serves to request you to finish with her with the information necessary for her study.

.....
MR SSONKO GEORGE
STATION MANAGER
MPALE OFFICE

