

**EFFECTS OF CONFLICT BETWEEN THE ELECTED LEADERS AND APPOINTED
OFFICIALS ON PROCUREMENT MANAGEMENT
IN AGAGO DISTRICT LOCAL GOVERNMENT**

BY

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DECLARATION

I **Emmanuel** Okot undertake that this Master`s dissertation, entitled, **“Effects of conflict between the Elected Leaders and Appointed Officials on Procurement Management in Agago District Local Government”**. Has never been submitted in any academic institution or published in any capacity. This is an original work which was borne out of own work in this dissertation after sharing ideas from other sources acknowledged in the text.

Signed:.....

Date:.....

APPROVAL

This dissertation entitled “**Effects of conflict between the Elected Leaders and Appointed Officials on Procurement Management in Agago District Local Government**” has been submitted for examination under our supervision as Institute Supervisors.

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DEDICATION

I dedicate this work to my uncle, Raymond Akera Okot and wife Nancy, my wife, Nafuna Zaituna, children, Elisabeth Akot and Hope mother, Akumu Cyndrela Okot Isaach Mukulu and Akidi Gracious Martha. My mothers, Grace Akidi, Akot Balbina, late grand daddy, Okot Jovino(RIP) Aunt Akello Lilian and husband Vincent Nyero, friends, Akello Gladys &Jovin, John Labeja Rubanga Kene who contributed remorsefully and technically towards the successful completion of this work. I can only say Big Thank you may God bless you all.

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LIST OF ABBREVIATIONS

ADLG	-	Agago District Local Government
CAO	-	Chief Administrative Officer
CAR	-	Community Access Road
CFO	-	Chief Finance Officer
DEC	-	District Executive Committee
DEO	-	District Education Officer
DHO	-	District Health Officer
DLB	-	District Land Board
DSC	-	District Service Commission
DV	-	Dependent Variable
HOD	-	Head of Department
IGG	-	Inspector General of Government.
IMF	-	International Monetary Fund
IV	-	Independent Variable
LGA	-	Local Government Act, 1997
LGDG	-	Local Government Development Grant
LGDP	-	Local Government Development Programme
LGPAC	-	Local Government Public Accounts Committee
LGs	-	Local Governments
MOLG	-	Ministry of Local Government
NAADS	-	National Agricultural Adversary Services
PDU	-	Procurement and Disposal Unit
PLE	-	Primary Leaving Examinations
PPDA	-	Public Procurement and Disposal of Asset Act
RDC	-	Resident District Commissioner

SCC	-	Sub-county Chief
SCs	-	Sub-counties
SD	-	Service Delivery
SPSS	-	Statistical Package for Social Sciences
UCE	-	Uganda Certificate of Education
UMI	-	Uganda Management Institute
UN	-	United Nations

ABSTRACT

This study was about the effects of conflict between the elected leaders and appointed officials on procurement management in Agago District Local Government. The study objectives were; to establish the extent to which individual conflicts affects procurement management, to examine how interpersonal conflict affects procurement management, to assess the extent to which intra-group conflicts affects procurement management and to determine how government legal framework influences procurement management. The study used a case study research design and was supported by qualitative and quantitative approaches. Accessible populations of 100 respondents, a sample of 80 respondents were used. A response rate of 81.2% was obtained. The key findings revealed that, individual conflicts had significant positive relationship on procurement management, interpersonal conflicts had a significant positive relationship on effective procurement management, Intra-group conflicts was found to have a significant positive relationship on procurement management and Government legal framework was positively related to procurement management. Basing on the findings, the researcher concluded that conflicts affects procurement management, the need to develop appropriate mechanism of handling conflicts, acknowledging the effects of conflict as contributing to weaknesses in service delivery, minimizing its effects on performance, allowing room for corrections by officials and leaders of the district to be responsible and accountable. Based on the discussions held above, the following are recommended namely; to alert practicable interventions for improved service delivery, introduce and adopt various e-procurement tools to improve inefficient and ineffective procurement management, encourage managerially innovative and have a strong centralized procurement office that can improve procurement management in the district.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

This study is an assessment of the effects of conflicts between elected leaders and appointed officials (technocrats) on procurement management in Agago district Local government. The study focused mainly on the effects of conflicts on procurement management. Conflict is the independent variable while procurement management is the dependent variable. (Katz and Kahn 1978:612), recognized the causes of conflict as the opposition of wishes within ourselves, another cause of conflict is practically distinguishing between the functions that are the responsibility of the central government and those of the responsibility of local government, the difficulty in managing the interrelationship between policy formulation and policy implementation, struggle for power of recognition i.e. the most powerful proves his/her case, the bureaucrats are heterogeneous group with varied backgrounds interest and loyalties, and other intervening variables like government legal framework that caused ineffective procurement management as looked at in the subsequent chapters. This chapter presented the background to the study, statement of problem, the research question, objectives of the study, conceptual framework, scope of the study, justification and operational definitions of terms and concepts.

1.2. Background to the Study

1.2.1 Historical Background

Historical background of local governments in Uganda had been turbulent by the change of regime, Fred Burke (1964) observed that, British Administration long sought to break through enigma of tribal parochialism, but centuries of conflict and bloodletting, plus the confusion of two decades of incessant administrative reorganization, when combined with a confluence of political party and religious affiliation, have left a legacy of distrust and

suspicion. Nevertheless, Bret (1993) noted that by independence, a democratic local government system was in existence.

Burke(1964) further noted that the woes of local government continued even after independence, For example, chiefs were not only accountable to the central and local governments and their kinships units, but also to a political party and to influential leaders in the Catholic Church and Protestant church. The political parties have also integrated an additional divisive force. There were recorded conflicts in the West Nile District in 1962, when the minority Democratic Party, boycotted the newly elected District council, the simple reason being that the representation on the committee was unfair. In Toro, a more vicious struggle between the Batoro and Bakonjo threatened the newly elected post-independence government. The quarrels were on marginalization and domination of the latter by the former. The biggest of all was the Buganda crisis of 1966, which essentially was a constitutional crisis between a local authority, Buganda and the Government of Uganda. This crisis was resolved by force and it led to heavy centralization of authority and shifting of local government initiatives and hence hindering development, Appollo Nsbambi(1997) asserts. Provision for the establishment of district tender boards by the Local Government Act, 1997, had ensured that local authorities were well positioned for the task of procuring goods and services through competitive tendering. With the exception of the secretary who was an employee of the District, members of the tender board were appointed by executive and approved by the district council. All services valued at more than Ug.shs. 1,500,000 had to be sourced through the tender board. As non-members of the board, councilors had no direct role in tendering and tender management. However, they tend to interfere with the tendering process. Generally, some of the firms that are awarded contracts belong to councilors or their relatives.

Before 25 January 1986, when the national Resistance Movement (NRM) government came to power, it became necessary to carry out reforms in the local Government system to improve on the civil service, the economy and the restructuring of institutions for good governance, the government then appointed a commission of inquiry into Local Government system under legal notice No.7 of 1986; with a view of carrying out reforms, to make it more responsive to the demands of the people. The report was ready by 1987 and in 1992, government adopted the decentralization policy. The local government statute was enacted, and piloting of decentralization began in 13 districts. The government adopted the new constitution, the 1995 constitution where in chapter 11, articles 176-207, spelt out how the local authority will operate. This was followed by the local government statute 1997, which was amended in 2001.

1.2.2 Theoretical Background

The study focused on Wehrich and Koontz's theory of conflict where three dimensions had been advanced. Individual conflict, Inter-group conflict and intra-group conflicts (Wehrich and Koontz, 2005). The theory further discussed that people have individual differences based on taste, culture, religion, and politics among others that causes interpersonal conflicts. Inter-group conflicts arise when individual groups want to portray themselves as "better than" or "different from" other groups. Intra-group conflict arises within members of the same groups because of competition among members to lead the group or due to struggle for recognition or status or as a result of differences in perception. Gordon et al did support this theory by agreeing to the three dimensions advanced by Wehrich & Koontz(2005).

1.2.3 Conceptual Background

In corruption and separatism Allen,(1999) argued that, conflict exists in a relationship when parties' interests diverges or are perceived to diverge. Maurer (1991) asserts that, conflict is a disagreement resulting from incompatible demands between or among parties It is also a natural disagreement or tension resulting from differences in people's interests, opinions,

beliefs, values or needs as said by Crawford(1985). Finch &Bradbury (1991) defined it as a process which occurs when actions of one person interfere with actions of the other

Another aspect of conflict is the arguments of who is bigger(power struggle) between the executive and councilors, chairperson and CAO, RDC and District chairperson for example on presiding over ceremonies commissioning of projects etc. others is seen in job recruitment, deployment ,promotion of the appointed officials, here the elected leaders would want people he/she knows and comes from his/her area to be considered whether the person passes the interview or not, on the other hand the appointed officials would want to exercise merit for quality assurance where all these interest are not met conflict emerges which leads to poor selection, appointment of boards on political interest, which affects the performance of the appointed officials hence ineffective service delivery.

1.2.4 Contextual Background

In the public sector, conflict emerge when there is wishes within us, another cause of conflict is practically distinguishing between the functions that are the responsibility of the central government and those that are the responsibility of Local government, the difficulty in managing the interrelationship between policy formulation and policy implementation and struggle for power of recognition. The most powerful proves his/her case; the bureaucrats are heterogeneous group with varied backgrounds interest and loyalties.

The officials involved in the conflict were, the elected leaders(politicians) and the appointed officials (technocrats) the elected leaders included, the chairperson/mayor for the city and councilors(directly elected) this category is homogenous all its members are residents of the concerned district. The councilors are headed by the district chairperson (DCP).Councilors are very influential but they are limited by their narrow constituencies. Allen(1999) further argued that, conflict exists in a relationship when parties' interests diverges or are perceived to diverge.

In Agago district, the situation is not different either, though conflicts emanate from struggle for power and resources mainly targeted at contract works, (procurement of works and supplies), the executive committee dominates decisions in procurement processes and the other councilors struggles for favor and recognition, the head of PDU(Procurement and Disposal Unit) is put under pressure to dance to the tune of the two organs of government, which subjects the district procurement unit to frequent audit queries and visits by the office of the Inspector general of government and eventually, ranking of the district as the worst performing in procurement and contract management as confirmed by the research findings of 95.3% risk posed under procurement management. In FY 2011/12, the district returned more than 2.6 billion Uganda shillings to the national treasury.

Agago District Local Government is a public entity which is legally structured, its mission is “To create a more conducive socio-economic and political environment for effective service delivery which is in conformity with national and local priorities in order to achieve sustainable development” and its vision is “A prosperous and peaceful people of Agago who are able to cope with global dynamics and can contribute towards National development”. The district’s population is estimated at 314,700. Although the district has very good mission statement and vision, much had not been met due to conflicts between and among the appointed officials and elected leaders for example, in the identification of the district headquarters some section of the councilors both from the executive and the directly elected councilors wanted the district headquarters placed at the county headquarter (Patongo town council), others wanted it in (Kalongo town council), this dragged on and on, at last a neutral position was agreed at to solve the conflict and (Lukole sub-county) which is located between the two town councils did host the district headquarters.

1.3. Statement of the Problem

Since the creation of Agago District, conflicts started to emerge due to the allocation of relevant projects like schools, roads, water, etc., which is determined by the procurement processes, some councilors were against allocation of classrooms, desks, boreholes in some part of the district citing wrong procurement procedures. (Technical planning committee minutes.23.ADLG.2013).

There seems to be confusion between the evaluation committee and the contract committee of who to pay allegiance to, whether to the executive or to the technical planning committee, the evaluation and contract committee fear and succumb to political utterances in disregard of the law this is coupled with greediness of both elected leaders and appointed officials, for example, in winning contracts, where the elected leaders want to prevail over and reap from the contracts. On the other hand, the appointed officials who are the experts in evaluation and contract approvals also had interest in the contract. As a result, they award themselves or their colleagues the contracts in the end, monitoring reports are doctored or not produced leading to shoddy work being paid (Procurement performance report ADLG November 28.2013). The district assessment report produced in FY2011/12 indicates that quantity and quality of services have been compromised due to conflicts of interest in contracts. The study therefore examined the challenges, effects of conflicts and recommendations on the way forward in managing conflict so that procurement is enhanced.

1.4. Purpose of the study

The study examined the effects of conflicts between the elected leaders and the appointed officials on procurement management in Agago District.

1.5. Objectives of the study

- a) To establish the extent to which individual conflicts affects procurement management in Agago District LG?

- b) To examine how interpersonal conflict affects procurement management in Agago District LG?
- c) To assess the extent to which intra-group conflicts affects procurement management in Agago District LG?
- d) To determine how government legal framework contributes to conflicts in procurement management in Agago District LG?

1.6. Research Questions

- a) How do individual conflicts affect procurement management in Agago District LG.?
- b) To what extent do inter-group conflicts affect procurement management in Agago District LG.?
- c) How do intra-group conflicts affect procurement management in Agago District LG.?
- d) To what extent does government legal framework contributes to conflict in procurement management in Agago District LG.

1.7. Hypotheses of the study

- a) There is a positive effect of individual conflicts on procurement management in LGs of Uganda
- b) Inter-group conflicts positively affect procurement management in LGs of Uganda
- c) Intra-group conflicts have a positive effect on procurement management in LGs of Uganda
- d) Government legal framework influences conflicts in procurement management in LGs of Uganda

1.8. Conceptual framework

The study conceptualized on the effects of conflict between the elected leaders and appointed officials on procurement management in local Government system. The conceptual framework shown in the figure below was generated from the work of Weirich and Koontz's theory of conflict and modernized by the researcher.

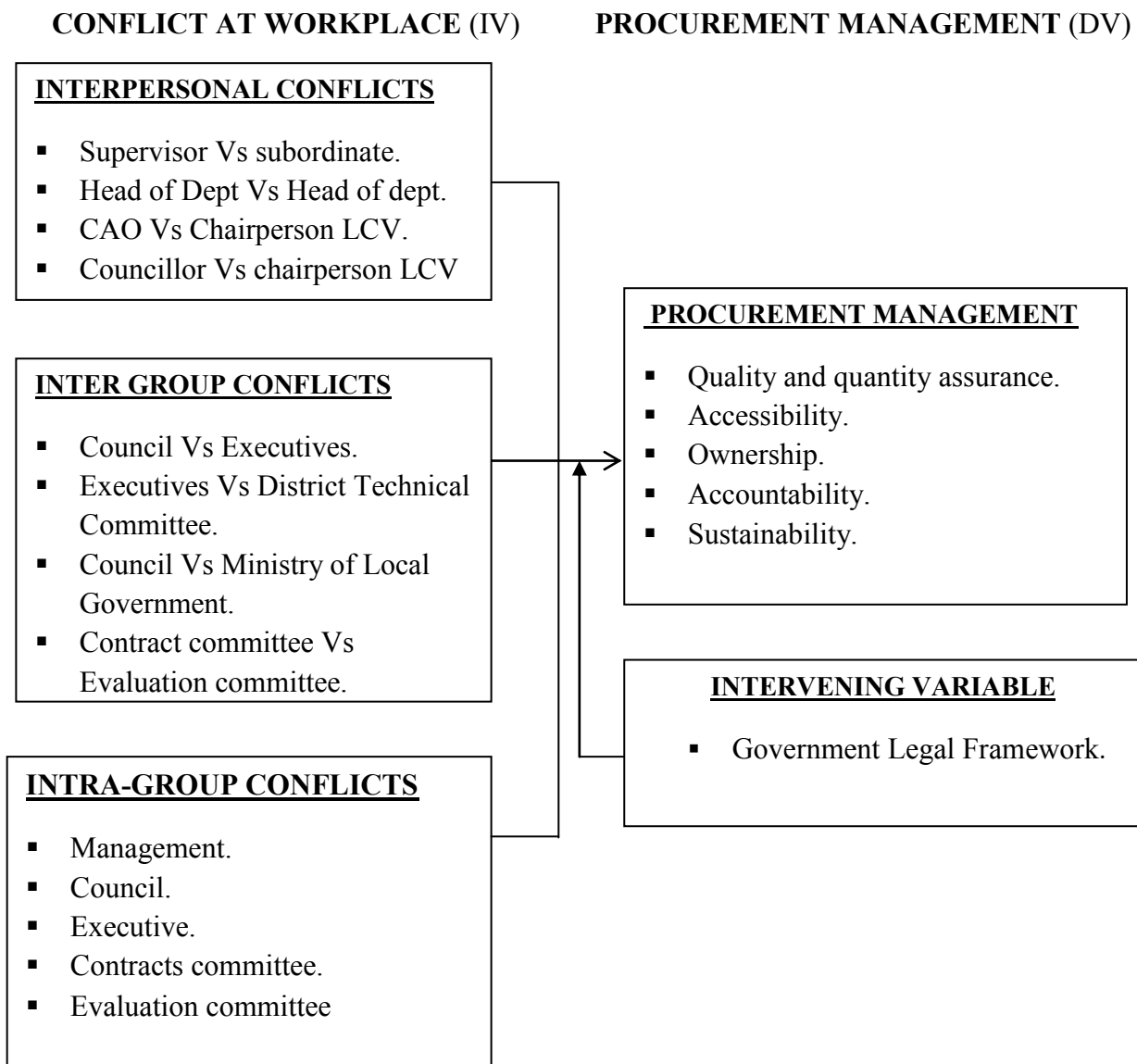


Figure 1:1: Conceptual Framework of Conflicts and Procurement Management

Source: Weirich & Koontz theory of conflicts and modified by the Researcher.

The conceptual framework predicts the main variables of the study that is conflict as the independent variable (I.V) and procurement management as the Dependent variable (D.V). The independent variable was broken down into three dimensions of conflicts according to Weirich and koontz theory of conflicts i.e. interpersonal conflict inter-group conflict, and intra-group conflicts as in the theoretical framework. The dependent variable (procurement management) is affected when the independent variables are not observed e.g. interpersonal conflict between CAO and chairperson LCV causes delays in decision making that influences on timely accessibility of services by the end users as represented in the diagram. The Intervening variables is represented as government legal framework e.g. public procurement and disposal of public assets Act 2003 as amended, public standing orders, recruitment policies etc. affects the elements of dependent variable as indicated and its relevant to Agago District Local Government this was based on the World Bank (2004) identification of service indicators.

1.9. Significance of the Study

The study will help all stakeholders working in central government, local Governments, sub-counties, district, municipal, town councils and partners in development. The study will provide an understanding of conflict, their possible causes and how each of the conflicts impacts on service delivery. It will also assist councilors, civil society organizations, central government officials, and the public, Academia etc. to appreciate and manage conflict in organizations.

1.10. Justification of Study

Fisher(2007), Gordon et al(1990), and Mullins(2007) have undertaken studies in the areas of conflicts and service delivery, the evidence of research on this topic was found in Decentralization and transformation of Governance in Uganda, Ijuka kabamba (1989-12) conflicts between Elected and appointed Officials in District. And on the extent to which

conflicts in Local Governments affect procurement management. The study is also vital since it will help the district management team (elected leaders and appointed leaders) to analyze and suggest ways of solving conflicts. For any service organization, effective service delivery is always top in the agenda thus the study will provide fertile grounds for learning how to minimize the effects of conflicts by service providers most especially local Governments in Uganda.

1.11. Scope of Study

The study was conducted in Agago District, which was created in 2010 through the presidential directive and act of parliament of Uganda of creating more administrative units to target the common man in the grassroots. The quality and quantity, accessibility, accountability, ownership and sustainability are the main focus in the study. The district and sub-county leadership, the head of departments, contract and evaluation committees, sub-county chiefs, sub-accountants and contractors were targeted in the study. The service delivery aspects affected was procurement and disposal which is the engine of all services delivered at the district.

1.11.1 Geographical Scope

The study covered 16 administrative units i.e. 13 sub-counties, 3 town councils and the district headquarter. The district was instituted on the 1st July 2010 out of Pader district, it borders Pader district on the west, Abim district on the east, Kitgum district on the North west, Kaabong district on the North east and Otuke district on the South west. It has a total land coverage of 90% of cultivable land, rock 3%, wetland 7% and a projected population of 314,700, (MOH data 2012/2013) annual growth rate of 5.1%, population density of 47 persons per square kilometer, The sub-counties are Lapono, Adilang, Paimol, Lukole, Parabongo, Wol, Lira-paluo, Omot, Patongo (old sub-counties) and Arum, Lamiyo, Omiya pacwa, Kotomor (new sub-counties), and Patongo town council, Kalongo and Agago town is the geographical scope. Lou is the dominant language spoken in this district.

1.11.2 Time Scope

The study covered the period from financial year 2010/11 to 2013/14. This period Was chosen because it accumulated serious conflicts in the District where service delivery escalated drastically as evidenced in the non-utilization of funds and eventual return of close to 4 billion shillings back to the national treasury, assessment report. (FY2011/12), PPDA Audit report (FY 2013/14)

1.11.3 Content Scope

The focus of the study were on the conflict dimensions of interpersonal conflict, Inter-group conflict, intra-group conflicts and their effects on procurement management hence better service delivery (Gordon et al, 1990). These dimensions are illustrated in the conceptual framework. Interpersonal conflict is conflict between two individuals arising out of their differences in culture, tastes, values and perception. An inter-group conflict is the antagonism among two or more groups of people. Intra-group conflicts are those among members of the same group.

1.12. Operational Definitions

Conflict: Any serious state of disharmony between individuals and groups of people usually caused by incompatibility of goals and differences in taste, culture, religion and values.

Service delivery: The provision of essential services, such as education, health, roads, water and field extension services to the communities.

Group: a distinct body of a local government such as a district council, the district executive committee, council standing committees, local government public accounts committee and the district service commission.

Head of Department: is the Head of a sub-division of a sector in a district such as procurement personnel, agriculture, fisheries and education.

Individual conflicts: conflicts between any two individuals within an organization based on their differences in culture, tastes, behavior, beliefs, religion, values and perception. In our

case, it could be, for example, between the District Chairperson and the Resident District Commissioner.

Inter-group conflicts: Conflicts between two or more groups of people in an organization. In Agago district it can be between the District Executive Committee and the District council, technical staff and the District councilors.

Intra-group conflicts: conflicts among members of the same group such as council, technical staff (Appointed leaders), Executive Committee and standing committees, which is very common in Local Government.

Ministry: This is the central Government Ministry responsible for technical guidance, monitoring and supervision of Local Governments.

Local government: refers to a district, sub-county or urban authority which enjoys corporate personality, with a common seal and perpetual powers to sue or be sued for any wrongs, omissions and commissions committed.

The District: Refers to an administrative set up which is composed of sub-counties under its jurisdiction.

The sub-county: Is local authority which enjoys corporate personality, with a common seal and perpetual powers to sue or be sued for any wrongs, omissions and commissions it comprises of parishes, villages.

The town council: is an urban authority which is at the level of a sub-county in a district.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examined the relevant literature review which was related to the problem of the study. Literature review helped in establishing what the study variables predicted, identified the existing gaps and determined the methodologies, the differences and similarities in comparable and earlier studies. The sources of the literature reviewed were adopted from relevant journals, books, periodicals, newspapers, council minutes, circulars, magazines, internet, and publications from line ministries and bulletins on local government.

2.1. Conflicts and Procurement Management

Mugenda & Mugenda (1999) defined a theory as a system of explaining phenomena by stating constructs and the laws that relate these constructs to each other. Conflicts theories have been advanced by several scholars on how they affect services in organizations. The study adopted Wehrich and Koontz's theory of conflict where three dimensions had been advanced i.e. Interpersonal, Intergroup conflicts and intra-group conflicts (Wehrich & Koontz, 2005). The theory discussed that people have individual differences based on taste, culture, religion, politics etc which causes interpersonal conflicts. Inter-group conflicts arise when individual groups want to portray themselves as "better than" or "different from" other groups. Intra-group conflict arises within members of the same groups because of competition among members to lead the group or due to struggle for recognition or status or as a result of differences in perception. Gordon et al(1990) supported this theory by agreeing to the three dimension advanced by Wehrich & Koontz(2005).

C.Wright Mills(2012) asserted that social structures are created through conflict between people with differing interests and resources. That individuals and resources, in turn, are influenced by these resources and by the "unequal distribution of power and resources in the society. Sears (2008) further argued that, societies are defined by inequality that produces

conflict, rather than which produces order and consensus. Although arguments have been advanced by other theorist, Karl Marx`s social conflict theory stated that the groups within a capitalist society tend to interact in a destructive way, that allows no mutual benefits and little cooperation. The solution Marxism proposed to this problem was that of workers revolution that broke the political and economic domination of the capitalist class with the aim of reorganizing society along lines of collective ownership and mass demonstration.

The researcher explored more into the relationship between the independent and dependent variable by using the game theory model as advanced by Willenbrock et al(2003) where they argued that, government procurement was an important measure by which the government can guide economic development direction, protect and support national (or local) industry and implement macro-economic control. The model also analyzed corruption and collusive behaviors in government procurement practice which leads to ineffective service delivery i.e. quality, quantity, sustainability etc. are compromised at the expense of the majority poor.

2.1.1 Inter-personal conflict and procurement management.

According to Roloff(1987), organizational conflicts occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivities, or unaffiliated individuals who utilize the services or products of the organization. In ADLG, most people wanted some mutually desirable resources that are in short supply, such that the interests of everyone are not satisfied fully. Again, some people possesses attitudes, values, skills, and goals that are salient in directing their behavior but are perceived to be exclusive of the attitudes, values, skills and goals held by others. Interpersonal conflict also occurs when a party is required to engage in activity that is incongruent with his or her needs or interests, or where he/she holds behavioral preferences, the satisfaction of which is incompatible with another person`s that guides implementation of his/her preferences. In ADLG the personality of the key players i.e. RDC, DCP and CAO is responsible for conflicts and eventual ineffectiveness in service delivery e.g. one party failing

to appreciate the role of the other or who among the officials is most powerful than the other despite the legal provisions.

Interpersonal conflict in organizations is inevitable since organizations get things done through people, and more importantly, every human relationship contains elements of conflicts, disagreement and opposing interest. as said by Ezhar, Mohd, & Yadi, nd as cited in the work of Adoko Peter Obicci(2010). Because conflict is a feature of everyday life and an aspect of all human and social relationships (Ramish, 1998, Wilmot & Hocker, 2001), there are no completely free societies. Conflict is an important element of socio-cultural interactions and conflict management skills are very important for maintaining almost all human relationships as put forward by Rahim(1986).

A conflict emanates among individuals within a specific group i.e. between the executives and councilors, technical staff (appointed officials) and the councilors in Agago district local government (intra-group conflict as asserted by Gordon et al 1990. It's important to note that for some reasons, inter-group conflicts and intra-group conflicts eventually transcend into individual conflicts as illustrated in the conceptual framework. Conflicts manifest when two parties have partially exclusive behavioral preferences regarding their joint actions, these parties are independent in performance of functions or activities. Conflict can relate to incompatible preferences, goals, and not just activities. It should be recognized that in order for conflict to occur, it has to exceed the threshold level of intensity before the parties experience (or become aware of) any conflict. This principle of conflict threshold is consistent with Baron's (1990) contention that opposed interests must be *recognized* by parties for conflict to exist. The present situation in ADLG tends to intensify into ethnic and or regional conflict and hatred especially where the appointed officials come from outside the district. This is because ethnic conflict in public service is not new as said by Kabumba,1987) Where the appointed officials come from outside the district, the conflict tends to have ethnic and/or regional undertones even when the officials are in the wrong and so are being justly

punished. Again the heterogeneity of the technocrats (bureaucrats) is likely to bring to the surface the issue of whom to trust-the locals or the “foreigners” [including the RDC, CAO]. This tends to escalate especially where there are local politicians, and appointed officials from outside the district, as was the case during the 1980-1985[Obote II] administration-when the district commissioner and most top level technical staff were from outside the district as forwarded by (Egangu,1986). The issue assumes greater proportions given the great powers and monetary benefits available in the district, the question here is on sharing monetary and other resources. The locals might not be amused seeing outsiders-however talented and seemingly loyal-enjoying “their money”. Such controversies affect implementation of programs in the District. Scholars have argued that conflict exist because of roles According to Robbins(2001) .He defines a role as the expected pattern of behaviors associated with members occupying a particular position within a structure of the organization. The problems of role incompatibility and role ambiguity arise from inadequate or inappropriate role definition and can be significant source of conflict, example between the sub-county chief and the community development officer. Conflict may also arise where a person is asked to serve on a number of committees which are demanding in terms of time while at the same time he/she is asked to set up the production of his/her unit. Another kind of role strain takes place when the individual finds that he/she is expected to meet the opposing demands of two or more separate members of the organization. These happenings have effects on service delivery.

Signs of conflicts in organization is also seen when colleagues may not speak to each other; they may contradict or blackmail each other, they may deliberately undermine and or refuse to co-operate with each other. E.g. members of the technical evaluation in Agago district local Government are blackmailed when the members of the contract committee refuses or alter their evaluation results because of conflict of interest another conflict between CAO and DCP, HOD, RDC or even with a junior staff, where the authority in the capacity of DCP and

RDC demands that CAO select or appoint members of the contract committee who are loyal to them in disregard of the competency of such members, and if CAO fails to play to such games, he is blackmailed, intimidated as incompetent, corrupt, not implementing executive proposed policies etc. this is detrimental to the effective procurement management. The study focused on how inter-personal conflicts affect procurement management hence quality, quantity of service delivery in Agago district Local Government. The evidence to these were obtained from responses given by the contract and evacuation committee members and some service providers.

2.1.2 Inter-group Conflict and procurement management.

Weihrich & Koontz(2005) discussed that, conflicts may also arise among different groups of people, for the case of Agago District; it exists between appointed officials and elected leaders, executive and the district council which eventually emanates into inter-group conflicts. It's hard to dispute the fact that there is always rivalry and competition among groups. When individual groups fail to work together to reach a common goal of the organization, effective service delivery is likely to be affected negatively. Bartol & Martins (1998) asserted that group conflicts can arise in the following circumstances; incompatibility of goals, where each group pursues its own goals, for example in the district, appointed leaders headed by the CAO pursue implementation of approved policy statements in line with the various guidelines, but the elected leaders pursue implementation on political reasons in disregard of the existing legal provisions, for example in NAADS, farmers select their model farmers democratically which the appointed leaders approve of because it's within the guidelines of the NAADS Act 2001. But the elected leaders would want to reward their campaign agents and would influence the election of farmers in favor of their supporters. This creates conflicts since the goals are diversionary and abusive to the program. The sector and departments often have objectives. If their members cannot find common values and goals, they will not cooperate Scarce resources; for example for the case of Agago District,

where the district council feels that the executive is unfairly allocating resources to other groups, and heavy reliance of one group on another, for example, the District council relies on the committee of finance, planning and Administration before the budget is passed. The finance committee may wish to discuss every detail in the budget but the district council may be interested in the earlier approval of the budget so that council activities are not held up for lack of an approved budget. Inter-group conflicts in Local Government was common between the District council and executive committee, between the District service commission and the District Executive committee and the standing committees, between the local Government Public Accounts Committee and the Head of departments. Most controversies were felt between these two groups who determine effective service delivery. It's important to note that appointed Officials are more knowledgeable and comfortable being solo contributors than being through members of a team, despite the need for interdependency in most work. This is exaggerated when, through their reward systems, organizations encourage employees to compete with one another. Teamwork is a concept that must be learned and applied throughout the organization.

2.1.3. Intra-group Conflicts and Procurement Management

This was another aspect of the study that examined the extent to which intra-group conflicts affects effective procurement management in Agago District Local government. Stoner, Freeman & Gilbert(2002) defined conflict as a disagreement about the allocation of scarce resources or clashes regarding goals and values. Such a situation can occur among members of the same group, hence intra-group conflicts. Conflicts often arise between people in work groups such as council standing committees, district executive committee and any other group like the contractors. Such conflicts occur due to difference in opinion, lack of freedom of expression, position and scarce resources, human beings are social animals and any suppression on their rights will be resisted to that effect. Humans in their nature compete at all fronts this is manifested in the reign for power, status, and positions one side would want

to outcompete and win the others, the other group would not take loss lightly and much energy and resources is lost in the fight which leads to conflicts. Alternatives such as conducting group meetings in a win –lose condition, individuals or group’s relations should be conducted in a winner loser to substitute mutual problem solving. Such events always negatively affect effective service delivery. Studies on conflict have argued that intra-group conflicts are not necessarily bad or destructive because contradictions within the groups or organization results into fulfillment of vested interest of public institution’s personnel maintained within the legal framework that prohibits competitions from foreign suppliers, thus such groups resist change because it leads to direct economic or political benefit. Often leads to more creative solution which will eventually improve on service delivery. Another level of intra-group conflicts arises when district executives need significant information from appointed leaders headed by the CAO to make good decisions. Yet they seldom know how to ask for meaningful information, input or feedback from such groups, in other words they are very arrogant and aggressive this manifest into conflicts. Therefore, in real organizations, communication requires trust, a suspension of assumptions and hard work, which is not common in Local Government organizations well from executive level downward to appointed leaders. The confusion among technical staff of who to pay allegiance; whether to the executive or the standing committee is a serious cause of conflict especially in Agago District where appointed officials succumbs to political utterances in disregard of the laws. This is coupled by greediness of both elected leaders and appointed officials for example, in wining contracts, where the elected leaders prevail over and reap big. On the other hand, the appointed officials who are the experts in evaluation and contracts management also influence contracts processes and as a result, they approve fewer projects or many in favor of themselves or their colleagues. In the end, poor service delivery is realized as witnessed in roads, Health, Water and education contracts. Another aspect of conflict was the supremacy between the executive and councilors; similarly among the Chairperson and

CAO; the RDC and Chairperson, for example while presiding over ceremonies, commissioning of projects etc. The other form of conflict was seen in job recruitment, deployment and promotion of the appointed officials. Here, the elected leaders would want people they know and can influence and those coming from their constituencies to be considered with no consideration about whether they succeed in interviews or not. On the other hand, the appointed leaders would want to exercise merit during interviews for quality assurance. Where all these interests are not met, conflicts emerge leading to poor selection and appointment of contract committee due to political pressure thus, affecting the performance of the appointed officials' in achieving effective service delivery

2.1.4 The Government legal framework and Effects on procurement management

The researcher in this aspect was interested in forwarding arguments on how the legal framework intervenes on effective procurement management thus, Warsmith & Martin(2003) is agreeing to the fact that, the complexity of substantive issues involved in implementing fundamental reforms require innovative thinking and making hard decisions for example on the legal instruments to use were most have been inherited from our colonialist i.e. UK common laws, another aspect is that enforcement of such legal instruments are exposed to abuse of procurement system which arises largely due to weak or inconsistent enforcement of the prevailing rules with the aim of fulfilling personal interest through fraudulent practices. In Agago district this is not an exception.

2.1.4.1 Obstacles to Procurement Management in Public Institution.

The researcher was desirous to identify the problem caused by conflicts between the elected leaders and appointed officials on procurement management in Agago district by sharing the assertions and conclusions of Warsmith & Martin(2003) were they argued that, deeply vested interests and lack of political will in procurement processes leads to failure in public

procurement for example the existence of loose or opaque rules that are also poorly enforced leads to misuse of procurement process through corruption or patronage.

The paucity of technical knowledge and capacity of key ingredients of a well functioning modern, legal and institutional public procurement framework, lack of knowledge on how to marshal reforms through the political and bureaucratic processes and how to manage change, the possession of only the technical procurement skills and lack of knowledge of the larger policy and other issues necessary to plan, manage and implement wide ranging reform efforts by both the elected leaders and appointed officials poses threats to effective procurement management.

2.2. Summary of Literature Review

Conflict between the elected leaders and appointed officials in ADLG is responsible for ineffective procurement management in Agago district. The researcher in the literature review observed that, each group pursues its own goals, for example in the District, appointed officials headed by the CAO may pursue implementation of approved policy statements in line with the various guidelines, but the elected leaders may pursue implementation on political reasons in disregard of the existing legal provisions for example in contract award, contracts committee does approvals on successful firms as required by the PPDA Act 2003. However the elected leaders would want to reward their campaign agents and would influence the selection of firms in favor of their supporters, thus creating conflicts. The sectors and departments often have objectives. If their members cannot meet common values and goals, they may not cooperate. The study intends to explore these gaps and give recommendations to the District.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter presents the methodology the researcher was interested in when carrying out the study, to aid data collection, analysis and interpretation to derive meaning out of this study. The research design, sampling process, methods and instruments of data collection, data analysis and techniques were used in this study.

3.2. Research design

One should know that local governments are very unique and complex case study area and that was the reason why the researcher chose case study design which explored both qualitative and quantitative methods. (Yin,2003) determined that case study analysis has advantages which involve a careful and complete observation of social units. Its intensive and exhaustive nature in the study of social units makes it superior to cross-sectional survey design or correlation research designs.

3.3. Study population

The study population was 150, targeted population was 100 and the sampled population was 80. District appointed officials (45) i.e. head of departments(10), sub-county chiefs(16),sub-accountant(16), evaluation committee(08) and contract committees(05) and elected leaders, Chairpersons LCIII, District executive(21) and service providers(14) in contract work. The reason for this was that, such groups influences policy decision making and implementation of programs, some of them occupy strategic positions which influence local government functions e.g. CAO, DCP, HOD, District councilors etc. The researcher believed that the information given represented the total population of 100, and sampled population of 80 respondents. (Krejcie and Morgan (1970) table captured from (Sakaran, 2003:266).

3.4. Sample size and Selection

A sample is a subset of the population, it comprises of elements selected from the population. (Sakaran, 2003:266). Sampling enables the researcher to study a relatively small number of units in place of the target population, and to obtain data that is representative of the whole target population. The researcher was interested in the study population of 100 respondents, which according to Krejcie & Morgan (1970) gave a sample of 80 i.e. 55 appointed officials, 21 Elected leaders and 24 service providers, The sample size was determined using the Krejcie and Morgan table. As below;

Table 3.1: Accessible population, sample size and Sampling Method

Category	Population	Sample	Sampling method
Appointed Officials(HOD=10,SAS=16, SAA=16, contract committee=5, Evaluation committee=08)	55	45	Simple random sampling
Elected leaders(LCIII=16, Executive=5)	21	21	Purposive sampling
Service providers	24	14	Simple random sampling
Total	100	80	

Source: Agago District Personnel Record (2013) and determined sample size for research Activities based on R.V. Krejcie & D. W. Morgan (1970).

The researcher consulted the office of personnel for records of appointed officials (staff list, positions and duration in service), list of duly elected leaders were obtained from the clerk to council through the speakers authority, for the committees the secretaries through formal authority of the chairpersons provided data on each committees and data of the service providers were obtained from secretary to PDU through the CAO`s approval. The researcher used purposive sampling to select the Chairpersons LCIII, executive members, Contract

committee and their secretaries. The researcher was interested in this sampling method because it captured information from the officials representing the most controversial bodies in the District.

3.5. Sampling techniques and procedure

Simple random sampling, purposive sampling techniques were used in the study. The researcher selected purposive sampling because it enabled selection of sample members who eventually met certain pre-determined criteria and knowledge fully shared by the researcher, for the appointed officials, simple random sampling was used, where all individuals in the defined population had an equal and independent chance of being selected as a member of the sample. The readily available sampling frames such as the payroll for both elected and appointed officials were obtained from OC salary and CFO in Agago District local Government.

3.6. Data collection methods

The data collection methods included; Self-administered questionnaires, (questionnaire guide as a tool) face to face interviews (interview guide as a tool) and documentary review (documents check list as a tool).

3.6.1 Self-Administered questionnaires

The researcher used this method majorly to find out the logical information on the ground. Amin defined questionnaire as a form consisting of interrelated questions prepared by the researcher about the research under investigation, based on objectives of the study. The structured questionnaires were administered to the preselected respondents to determine the validity and reliability and then to sampled people targeted in the study. The questionnaires were closed ended designed according to Likert scale style. A total of 66 questionnaires were distributed to the appointed officials, elected leaders, 14 interviews were conducted with service providers, the choice of this method by the researcher was to avoid bias and guarantee

respondents free and fair environment that enabled them to explore into major ideas of the research studies.

3.6.2 Interview

The researcher chose this method because the selected participants were asked questions in order to help the researcher acquire information on the subject matter on the study through probing as noted by Deniscomber(2000) .This was a face to face interaction where the interviewer asked structured questions to the interviewee, as put forward by Amin,(2005). The method was chosen by the researcher because it was flexible in obtaining more information, the researcher also had the opportunity to engage in probing complex issues by balancing the verbal expressions, attitudes and behaviors of the respondents (interviewee), interview method also created rapport between the researcher and the interviewee, a total of 14, respondents were interviewed from among the key informant, having service providers, appointed officials and elected leaders.

3.6.3 Documentary Review

This method entailed perusing through the relevant documents of interest to enrich the study, such documents included; reports(financial, activity, procurement) publications(local government score card on district performance) staff list(number of staffs placed and their qualifications) council minutes(resolutions on procurement performance) TPC minutes(management of funds to avoid lost of value for money) National Development Plan(updated list of projects by user departments on procurement) etc. The purpose of this method was mainly to collect secondary data that were related to the topic of study.

3.7. Data collection instruments.

The data collection tool mainly relied on pre-coded questionnaires, interview guide and documentary analysis check list. The questionnaires were used to collect qualitative data that was easier to process and present data recorded and captured in the questionnaire which

eventually catered for large sample. Some of the items did collect opinions of the respondents which were related to the variables in the study.

The interview guide had mainly general and open ended questions which gave respondents chances to provide detailed information in their own submissions. The documentary review checklist did confirm, amended, and supplemented certain aspects of the study such as, National Development Plan, approved budget and work plans, council minutes and reports that represented means of verification.

3.8.1. Validity

Amin(2005) argued that, Validity is the ability to produce findings that are in agreement with the theoretical or conceptual values. The research instruments were critically analyzed and read through by my peers and most importantly by UMI research supervisors to determine the level of validity. The instruments were further pre-tested by the researcher while administering it to a few pre-selected respondents who were not targeted in this study. Using the formula provided for by Amin(2005:page.48) The content Validity Index (CVI) was used to calculate validity. In addition, the data collected was used to determine the respondent's opinions, produce results that predicted the true situations in the research environment. See formula used below:

$$\text{CVI} = \text{number of items declared valid/ total number of items}$$

$$\text{CVI} = 46/54$$

$$\text{CVI} = \mathbf{0.85 (85\%)}$$

Amin argued that, valid score of 50% is adequate to explain that an instrument is valid.

3.8.2. Reliability

Reliability is the measure of the degree to which the research instrument yields consistent results/data after repeated trails (Mugenda &Mugenda,2003). In order to ensure reliability, a test-retest was conducted by administering the same instruments twice to the pre-selected

group of respondents who were not part of the actual sampled population as noted by Mugenda & Mugenda,. This was done using the internal reliability technique specifically the alpha cronbach. The choice for this technique was that, it provides evidence that scores obtained on a test at one time (test) are the same or similar when the test is re-administered time and again (re-test). Reliability was done by administering the test to an appropriate group of subjects, then after sometime later i.e. Two weeks, the same test was administered to the same group of subjects; the two sets of scores were tested and results evaluated. See Table 3.2 below.

Table 3.2: Reliability Results

Variables	Alpha	Number of items
Individual conflicts	.937	6
Inter-group conflicts	.887	9
Intra-group conflicts	.881	9
Government Legal framework	.766	7
Effective Procurement	.767	15
	4.238	46

Source: primary data

The researcher used the cronbach`s alpha computed using SPSS 16.0 version a shoft ware package for data analysis to determine reliability. Results obtained **0.8476 (84.7%)** hence (4.238/5) and presented in the Table above reveal that the instrument was reliable, as put forward by Amin(2005).

3.9. Procedure of Data collection

The researcher did acquire an introductory letter from UMI which was then presented to (Lapono sub-county Local government and the Chief Administrative Officer to obtain permission to collect the data and collect funds. The researcher did distribute the instruments to key respondents at district and sub-counties sampled to aid the data collection, a minimum of two months period enabled the questionnaires to be distributed, filled and return; there

after the technique of filling, recording of the number of questionnaires distributed and the ones filled and returned, allocation of serial numbers was done for easy computer analysis. An attached letter did accompany each questionnaire this was meant to deduce suspicion and create guarantee for confidentiality to all throughout the processes.

3.10. Data Processing and Analysis

The quantitative data collected was processed by editing, coding, verifying for accuracy and entered into the computer using a software package SPSS Ver.16.0 tool. Quantitative data was analyzed using descriptive techniques, factor analysis and correlations. On the other hand, qualitative data was presented by grouping it into various categories in separate themes using codes and evaluated and analyzed to determine the adequacy, credibility, usefulness and validation and non-validation of the hypothesis. A draft report was written and submitted to the supervisors for further critic and corrections to inform the final draft.

Qualitative data analysis refers to non-numerical analysis of analyzing information in a systematic way in order to derive useful conclusions and recommendations, (Mugenda & Mugenda, 1999). The data collected was cleaned, sorted and edited to remove errors. While edited questionnaires were scrutinized for errors, omissions and ambiguous classifications which was a necessary requirement for checking accuracy and uniformity in the answers provided by the respondents. Content to content analysis did follow where reading and re-reading of the documents to identify the similarities and differences in order to find themes and to develop categories was done (Amin, 2005).

3.10.1 Quantitative Data Analysis

Raw data generated from the field was assembled, cleaned, sorted, coded and fed manually in the computer using statistical package for social sciences (SPSS v 16.0) Data was tabulated into frequency counts and percentages. Editing did involve scrutinizing the returned questionnaires for errors, omissions and ambiguous classifications and conclusions. Both descriptive and inferential statistics were used. Descriptive statistics involved the use of

means, frequencies and standard deviation scores presented in tabular and graphical forms. While inferential statistics in form of Pearson correlation product moment was used to establish whether a relationship existed while linear regression was used to establish the variation the independent variable had on the dependent variable.

3.10.2 Qualitative Data Analysis

The raw data collected from the field were read through to enable the researcher get familiar with the data. At this process the researcher did use note cards to organize the available data to expedite for further analysis. Data were then evaluated, analyzed to determine their adequacy, credibility, and usefulness for consistency which resulted into acceptance of the research hypotheses.

3.11. Measurements of variables

The variables in the questionnaires were measured using the five point likert scale which consisted of a number of statements that predicted favorable and unfavorable attitudes towards the given object the respondents were asked to respond. Each response was given a numerical score, indicating its favorableness and the scores were totaled to measure the respondent's attitudes. The scale of 1-5 was used to help the researcher measure the extent to which research objectives were achieved whereby 1=strongly disagree, 2=Disagree with the statement, 3=Not decided, 4=Agree 5=strongly agree hence ordinal scale was used. While on the background variables that comprised of Gender, education, duration among others the nominal scale was used. The choice of this measurement is that each point on the scale carries a score and it's the most frequently used summated scale in the study of social attitudes.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents analysis and discussions on the findings of the study. It has been structured as follows: response rate, background information about respondents, and descriptive analysis of respondents' views on individual conflicts, inter conflicts, intra conflicts, Government legal framework on Effective procurement Management.

4.2 Response Rate

A total of 66 Structured administered questionnaires were distributed amongst respondents. Of these, 57 questionnaires were fully completed and returned, constituting 86.3% similarly, out of 14 planned face to face interviews, 8 key informants were interviewed constituting 57.1% as shown in Table 4.1 below.

Table 4.1: Showing the Response Rate

Instrument used	Planned/Issued	Actual/Conducted	Percentage
Interviews	14	08	57.1%
Questionnaires	66	57	86.3%
Total	80	65	81.2%

Source: Primary Data

In Table 4.1 above, statistics obtained reveals that both the Questionnaire and interview instruments were used during the study. In this particular case, the overall response rate of **81.2%** ($65/80 \times 100\%$) was obtained as supported by Amin, who argued that a response rate equivalent of above 50% is adequate to represent the findings.

4.3 Background Variable of Respondents

Numerous variables were considered as they best described the characteristics of the respondents. These included age, gender, level of education and duration spent on current job.

4.3.1 Respondents by Age Distribution

Respondents were requested to indicate their age category and the results obtained are presented in the Table below.

Table 4.3: Age distribution of Respondents

Age of Respondents	Frequency	Percent
20-29 years	7	12.3
30-39 years	22	38.6
40-49 years	15	26.3
50-59 years	13	22.8
Total	57	100.0

Source: Primary data

The results in the table above, signify that many of the respondents were between 39 years and below (n=29, 50.9%). This was followed by those between 40-49 years hence (n=15, 26.3%) and (n=13, 22.8%) were between 50-59 years meaning that most respondents comprised of the youths who had just identified their career, the middle aged persons with differing experience and those in advanced age, providing advice to the combination of the two. The researcher to this effect observed that, most respondents who were engaging in activities that could improve their life styles e.g. constructing houses, purchasing cars etc and as a result, they contemplate so much in getting quick money thereby indulging in corrupt tendencies which generates conflicts of interest hence ineffective procurement management. On the other hand, those in middle and advanced age persons were more involved in exerting

pressure on the youth to execute their interests against the procurement procedures hence interfering with the processes thereby causing delays in execution of contracts.

4.3.2 Respondents by Gender Distribution

Respondents determined by Gender as shown in the figure below.

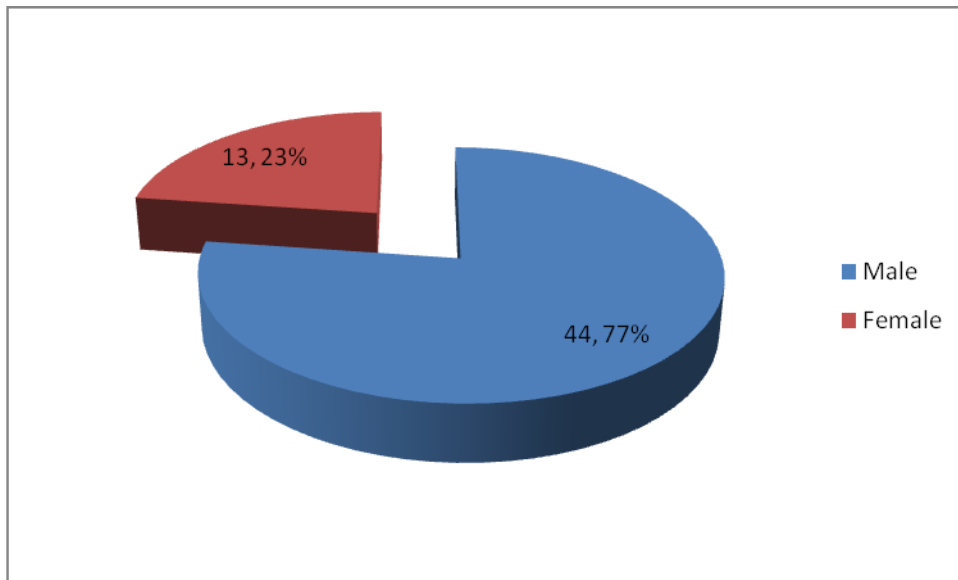


Figure 4.1: Gender of Respondents

The results obtained reveal that male were the dominant gender 77%, n=44 as compared to 23%, n=13 of female meaning that the researcher obtained views from both gender about conflicts and effective procurement management in Agago district. Additionally, the researcher observed that most of the female respondents were engaged in administrative work for instance planning, budgeting and implementation although their contribution to procurement management decision making was less. While their male counterparts were engaged more in field work and procurement related matters. Given the above status, most of the stakeholders in the procurement related matters were men with varying interest e.g. influencing the processes among others which in turn results into unfair practices that affects effective procurement management.

4.2.3 Respondents by Level of Education

Respondents in this particular study had obtained education up to certain level with the following Table showing the details that were obtained.

Table 4.3: Education Level of respondents

Education level	Frequency	Percent
"O" Level	3	5.3
"A" Level	5	8.8
college/Tertiary	17	29.8
University	28	49.1
Others(specify)	4	7.0
Total	57	100.0

Source: Primary data

Statistics obtained in the Table above, reveal that degree holders were the dominant with (49.1%, n=28) this was followed by college/tertiary who constituted (29.8%, n=17) while those of advanced level and below where (14.1%, n=8) and others where (7.0%, n=4) meaning that most respondents attained high qualification and understood and interpreted the questions, this was to the advantage of the researcher because they were able to answer questions posed about the effects of conflict on procurement management. Secondly, it was observed that in order to work with Agago district, one must have attained the required qualification. However there were fewer staffs with low qualifications these were mainly support staff within the district setting. The existence of such qualified staff meant that they understood the procurement procedures e.g. advertisement, solicitation, award and contract management. Its implication is that they influence the legal procedure of procurement management causing weaknesses in the existing system thus ineffective procurement system.

4.2.4 Respondents by Duration of work.

Respondents were of varying experience as shown in the illustration below.

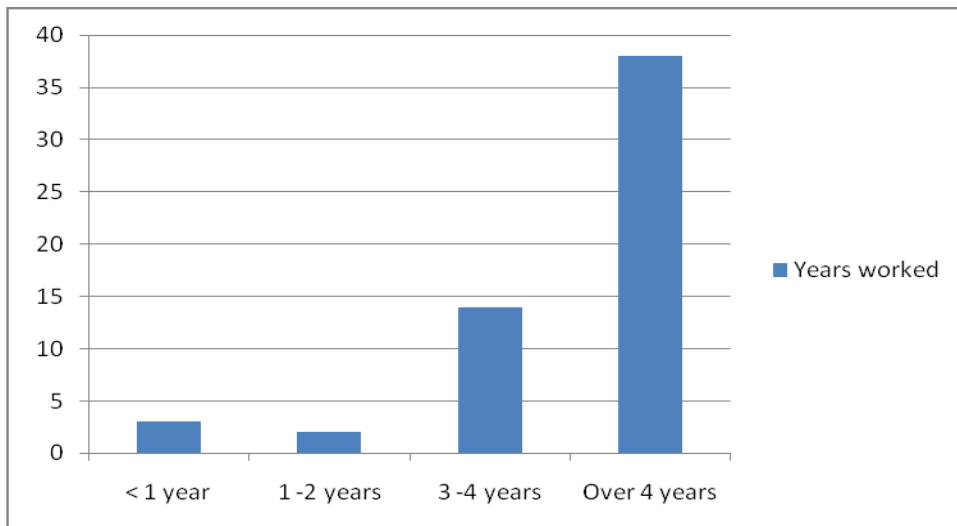


Figure 4.2: Respondents by duration of work.

As observed above, results obtained reveal that many (67%, n=38) had worked for a period of over four years, followed by 25.0%, n= 14 who had worked for a period between three to four years while 5%, n=3 had worked for less than a year and the least being 1%, n= 1% having worked for a period between one to two years meaning that most staff within the district had been recruited and therefore underwent and completed the probationary period of six months. Their confirmation meant that, they had obtained the required experience in Local Government to execute their assigned duties and responsibilities as per their appointment letters. Similarly those in procurement possess degree and diploma in procurement management but they lack professional training e.g. chartered institute of procurement and supply management (CIPS) and its implication on effective procurement management is that the duration one worked gives them the opportunity to identify the weak gaps that can be manipulated hence effective procurement management.

4.3 Empirical Findings

Findings obtained reveal that most questions posed to the respondents were based on the specific objectives of the study while the inferential statistics was used as well. For interpretation purposes; all standard deviation, mean scores and percentage responses are interpreted as follows. The standard deviation scores below one (<1.00) reveal commonalities in responses while that above one (>1.00) reveals mixed responses in responses that were

obtained. Further, the mean value above three (>3.00) reveal many of the respondents having agreed as that below three (<3.00) reveals disagreement. In addition, for purposes of easy interpretation of the above responses both agreed (A) and strongly agreed (SA) were combined to reflect the respondents that agreed while disagreed (D) and strongly disagreed (SD) were combined to show the respondents that disagreed and undecided (UD) were not grouped

4.3.1 Individual Conflicts and Procurement Management

Several questions were posed to the respondents in regard to individual conflicts and procurement management. The answers or responses obtained are in the Table below.

Table 4.4 Descriptive Statement on Individual conflict

Questions about Individual Conflicts	Percentages (%)			Mean	Std dev
	D	N	A		
Conflicts between chief administrative officer and user departments on timely preparation of procurement plans are common in Agago district local government.	47% (27)	12% (7)	41.0% (23)	2.91	1.258
Conflict between chief administrative officer and procurement officer on submission of requirements to procure are common in Agago District Local Government.	45% (25)	9.0% (5)	46.0% (27)	3.04	1.253
There are often conflicts between the chairperson and the chief administrative officer on appointment of contract committee of procurement	16.0% (9)	16.0% (9)	68.0% (39)	3.81	1.217
Conflicts often arise between a councilor and another on winning contracts of works and services in this district.	14.0% (8)	8.0% (5)	78.0% (34)	4.02	1.217
Sometimes conflicts arise between a councilor and a contractor on the quality and quantity of works/supplies in this district.	7.0% (4)	7.0% (4)	86% (49)	4.16	.960
Conflicts often arise between chief finance officer and head of procurement on cost budgeted in this district.	57.9% (33)	19.3% (11)	17.8% (13)	2.44	1.195

Source: primary data

KEY: A=Agree NS=Not Sure D=Disagree D= Disagreed Std Dev=Standard Deviation

The mean results obtained of 2.91 accompanied with a percentage return of 47.0% reveal more disagreement responses that were given about the statement that conflicts between chief administrative officer and user departments on timely preparation of procurement plans are common in Agago district local government. On whether conflict between chief administrative officer and procurement officer on early submission of requirements to procure exist in Agago District Local Government; 46.0% agreed, 9.0% were neutral and 45.0% disagreed. The statistics above meant that, the user departments were requested to come up with procurement plans detailing key projects for instance construction work and supply on time, submissions were made to the procurement unit for compilation and recommendation to the finance and Administration which the CAO heads, the conflicts come in when the submitted projects are not funded. More so, conflicts arose when the procurement unit was not sufficiently funded for instance training of staff, purchasing of stationery, allowance to PDU to submit contract reports to solicitor General offices, hence resulted into delays that led to ineffective procurement management. Its implication is that the quantity and quality assurance of services to aid effectiveness in procurement processes was not guaranteed as supported by comments by officials in the department of procurement that, *“Delays are registered during advertisement because the office of the chief administrative officer does not release money on time to facilitate procurement processes.”*

While another interviewee said,

“That some projects are not funded because the District prioritizes projects annually.”

A portion of 68.0% agreed that there were often conflicts between the chairperson and the chief administrative officer on appointment of contract committee of procurement while 16.0% both disagreed and neutral. These findings can be attributed to the fact that despite efforts made to ensure that an independent procurement committee be in place to cater for all

procurement management processes, political influence is still exerted by some top district officials as confirmed by one interviewee that,

“Conflicts of interest surpass quality and experience of appointed officials because appointment of contract and evaluation committees is on ground of who can easily be manipulated to suit protected interest of chairperson LCV and CAO”.

It further implied that quality and accessibility of services to community are at risk for instance timeliness and output is not vehemently felt. While another responding official said, *“The office of CAO appoints officers who are money minded and cannot do the right job he is not happy because he knows of officers were right minded even after forwarding their names for approval, CAO acted contrarily”.*

Many of the respondents (78.0%, n=34) agreed that conflicts often arise between a councilor and another on winning contracts in this district, followed by (8.0%, n=5) were neutral and (14.0%, n=8) disagreed. More, (86%,n=49) indicated positively that sometimes conflicts arose between a councilor and a contractor on the quality and quantity of works/supplies in this district; however, (7.0%, n=4) disagreed and (7.0%, n=4) were undecided meaning that most contractors had sound financial stands and expertise to complete contracts satisfactorily that were awarded to them, as compared to the shoddy work that the councilors do after they have been awarded the contracts, to this effect therefore, respondents are aware of the genesis of conflict but are silent and its implication is that quality assurance and value for money is compromised since the same people i.e. political leaders who should monitor projects are contracting .To complement on the findings, an official(respondent) said,

“Shoddy works are always done by political contractors since they don` t have time and money to contract”

And another respondent said,

“Political contractors over assume their roles and intimidate technical departments when certificate of payment are being issued to effect payment because they want quick money.”

Lastly on whether conflicts often arise between chief finance officer and head of procurement on cost budgeted in this district. (57.9%, n=33) disagreed, (19.3%, n=11) were neutral and 17.8(%, n=13) Agreed respectively meaning that after approval of the procurement unit budget, the CFO cuts the budget depending on the available resources after the budget cut some of the procurement processes are not met or delayed for instance advertisement, submission of reports to solicitor general for approval of contracts above 50 million (Ugx). This is in line with one responding member, who said that,

“PDU is least funded and yet it generates most revenue to the district.”

4.3.1.1 Correlation Results for Individual Conflicts

The researcher anticipated to establish whether a relationship (negative or positive) existed between individual conflicts and procurement management using the Pearson product correlation product moment and the results that emerged where reflected in table below.

Table 4.5: Correlation Results for Individual Conflicts and Procurement Management

		Individual Conflict	Procurement Management
Individual Conflict	Pearson Correlation	1	.638**
	Sig. (2-tailed)		.000
	N	57	57
Procurement Management	Pearson Correlation	.638**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field data

The table above shows variables; individual conflicts and effective procurement management, Pearson correlation or beta value or R=.638**, Sig (p<0.05, 0.000) and n=57.

The result of (.638**) reveals a positive relationship between individual conflicts and procurement management meaning elimination of individual conflict through having a mutual understanding between Supervisor Vs subordinate, Head of Dept Vs Head of dept, CAO Vs Chairperson LCV and Councillor Vs chairperson LCV would result into effective procurement management in terms of providing quality and quantity assurance, improve accessibility, right traces of ownership, timely accountability and finally sustainability.

4.3.1.2 Regression Results for Individual Conflict

The researcher wanted to establish the effect or variation individual conflict had on procurement management with the results obtained shown in the Table below.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.407	.396	.45783

a. predictors: (constant), Individual Conflict

Source: Field data

The Table above shows variables; individual conflict and the effective procurement management, Pearson correlation (R) or beta value or $R = .638^{**}$, $R^2 = .407$, adjusted $R^2 = .396$ and standard error of the estimate was (.45783). The results displayed reveal that the adjusted R^2 value of (.396) explains up to 39.6% (.396*100%) effects individual conflicts had on procurement management the remaining percentage of 60.4% was explained by other factors.

4.3.1.3 Hypothesis Statement One

The null (H_0) was rejected and the alternate (H_1) that,

“Individual conflicts influence procurement management” was accepted

4.3.2 Inter-group Conflict and Procurement Management

A number of questions about intergroup conflict were posed and were answered by the respondents as reflected in the Table below.

Table 4.7: Descriptive statements about Intergroup Conflict

Statements on Inter-group Conflict	Percentage response (%)			Mean	Std Dev
	SD	NS	A		
Conflicts exist between the district council and district contract committee in the value for money award of contracts to respective service providers	14% (8)	14% (8)	72.0% (41)	3.84	1.082
There are frequent conflicts between councilors and members of the contract committee on timely award and execution of works/services	14% (8)	4% (2)	72% (47)	4.18	1.088
The MoLG sometimes conflicts with the district council on the timely legislative approval of budgets to improve service delivery in this district	34% (19)	26% (15)	40.0% (23)	2.98	1.203
There are often conflicts between the contract committee and the evaluation committee on contract evaluation and award to best bidders.	9.0% (5)	12% (7)	79.0% (45)	4.21	1.031
Conflicts exist between the district council and district PAC reports on project completion and value for money in this district.	14% (8)	33% (19)	53% (30)	3.53	1.020
Conflicts exist between the executive committee and DTP committee on cost effective and efficient procurement budgeting in this district	29% (16)	29% (17)	42.0% (24)	3.72	.921
There are conflicts between the standing committees and the district service commission on recruitment of competent staff.	12% (7)	32% (18)	56.0% (31)	3.14	1.302
There are conflicts between the PAC and the contract committee on measurement of performance of procurement system in this district.	11% (6)	16% (9)	73.0% (42)	3.51	1.088
There are frequent conflicts between the service providers and members of the district contracts committee on maintenance of an environment of openness and fairness on contract performance	24% (14)	16% (9)	60.0% (34)	3.58	1.322

Source: primary data

KEY: A=Agree NS=Not Sure D=Disagree D= Disagreed Std Dev=Standard

Deviation

For interpretation purposes; all standard deviation, mean scores and percentage responses were interpreted as follows. The standard deviation scores below one (<1.00) revealed commonalities in responses while that above one (>1.00) revealed mixed responses that were

obtained. Further, the mean value above three (>3.00) revealed that many of the respondents agreed as that below three (<3.00) revealed disagreement.

Findings obtained from the field revealed that, many of the respondents (72.0%, n=41) agreed to the statement that conflicts existed between the district council and the district contract committee in the value for money award of contracts to respective service providers, (14.0%, n=8) disagreed as (14.0%, n=8) were neutral. Similarly, (72.0%, n=41) indicated positively that there were frequent conflicts between councilors and members of the contract committee on timely award and execution of works/services in this district while (14.0%, n=8) disagreed and (4%, n=2) neither agreed nor disagreed meaning pockets of conflict of interest exists between varying offices in the district. It was observed that the evaluation committee does the technical evaluation of contract documents and eventually recommends for approval to the contracts committee but some projects are differed for re-evaluation because key interests of the contract committee would have not been met.

This causes delays in the procurement management. More so, the procurement processes are seasonal activities that demands for observant of time where any delays caused leads to projects not meeting its time value and accessibility by the end users. Its implication is that there is commitment by all to offer effective performance but conflicts overshadow their efforts. To support the findings, one district official (interviewee) said,

“The elected leaders get committed to approve budgets of procurement and its processes monitored but it remains on paper work as they are consumed in struggling to win contract works” while another interviewee said, *“That elected leaders do things only to favor their interest in disregard of the existing law thus low level of ownership of the decisions they approve.”*

Findings obtained reveal that majority of the respondents (40.0%, n=23) indicated positively that, the Ministry of Local Government sometimes conflicts with the district council on the

legislative approval of budgets to improve service delivery in this district, (26.0%, n=15) were neutral while (34.0%, n=19) disagreed respectively. This meant that, as a district Agago is assessed at the end of every financial year and concerns are always on the management and their procurement processes. The timely approval of the budget that would kick start early procurement of goods and services is not done as this process is delayed; resources allocated to this project are returned to the national treasury hence affecting any pending operations. More so, the budget desk at the district does the screening which also delays if the budget is not approved in time for them to produce quality budget document. In addition, one respondent said,

“That besides all efforts by the ministry to forge for quality assurance the district has remained in conflict as seen in the delays in approval of procurement processes that leads to late procurement and eventual return of money to the treasury like it did in the previous years.”

On whether there were often conflicts between the contract committee and the evaluation committee on contract evaluation and award to best bidders. Many (79.0%, n=45) agreed, (9.0%, n=5) disagreed and (12.0%, n=7) were not sure of what was happening. These revelations fully explain that the bidders are all qualified to do the job and the evaluation committee recommends some for approval by the contract committee but the decision reached by the evaluation could not have met the expectations of the contract committee hence conflicts of interest. The researcher further observed that, since both committees appear to have differing interest on who should be considered, the prolonged struggle leads to delay in award and completeness of contract works hence ineffective procurement management. This can be complemented by a statement by a respondent that,

“Contract committees approve projects on grounds of calculated interest like kickbacks or bribes from contractors/service providers.”

More, (53.0%, n=30) respondents indicated positively that conflicts exist between the district council and district public account committee reports on project completion and value for money in this district. This was followed by (33.0%, n=19) that disagreed and (14.0%, n=8) who were undecided. In addition, a proportion of respondents (73.0%, n=42) agreed that there are conflicts between the public accounts committee and the contract committee on measurement of performance of procurement system in this district. On the other hand, (11.0%, n=6) disagreed and (16.0%, n=9) neither agreed nor disagreed respectively. On whether there were frequent conflicts between the executive committee and district technical planning committee on cost effective and efficient procurement budgeting in this district. A portion constituting (42.0%, n=24) agreed, (29.0%, n=17) were neutral while (29.0%, n=17) disagreed respectively. This meant that most procurement reports are deferred by the District council because most works/services done under procurement are shoddy work that had no value and where most district councils are behind such contractors. Its implication is that due to the magnitude of interest under protection by the councilors such reports are not implemented thus value for money, quantity and quality compromised, hence ineffective procurement management. This was further supported by a comment by a respondent that, *“The quality of reports presented by PAC determines timely approval and value for money of contract work/services in Agago District”*.

Another interviewee commented that,

“There is agreement to the statement that positive relations between executive and technical planning committee on ensuring that cost effective and efficient procurement budgeting is fulfilled according to the law.”

Results obtained about the question posed that there were conflicts between the standing committees and the district service commission on recruitment of competent staff in procurement department. Answers obtained include: (56.0%, n=31) agreed, (32%, n=18)

were neutral while (12.0%, n=7) disagreed respectively meaning job adverts were run, applications were received, short listing were done, interview both oral and written were done accordingly, however the selection process is influence by top district political leaders and technical officials, thus the most suitable candidates are not considered to fill the position. Additionally, competencies of the selected officers do not measure to the job requirement under procurement, thus ineffective procurement management.

This was supported by one responding official (interviewee), who said that,

“Performance of the procurement officers does not measure to the standards the PDU desires”

Lastly on whether there were frequent conflicts between the service providers and members of the district contracts committee on maintenance of an environment of openness and fairness on contract performance. Many (60.0%, n=24) agreed, this was followed by (24.0%, n=14) who disagreed and (16.0%, n=9) who were neutral. This means that some service providers feel segregated by certain members of the district contract committee sighting lack of integrity, truthiness and fairness as missing among these members hence causing ineffectiveness in the procurement process. In addition, this can be supported by an interviewee, who said that,

“Contracts are approved on the basis of who and how much one bribes the committee”.

Another respondent said that,

“Contractors who hail from Agago L shape are favored than those from the straight line”.

4.3.2.1 Correlation Results for Inter-group Conflict

The researcher intended to establish whether a relationship (negative or positive) existed between Intergroup Conflict and effective procurement management using the Pearson product correlation product moment and the results that emerged are reflected in table below.

Table 4.8: Correlation Results for Intergroup Conflict and Procurement Management

		Intergroup Conflict	Procurement Management
Intergroup Conflict	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	N	57	57
Procurement Management	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field data

The table above shows variables; interpersonal conflicts and effective procurement management, Pearson correlation or beta value or $R=.758^{**}$, Sig ($p<0.05$, 0.000) and $n=57$. The result of ($.758^{**}$) reveals a positive relationship between intergroup conflicts and procurement management meaning that the absence of intergroup conflicts through having a shared understanding between Council Vs Executives, Executives Vs District Technical Committee, Council Vs Ministry of Local Government and Contract committee Vs Evaluation committee would result into effective procurement management in terms of providing quality and quantity assurance, improve accessibility, right traces of ownership, time, accountability and finally sustainability.

4.3.2.2 Regression Results for Intergroup Conflicts

The researcher wanted to establish the effect or variation intergroup conflict had on the effective procurement management with the results obtained shown in the Table below.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.567	.38779

a. predictors: (constant), Intergroup Conflicts

Source: Field data

The model summary table above shows variables; intergroup conflict and effective procurement management, Pearson correlation (R) or beta value or $R=.758^{**}$, $R^2 =.574$, adjusted $R^2 =.567$ and standard error of the estimate as (.38779). The results displayed revealed that the adjusted R^2 value of (.567) explains up to 56.7% (.567*100%) variation, intergroup conflicts had on procurement management, the remaining percentage of 43.3% were explained by other factors.

4.3.2.3 Hypothesis Statement Two

The null (h0) was rejected and the alternate (h1) that,

“Inter-group conflicts influence procurement management”

Was accepted, Inter-group conflicts were found to have a positive effect on the effective procurement management in Agago District LG. The alternate was rejected by the researcher.

4.3.3 Intra-Group Conflicts and Procurement Management

A number of questions about intra-group conflict were posed and were answered by the respondents as shown in the Table below.

Table 4.10: Descriptive statements about Intra-Group Conflict

Statements on Intra-Group Conflict	Percentage response (%)			Mean	Std Dev
	SD (1)	NS (2)	A (3)		
conflicts are common amongst staff under chief administrative officer’s office when appointing evaluation and contract committee in this district	24% (14)	16% (9)	60% (34)	3.58	1.322
Some staffs members under finance department have had serious conflicts on department procurement budget in a financial year.	30% (17)	25% (14)	45% (26)	3.11	1.249

conflicts are common among members of evaluation committee in evaluation of contracts in this district	21% (12)	28% (16)	51% (29)	3.37	1.205
the district chairperson sometimes conflicts with other members of the executive on quality of monitoring and evaluation reports of projects completed in this district	29% (17)	19% (11)	52.0% (29)	3.32	1.256
There are conflicts within the members of the contract committee in award of contracts in this district.	17.0% (10)	25% (14)	58% (33)	3.51	1.227
There are often conflicts among the district councilors during approval of procurement integrated budget.	19% (11)	18% (10)	63.0% (36)	3.58	1.209
The speaker sometimes conflicts with councilors on lack of evidence on quality of works completed by service providers in the council.	29% (17)	14% (8)	67.0% (32)	3.39	1.278
The chairperson contract committee has occasional conflicts with his members during approval of contracts.	30% (17)	28% (16)	42.0% (24)	3.16	1.293
There are internal conflict among members of the evaluation committee during vetting of bids submitted	19% (11)	21% (12)	60.0% (34)	3.54	1.255

Source: primary data

KEY: A=Agree NS=Not Sure D=Disagree D= Disagreed Std Dev=Standard Deviation

For interpretation purposes; all standard deviation, mean scores and percentage responses are interpreted as follows. The standard deviation scores below one (<1.00) reveal commonalities in responses while that above one (>1.00) reveals mixed responses that were obtained. Further, the mean value above three (>3.00) revealed that many of the respondents agreed as that below three (<3.00) revealed disagreement.

Majority of the respondents (60.0%, n=34) agreed that conflicts were common amongst staff under chief administrative officer's office when appointing evaluation and contract committees in the district compared to (24%, n=14) and (16.0%, n=9) neither agreed nor disagreed meaning that there was conflict amongst staff who were not appointed by the appointing authority because their interest could not have been met as desired earlier, another group expressed dissatisfaction on why the same staff were appointed to the committee

annually and yet those staff pursue the interest of the appointing authority and key political leaders in the district .Segregation in appointment showed unfairness and incompetence in the management of procurement processes thus in effective procurement management . This statement was further confirmed by an official (interviewee), who said that,

“Appointment of evaluation and contract committee is influenced by the leadership in this district where they put people strategically there to guard their interest”.

Findings obtained reveal that respondents representing the majority (45%, n=26) indicated positively that some staffs members under finance department had serious conflicts on department procurement budget in a financial year, (30%, n=17) disagreed while (25%, n=14) were not sure meaning that allocation of resources to different departments to procure for usable and consumables is not fairly distributed causing conflict when the user department requisition for the funds ,they are not involved in the purchase of such items, some believed that, during planning for such items they would have projected that some funds would remain after bargaining but once the funds is not released, they miss out on such benefits, this causes discontent and lack of trust amongst the staff and low morale in performance of work which leads to in effective procurement management . An official (interviewee) said that,

“, Some people are here to deny others avenue of eating money they think the money is for their fathers”.

And another respondent said that,

“His budget to manage procurement processes is not funded fully thus causing delays and poor performance of the department.”

On whether conflicts were common among members of evaluation committee in this district; (51.0%, n=29) agreed, (28.0%, n=16) were not sure and (21%, n=12). Similarly, (52.0%, n=29) indicated positively that the district chairperson sometimes conflicts with other members of the executive on quality of monitoring and evaluation reports of projects

completed in this district, (19%.0, n=11) were neutral and (29.0%, n=12) disagreed respectively meaning that, the members possess prior interest to the evaluation process and that once those interests are not catered for, conflict arises as a result procurement principles are not followed e.g. evaluation results are known before the final report are displayed for public viewing such actions have jeopardized the integrity of the committee hence ineffective procurement management. The researcher also observed that due to unmet interest of evaluation committee, evaluation results are changed or alternated to suit guided interest. In the findings, one official said that,

“We always agree on the principles of work but as the evaluation process proceeds, members develop mistrust and to some extent results are tempered with.”

In addition, one respondent commented that,

“Some executive members are non performers they only think when chairperson directs and cannot advise chairperson as secretaries to critical sectors responsible for initiating quality services”.

More, results obtained from the field of study indicated that, (58.0%, n=33) agreed that there were conflicts within the members of the contract committee in award of contracts in this district, 25.0%, n=14 were not sure and 17.0%, n=10 disagreed meaning that members in this committee always pursue interest of various personalities in the district and in the sense that, approval of how many contracts and to whom, conflict arose when a member is determined to have many contract works recommended to favor interest of key political leader against the required procedure, the researcher also observed that, the same companies are awarded more than three works denying others room for fair competition which is against the principles of procurement this causes delay in the approval of contracts as the ones whose interests overshadow the technical requirements are deferred leading to loss of value and interest in the cost of project work. Hence services delayed are services denied as timely access and

ownership of projects completed by the communities is delayed leading to ineffective procurement management.

“Conflicts among the contract committee are responsible for return of money unspent to the treasury”. As said by one of the respondent.

The mean score of 3.58 supported with a 63.0% percentage return revealed that most of the respondents agreed that there were often conflicts among the district councilors during approval of procurement integrated budget, (18.0%, n= 10) were not sure and 19.0%, n=11 disagreed to the statement. These revelations meant that conflicts arise where councilors influence the allocation of projects to constituencies they represent; such struggles are always not forth coming when a decision is put on vote and majority opinion takes precedence, this leads to delays that hinders smooth flow of procedures in the chain of command. Bureaucracy in procurement processes leads to ineffective procurement management.

On whether the speaker sometimes conflicts with councilors on lack of evidence on quality of works completed by service providers in the council; (67.0%, n=32) agreed while (29.0%, n=17) disagreed and (14.0%, n=8) were neutral meaning that most members through their sector committees misinform council of the issues around contract, making council not to convict the problem at hand thus frustrating both the members and the speaker “one Hon. Member(respondent) said that,

“The members who waste council time should be suspended because we are tied of discussing rumors instead of development issues”

Mixed responses were obtained about the statement that the chairperson contract committee had occasional conflicts with his members during approval of contracts with (42.0%, n=24) agreed, (28.0%, n=16) were not sure and (30.0%, n=17) disagreed respectively meaning that the chairperson tends to fight so hard to influence the decision of the whole committee which is contrary to the committee rules and procedure. Hence ineffective procurement management a respondent confirmed that,

“ Most kickbacks are collected to the chairpersons of the committee and where they did not distribute the proceeds as mutually agreed, the other members start to hurl insult against his/her capacity to lead the team, sometimes they are spoken about in public to discredit their integrity.”

Another similarly said that,

“Conflicts always occur between chairperson contract committee and committee members when kickback/bribes are not distributed equally amongst them.”

Lastly, on whether there were internal conflicts among members of the evaluation committee during vetting of bids submitted; majority constituting (60.0%, n=34) agreed, (21.0%, n=12) were not sure and (19.0%, n=11) Disagreed, meaning that the committee uses the criteria as required but conflict of interest comes in when a member finds that the company he is supporting to succeed did not meet the requirements i.e. legality and eligibility, in this scenario, a member would want to force things that are abnormal to appear normal thereby conflicting with other members who are committed to follow the right criteria. The findings also revealed that, at this point, the principle of confidentiality and impartiality is breached as some members are criticized for being rigid and not flexing the criteria, this leads to low turnover hence longer hours of doing work creating ineffectiveness in procurement management.

4.3.3.1 Correlation Results for Intra-group Conflict

The researcher intended to establish whether a relationship (negative or positive) existed between intra group conflicts and procurement management using the Pearson product correlation product moment and the results that emerged are reflected in table below.

Table 4.11: Correlation Results for Intra-group and Procurement Management

		Intra group Conflict	Procurement Management
Intra-group Conflict	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	N	57	57
Procurement Management	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field data

The table above shows variables; intra-group conflicts and effective procurement management, Pearson correlation or beta value or $R=.641^{**}$, Sig ($p<0.05$, 0.000) and $n=57$. The result of ($.641^{**}$) reveals a positive relationship between intra-group conflicts and procurement management meaning that , the absence of intergroup conflicts through having a collective Management of Council, Executive, Contracts committee and Evaluation committee would result into effective procurement management by ensuring quality and quantity assurance, accessibility, right traces of ownership, timely accountability and finally sustainability. The hypothesis that intra-group conflicts leads to ineffective procurement management is valid. And the alternate is accepted

4.3.3.2 Regression Results for Intra-group Conflict

The researcher wanted to establish the effect or variation intra-group conflict had on the effective procurement management with the results obtained shown in the Table below.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.401	.45610

A. predictors: (constant), Intra-group Conflict

Source: Field data

The Table above shows variables; intra-group conflict and the effective procurement management, Pearson correlation (R) or beta value or $R=.641^{**}$, $R^2=.411$, adjusted $R^2=.401$ and standard error of the estimate as (.45610). The results displayed reveal that the adjusted R^2 value of (.401) explains up to 40.1% (.401*100%) variation intra-group conflicts had on the effective procurement management the remaining percentage of 59.9% was explained by other factors.

4.3.3.3 Hypothesis Statement Three

The null (h0) was rejected and the alternate (h1) that,

“Intra-group conflicts influence procurement management”

was accepted. Results obtained reveal that Intra-group conflicts had a positive effect on procurement management in Agago District LG; based on this the alternate was therefore accepted.

4.3.4 Government Legal Framework and Procurement Management

A number of questions about Government Legal Framework were posed and were answered by the respondents as reflected in the Table below.

Table 4.13: Descriptive Statement about Government Legal Framework

Statements on Government Legal Framework	Percentage response (%)			Mean	Std Dev
	SD (1)	NS (2)	A (3)		
The public procurement and disposal of public asset acts 2003 is used to determine procurement processes in Agago district local government	12% (7)	16% (9)	72% (41)	3.81	1.125
The public procurement and disposal of asset regulations transcribe procurement management in Agago district local government	7.0% (11)	21% (12)	72% (34)	3.47	1.054
The approval of contract solicitation document is done according to PPDA Act 2003 in this district.	11% (6)	18% (10)	71% (41)	3.79	1.081
Quality of services delivered is determined by the relevant project guidelines. e.g. LGMSDP.	22% (12)	12% (7)	67% (38)	3.54	1.135
The will to follow project guidelines and policies among technical officials determine quality and quantity of services delivered in Agago district Local Government	18.0% (10)	16% (9)	66.0% (38)	3.63	1.096
The constitution of contract committee and evaluation committee is done according to PPDA Act and regulations 2003.	19.0% (11)	21% (12)	60% (34)	3.51	1.088
The procurement chart is used as required in PPDA Act and regulation 2003 in this district.	24% (14)	32% (18)	44.0% (25)	3.19	1.141

Source: primary data

KEY: A=Agree NS=Not Sure D=Disagree D= Disagreed Std Dev=Standard Deviation

For interpretation purposes; all standard deviation, mean scores and percentage responses are interpreted as follows. The standard deviation scores below one (<1.00) reveal commonalities in responses while that above one (>1.00) reveals mixed responses in responses that where

obtained. Further, the mean value above three (>3.00) reveal many of the respondents having agreed as that below three (<3.00) reveals disagreement.

As observed in the Table above, a couple of respondents constituting (72.0%, n=41) agreed that the public procurement and disposal of public asset acts 2003 was used to determine procurement processes in Agago district local government; however, (12.0%, n=7) disagreed and (16.0%, n=9) were undecided. Similarly, (72.0%, n=41) agreed that the public procurement and disposal of asset regulations transcribe procurement management in Agago district local government, (7.0%, n=11) disagreed and (21.0%, n=12) neither agreed nor disagreed meaning that the officials are aware and appreciate to follow the legal provisions in handling procurement processes but influence peddling from all angles somewhat limits their efforts. Because of fear, they abuse the legal procedure to fulfill the guided interest of their appointees. Again, findings revealed that, some officials in the procurement department are not knowledgeable on the interpretation and implication of the existing laws this position them to make up-hazard decision thereby costing the project. E.g. the laws of contracts were no efforts are taken to interpret to the benefit of service providers and the unit. One respondent confirmed that,

“The district needed a lawyer to offer advice on legality of contract because we are losing value for money in contracts.”

There is a positive relation between procurement and use of various legal frameworks thus the researcher accepts the alternate.

On whether the approval of contract solicitation document is done according to PPDA Act 2003 in this district; (71%, n=41) agreed, (11.0%, n=6) disagreed and (18%, n=10) were neutral meaning that most respondents agree to the practice but to a small extent they are not satisfied with officers decisions e.g. statement of requirements in solicitation document are not well presented this according to them is a technical error that deny contractors the knowledge to make informed and profitable decisions on contract.

In addition, respondents constituting (67%, n=38) agreed that, Quality of services delivered is determined by the relevant project guidelines. E.g. LGMSDP as compared to (22%, n=12) who disagreed and (12%, n=7) that were not sure. Similarly, findings obtained reveal that (66.0%, n=38) agreed to the question that the will to follow project guidelines and policies among technical officials determine quality and quantity of services delivered in Agago district local government while a portion of (16.0%, n=9) were neutral and (18.0%, n=10) disagreed respectively. Meaning that, if the officers can utilize the guidelines well then the statement stands but the researcher observed that some of these guidelines are abused, manipulated to fulfill interest not the purpose of the project thereby leading to conflicts of interest hence ineffective procurement management. An official(respondent) asserted that,

“Technical staffs are smart in manipulating guidelines to suite their interest.”

Lastly, results obtained revealed that many of the respondents constituting (60.0%, n=34) indicated positively that the constitution of contract committee and evaluation committee was done according to PPDA Act and regulations 2003, this was followed by (21.0%, n=12) who disagreed and (19.0%, n=11) who were not sure. In addition, results obtained revealed that, the procurement chart was used as required in PPDA Act and regulation 2003 in this district; (44.0%, n=25) agreed, (32%, n=18) disagreed and (24.0%, n=14) were not sure meaning that the appointing authority know their task and limits in constituting the committees but conflicts arises when the committee get obsessive in struggling to fulfill interest of the leadership and end up doing shoddy work. E.g. recommending companies that does not meet specified requirements (brief case companies) this is costly to the district when work is not completed as desired by the client(district).

4.3.4.1 Correlation Results for Government Legal Framework

The researcher intended to establish whether a relationship (negative or positive) existed between Government Legal Framework and Effective procurement management using the

Pearson product correlation product moment and the results that emerged are reflected in the table below.

Table 4.14: Correlation Results for Government Legal Framework and Procurement Management

		Legal Framework	Procurement Management
Legal Framework	Pearson Correlation	1	.206**
	Sig. (2-tailed)		.125
	N	57	57
Procurement Management	Pearson Correlation	.206**	1
	Sig. (2-tailed)	.125	
	N	57	57

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field data

The table above shows variables; Government legal framework and procurement management, Pearson correlation or beta value or $R=.206^{**}$, Sig ($p>0.05$, .125) and $n=57$. The result of (.206**) reveals a positive relationship between Government Legal Framework and procurement management meaning that Government Legal used well can improve on Quality and quantity Assurance, Accessibility and Ownership to desired services, demanding for Accountability to promote project Sustainability

4.3.4.2 Regression Results for Government Legal Framework

The researcher wanted to establish the effect or variation Government legal framework had on the procurement management with the results obtained shown in the Table below.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.206 ^a	.042	.025	.58175

a. predictors: (constant), Government Legal Framework

Source: Field data

The Table above shows variables; Government Legal framework and the effective procurement management, Pearson correlation (R) or beta value or $R = .206^{**}$, $R^2 = .042$, adjusted $R^2 = .025$ while the standard error of the estimate was (.58175). The results displayed reveal that the adjusted R^2 value of (.025) explains up to 2.5% (.025*100%) variation Government Legal framework had on the effective procurement management the remaining percentage of 97.5% was explained by other factors.

4.3.4.3 Hypothesis Statement Four

The null (H_0) was rejected and the alternate (H_1) that,

“Government legal framework influence procurement management”

Was accepted, Results obtained revealed that Government legal framework had a positive influence on the effective procurement management in Agago District LG, the alternate was therefore accepted.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this section, the researcher summarized the findings of the study undertaken, discussed major findings objectives by objectives, summarized variables objectives by objectives, drew conclusions and recommendations all done objective by objectives, this chapter also pointed out the limitations, contributions, recommendations and areas for further research in future.

5.2 Summary

In this section, the researcher critically summarized the arguments objective by objective on the independent and dependent variables as presented by the respondents and authorities as cited in the text, the researcher on the other proposed his arguments to interplay others advanced in scholarly world.

5.2.1 Individual conflict and Procurement Management

Based on the earlier discussions, the following are summarized: A positive relation (.638**) existed between individual conflicts and procurement management with a variation of (.39.6%) individual conflict had on procurement management, most respondents approved that, conflicts between the CAO and user department on procurement plans leads to ineffective procurement management, conflict between a councilor and another and councilor and contractor among others discussed above determines management of procurement in the district.

The study confirmed how inter-personal conflicts affect procurement management 68.0% of (39 respondents out of 57) confirmed that conflict exist between councilor and another when winning contracts,78.0% of (34 respondents out of 57) confirmed that conflict between councilor and contractor in the quality and quantity of contract work done after monitoring, 86% of (49 respondents out of 57) confirmed that, conflict exists between CAO and DCP on appointment of contract committees and payment of shoddy contract works done, compromises Quality, Quantity of service delivered in Agago district Local Government.

5.2.2 Inter-Group conflict and Procurement Management

The researcher approved that, on the discussions presented by the respondents, there was a positive relations of (.758**) between intergroup conflicts and procurement management meaning that a variation of (56.7%) are explained by other factors. Conflicts exist between the district council and the district contract committee in ascertaining the value for money award of contracts to respective service providers, conflicts between councilors and members of the contract committee influence decision on timely award and execution of works/services. Similarly, the Existence of conflicts of interest between the contract committee and the evaluation committee delays contract evaluation and award to best bidders. The argument further clarified that, conflicts between the PAC and the contract committee influences on the measurement of performance of procurement system in this

district. And finally, that frequent conflicts between the service providers and members of the district contracts committee does not guarantee an environment of openness and fairness on contract performance.

5.2.3 Intra-Group conflict and Procurement Management

The researcher in the findings confirmed that conflicts among families of common interest i.e. among members of the appointed and elected leaders is real, the researcher confirmed this revelation when (.641**) showed that there was positive relations between intra-group conflict and procurement management with a variation of (.40.1%) explained by other factors. To confirm this, most of the respondents agreed that, conflicts amongst staff under chief administrative officer's office influences appointment of evaluation and contract committee in this district. Others confirmed that, when the district chairperson conflicts with other members of the executive, quality of monitoring and evaluation reports of projects completed are compromised in this district. The findings also revealed that, speaker sometimes conflicts with councilors on lack of evidence produced on quality of works completed by service providers in the council sittings. And finally, that conflict among members of the evaluation committee influences vetting of bids submitted.

The conduct of technical staff of who to pay allegiance; whether to the executive or the standing committee was observed by the researcher as a serious cause of conflict especially in Agago District where they succumb to political utterances in disregard of the laws that guides project implementation Kabumba (2007) decries the level of this conflicts to low educational status of elected leaders. This is coupled by greediness of both elected leaders and appointed officials for example, in wining contracts, where the elected leaders want to prevail over and reap big. On the other hand, the appointed officials who are the experts in evaluation and contracts approval also would yearn for contracts and as a result, they approve fewer projects or many in favor of themselves or those of colleagues. In the end, poor service

is realized. The researcher also observed that, there is commitment by all to perform effectively, but conflicts overshadow their efforts.

5.2.4 Government Legal Framework and Procurement Management

Based on the earlier discussions, the researcher was sharing ideas proposed by respondents in that, a positive relations existed between the government legal frame work and procurement management where (206**) and a variation of (2.5%) is explained by other factors that negates the relationship. This can further be confirmed by the following statement that, public procurement and disposal of public asset acts 2003 is used to determine procurement processes but conflicts of interest influences the legal decisions being made in Agago district local government.

5.3 Discussion

The researcher in this sub-section was keen to highlight interesting, surprising, exciting, and illuminating results and did position them within the current debates in the field. It was also intended to serve as a critical reflection on how this investigation can contribute to the knowledge field, how it speaks to other authors (whether in harmony or in counterpoint), and how the results might be interpreted or evaluated by other scholars.

The conflict generated between and among elected and appointed officials (technocrats) in ADLG was because the persons had differences in background i.e. education, tribe, clan, environment (nurture and Nature) aspects. Mullins (2007) stated that, everyone has his own understanding of the “real world”. The technocrats i.e. the appointed officials are responsible for creating conflicts in the district e.g. the PDU unit fails to secure information on procurement processes i.e. practice against impartiality, lack of confidentiality and integrity and yet procurement management demands more of this, the elected leaders exploits such gaps to manipulate results of the technical evaluation and contract committee this has for the last two years caused insecurity in procurement of goods and services where IGG interventions had become constant. PDU does little to promote procurement management

processes because in practice, it's very hard to strike the balance in meeting interests of the appointed leaders and what is in the PPDA, Act 2003.

The ministry in its control function sends administrative circulars to CAOs as guides on the managements of public funds for example. Ref: No BPD 86/103/04 dated 25th/2/2013, instructions to all local Governments to adduce evidence why the money should not be returned. Another was released on 8/7/2011 No.7 to all accounting officers that, to avoid delays in implementing projects for the Fy 2011/12, they should initiate all procurement activities in time and only sign the contracts after receipt of funds as guided by the law, sec.19 of (PFAA) Public Finance and Accountability Act 2003. It stated that approvals at executive, council must be adhered to .The system ensures that commitments entered into by accounting officers on behalf of Local Government do not exceed ability to pay. In the regional Local Government Budget workshop (2014/15), Oct 2013, discussed that, the procurement plans for the financial year should be prepared concurrently with the BFPs (Budget Framework Papers) and properly linked with the detailed budget estimates and should be in line with the format stipulated in the Output Budgeting Tool, as reflected in the minister`s presentation in the budget regional workshop of October, 2013 in Gulu.

In the performance report of Agago District, 1st quarter 2013/14 funds received was shs.5, 384,705,000 which was 28 % of the district planned revenue FY 2013/14, expenditure shs.4, 565,218 that represented 23%, least expenditure was due to delayed procurement process for capital development and supplies, other factors like thin staffing in the key sectors and delays in approval of contract committee and absence of district engineer to prepare BOQ(Bill of Quantity) contributed negatively to the least expenditures in the budget, construction works in the sub-counties of Arum,(construction of class rooms), laboratory at Lira-Palou S.S community hall at Omiya Pacwa sub-county stalled because money was returned.

In the financial year 2011/12, about 2,692,519,666 billion shillings were committed funds on procurement of works and supplies in key sectors(education,761.677.089

million, water, 171,735,218 million, primary health care, 650,525,917 million, Peace Recovery and Development Program (PDRP), 354,706,422, URA (Uganda Road Fund), 155,706,422, Production and Marketing, 48,122,194, school construction grant secondary school, lapono, 322,853,208 million Local Government Management and Service Delivery Program, 242,814,326 million all these funds totaling to shs. 2,692,519,666 billion were returned to the treasury ministry of finance planning and economic Development because of delayed procurement of services. A letter was written dated 17/7/2012, Ref; CR/103/5 by the office of the CAO to the ministry to rescind its decision and return the same amount but this request were not honored thus the district was in disrepute with the service providers and court sermons were issued, now the district is paying the work already done in bits from the moneys of the subsequent financial years.

5.3.1 Individual conflicts and Procurement Management

The researcher obtained the knowledge from respondents that, conflicts arise is when there is competition to win contracts, secondly when certain protected interest are mixed with roles, this argument has been supported by authorities one among others was advanced by Rollof (1987) that, “organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivities, or unaffiliated individuals who utilize the services or products of the organization. In ADLG, council wants some mutually desirable resource that is in short supply, such that the interests of everyone are not satisfied fully. Again, CAO possesses attitudes, values, skills, and goals that are salient in directing his /her behavior but are perceived to be exclusive of the attitudes, values, skills and goals held by LCV and others. (Ezhar, Mohd, & Yadi nd) as cited in the work of Adoko Peter Obicci (2010) also asserted that Interpersonal conflict in organizations is inevitable since organizations get things done through people, and more importantly every human relationship contains elements of conflicts, disagreement and opposing interest. To complement on the findings, an official said, “shoddy works are always done by political

contractors since they don't have time and money to contract" In ADLG the personality of the key players i.e. RDC, DCP and CAO is responsible for conflicts and eventual ineffectiveness in service delivery e.g. one party failing to appreciate the role of the other or who among the officials is most powerful than the other despite the legal provisions. However despite the existing conflicts areas in the district, a portion of respondents representing 60.4% contends that other factors apart from conflicts is responsible for ineffective procurement management. The difference in opinion, values and skills between the CAO and DCP is simultaneous, where the DCP instructs CAO to do things his way example appointment of contract committee is greatly interfered with when the appointees list is not in favor of political interest." CAO always appoints officials who are corrupt and non patriotic even after he had been directed to do otherwise" the capacity of the procurement personnel are rated very low i.e. incompetent to manage the department as said by one respondents these and among other factors measured the extent to which individual conflicts leads to ineffective procurement management. The researcher therefore recommends that conflict management at districts would pave way for effective management of service sectors that would eventually lead to improvement in service delivery in the district. More training on financial management would be desired since this has been the critical conflict zone in the service delivery at the district.

5.3.2 Inter-Group conflict and Procurement Management

The results realized after respondents submission showed that, most of them agreed that there is a positive relationship between inter-personal conflict 79.0% and effective procurement management, 73.0% between the contract committee and evaluation committee on effective procurement management. These arguments was supported by conflicts scholars and among them were efforts made by Weihrich & Koontz (2005) who discussed that conflicts may arise among different groups of people, for the case of Agago District, The findings showed that, there was commitment by all to offer effective performance but conflicts overshadow their

efforts. The researcher further observed that, since both committees appeared to have differing interest on who should be considered, the prolonged struggle leads to delay in award and completeness of contract works hence ineffective procurement management. Its implication is that, due to the magnitude of interest under protection by the different groups, reports are not implemented thus value for money, quantity and quality compromised, hence ineffective procurement management. However, given the fact that inter-group conflicts leads to ineffective procurement management, the researcher believed that those who said contrary had different answers that could not be ignored totally and he recommends that further research can unearth such opinions.

5.3.3 Intra-Group conflict and Procurement Management

The findings also confirmed that some members in the evaluation and contract committee have varying interest to be fulfilled that if not achieved creates antagonism as pointed out by Bartol & Martins(1998), that group conflicts can arise when there is incompatibility of goals, where each group pursues its own goals, for example in the district, appointed leaders headed by the CAO may pursue implementation of approved policy statements in line with the various guidelines, but the elected leaders may pursue implementation on political reasons in disregard of the existing legal provisions. Stoner, Freeman & Gilbert(2002), as cited in the work of Erachu Geofry(2009) defined conflict as a disagreement about allocation of scarce resources or clashes regarding goals and values. Such a situation can occur among members of the same group, hence intra-group conflicts. In Agago district Local Government, allocation of resources to procurement determines effective procurement management and the reverse is true as said by one officer that his budget to manage procurement processes is not funded fully thus causing delays and poor performance of the department. Conflicts often arise between people in work groups such as council standing committees, district executive committee and any other group like the contractors. Such conflicts occur due to difference in opinion, lack of freedom of expression, position and scarce resources, human beings are

social animals and any suppression on their rights would be resisted to that effect. Intra-group conflicts among the executive members chaired by chairperson in Agago district was eminent, the researcher linked this findings to one respondent who commented that, “Some executive members were non performers they only think when chairperson directs and cannot advice chairperson as secretaries to critical sectors responsible to offer quality services”. The appointed officials who are the experts in evaluation and contracts approval also compromised their positions by indulging in unending conflicts, the researcher believed that once the conflicting parties appreciates their importance in steering the district, conflicts would have been productive. And only used as check and balances in everyday operations.

5.3.4 Government Legal Framework and Procurement Management

Results obtained revealed that Government legal framework had a positive influence on the effective procurement management in Agago District Local Government in the sense that most respondent were agreeing to the utilization of all legal framework up to 97.5% but 2.3% dejects the idea, when they thought that, just by the interplay of such instruments, the technical department in the district had developed consistent resilience to beat the system through manipulation or influencing its processes. Warsmith&Martins(2003) is agreeing to the fact that, the complexity of substantive issues involved in implementing fundamental reforms require innovative thinking and making hard decisions for example on the legal instruments to use, were most have been inherited from our colonialist i.e. UK common laws, another aspect was that, enforcement of such legal instruments are exposed to abuse of procurement system which arises largely due to weak or inconsistent enforcement of the prevailing rules with the aim of fulfilling personal interest through fraudulent practices. Meaning that despite the fact that procurement processes are guided by the government legal frame work, the committees tend to float the processes to suite key powerful interest. And its implication on effective procurement management was that shoddy work was done as all would be blame uniformly. However the researcher shares the view that, by just putting the

legal instrument in place is not enough and advised for consistent and friendly enforcement so that government can offer good services to its citizen.

5.4 Conclusion

In this section, the researcher made positive enthusiastic comments, showing drawbacks and limitations and contributions of the study. Obstacles in service delivery and how to minimize the demerits and maximize the merits of conflicts and predicted how performance in key department in the district can yield good service delivery in the near future.

5.4.1 Inter-personal conflict and Procurement Management

This objective was to establish the extent to which individual conflicts affects procurement management in Agago district Local Government. Instead the study found out that, conflicts between the individuals in key service sectors influences decision making and as a result, services are not effectively offered to the community as required by the law books. And that no individual was in agreement of the ownership of the poor results as blame games constituted the style of work relations. The researcher confirmed that, unless the officials in Agago District Local government develop appropriate mechanism of handling conflicts like patience, trust, consultations and coordination in order to build team spirit, conflicts would continue to weaken the productive capacity in the district service delivery system. Thus prioritizing conflict as the official ways of performance of businesses may in the long run deny the communities of Agago district their rightful benefits.

5.4.2 Inter-Group conflict and Procurement Management

The researcher on this objective undertook to examine how inter-group conflicts affect effective procurement management in Agago district Local Government. The structures in the service delivery of government looks at committees as key decision making bodies and are empowered by the various rules and procedures to strengthen their operation. But in Agago district, this was found not to be playing well by the results of the research findings, committees instead get interlocked into fulfilling unmet interest that causes frustration in the

performance of role and responsibilities thus ineffectiveness in performance and poor service delivery. The researcher contends that, conflicts is not as bad as is portrayed, what is required is for committees to use conflicts as a weak point in service delivery and minimize its effects on performance and allow rooms for corrections where mistakes have been done. Behaviorist contends that humans in its nature are dynamic and can change focus when the right approach is done, the district has competent staffs whose capacities are tested and that, they can attest to the requirements of performance only if they can manage conflicts at group levels.

5.4.3 Intra-Group conflict and Procurement Management

To assess the extent to which intra-group conflicts affects effective procurement management in Agago district Local Government. The researcher accept as true that, to reap the benefits of group work or team work, to achieve more efficient and effective service delivery, members in the team must learn to trust and build confidence as the only way of managing conflicts within a group of performers i.e. politicians, technical staff learn each other very well, as one noted that, the best way to manage your enemy is to befriend him or her as a result the weaknesses shall be turned into strengths thus group cohesion achieved. The findings proposed that because of intra group conflicts, services are delayed at the end point, integrity is unheard off, capacities and morale to perform is reduced. At this point in time, the officials and leaders of Agago district should agree that, being responsible and accountable can never be achieved by practicing impunity in the system. Government of Uganda is committed to support and encourage any service gaps, what is required of us is only unity and yearning for development.

5.4.4 Government Legal Framework and Procurement Management

The objective built as intervening was to determine how government legal framework influences effective procurement management in Agago District Local Government. Most respondents expressed the knowledge of the utilization of the existing legal framework and few expressed determined interest of both the technical teams and the political team that have

gradually been abused to fit in such interest. One can be informed that most legal instruments used in our operation as government of Uganda is content dominated by western laws, charters conventions which is typical of colonial regime and to some extent applying such laws into our management systems needed patience and touch on training to implementers at all levels of operations. The failure of both technical and political players in development to appreciate the existence of such documents was the major cause of conflicts because the political players in development have up hazardously pushed for their interest for the technical team to implement somehow others resist this but those who succumb have registered failures that have led to loss of money, reprimands and even lost of lives. The better option should be to follow the legality accepted standards of rules and create environment of negotiations to fill the gaps in the execution of work.

5.5 Recommendations

This study discussed about the effects of conflicts between the elected leaders and appointed officials on effective procurement management in Agago District Local Government. The recommendations of this investigation are based on the dimensions studied as the content playing the independent and dependent variables and to alert practicable interventions for improved service delivery.

5.5.1 Inter-personal conflict and Procurement Management

Interpersonal conflict in organizations is inevitable since organizations get things done through people, and more importantly every human relationship contains elements of conflicts, disagreement and opposing interest (Ezhar,Mohd,&Yadi, nd) as cited in the work of Adoko Peter Obicci(2010) .Because conflict is a feature of everyday life and an aspect of all human and social relationships.(Ramish,1998) .(Wilmot&Hocker,2001) there are no completely free societies. Conflict is an important element of socio-cultural interactions and conflict management skills are very important for maintaining almost all human relationships (Rahim,1986).The researcher contends with the views expressed by the authorities and is

keen to recommend to the district that, conflicts should be looked at as a tool to check weak points and amend disagreements in the pass, early planning and commitment in Procurement process should allow for completeness, to achieve objectives is the way to go as far as service delivery is concerned. Need to prioritize projects for funding in order to realize value for money, Conflict in procurement should be minimized at all procurement processes most especially when appointing of contract and evaluation committees. Inter-Group conflict and Procurement Management.

To introduce sanity into the management of procurement systems, the researcher proposed that, the office of procurement should be fully facilitated to enable it man the quantity of work therein. Training of stakeholders in procurement i.e. contract, evaluation and service providers to introduce sense of doing the right things. Consultancy firms should be contracted to impart skills and knowledge in practicing procurement. All stakeholders should learn to do their work not to interfere with each other's i.e. role conflict. The legitimacy of political participation should be enhanced by encouraging explicit and integrated policies and mechanisms to interplay during project implementation, the leaders should undertake to promote an integrated approach to improving access to governance by all project players. Most importantly, the community that we all serve should change their lives. Provisions for involvement in monitoring, control, planning in projects is not enough to ensure benefits of decentralized service delivery there must be a flat foam where everyone feels satisfied of the actions and benefits of projects i.e. Barajas stakeholders score card meeting, performance reward systems should be enhanced.

The readers should appreciate the fact that, it's not in the wish of rights holders to be denied their rights to access and demand for the services as that tantamount to "abuse of human rights", as duty bearers i.e. political leaders, appointed officials let's build partnerships of performance so that we can all together develop this district. Intra-Group conflict and Effective Procurement Management

The success of any organization is built on how it manages its internal weaknesses. In Agago district local Government, management of groups' dynamics should be key to achieve the district development plan 2010-2015 whose vision is, "A prosperous and peaceful people of Agago who are able to cope with global dynamics and can contribute towards National development". It's upon this guide that political and appointed officials should appreciate the importance of fulfilling the millennium development goals 2015.

Everyone is equal nobody should undermined the capacities of each other. A clear code of ethical conduct should be strengthened by supervisors and supported by legal sanctions, the message of transparency should be preached at all stages of implementation of projects to improve on the quality and quantity of services delivered., Motivation and team work should be the principal of performance to reduce on conflicts of interest..Implementation report should be shared with the procurement departments and other players in development to help guard against conflicts that was generated because of suspicion and lack of information on Government Legal Framework and Procurement Management. The researcher recommends that all stakeholders in procurement should adhere to legal provision in the system to avoid making mistakes this argument was supported by, authors of conflicts agreed to the fact that, the complexity of substantive issues involved in implementing fundamental reforms, require innovative thinking and making hard decisions for example on the legal instruments to use were most have been inherited from our colonialist. It's upon the elected leaders and appointed officials to yearn for consistence enforcement of the existing legal requirements and regulations e.g. Public Procurement and Disposal of Public Assets Act (. PPDA Act 2003) and Public Procurement and Disposal of Assets Regulations (PPDA regulations 2007), Local Government Finance and Accountability Regulations (LGFAR 2007).Local government Act chapter 240) LGA CAP 240 etc to enhance performance by all players while respecting everyone.

5.6 Limitations of the Study

During the study, the setbacks were poor accessibility of information on the subject matter where the district archive was being audited for mishandling files of staffs this made the researcher to delay the investigation. Again the rate of completion and return of the questionnaires were very low as it delayed the research work to hit its deadline. On the worse note, the researchers laptop was stolen with all the data already collected, this caused the work to be redone again since he did not have the backup storage of the research work. These among other factors caused discomfort, but the researcher was determined to finish the work amidst all the challenges.

5.7 Areas for further Studies

This study did not exhaust each and every aspect of the variables. There is need for persons willing to carryout similar study to look into the following areas that the researcher believe could enhance service delivery provision;

Leadership styles and conflict management in Local Government

Team work and work relationship between the elected leaders and appointed officials in effective service delivery.

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Appendix A:

Structured Administered Questionnaire

“The effects of conflicts between the elected leaders and appointed officials on effective procurement management in Agago District Local Government

.Dear Sir/Madam,

My name is Okot Emmanuel, a student of Uganda Management Institute (UMI), carrying out a study on the above topic in partial fulfillment of the requirement for the award of Master’s Degree in management studies. My study is interested in talking to key stakeholders of ADLG and I request you to provide responses to the questions with utmost honesty. All answers provided will be treated as confidential and used only for the purpose of this study. The findings will assist the District and other stakeholders to design appropriate strategies to deliver better services

INSTRUCTIONS:

The questionnaire is in three sections. Section A contains background information; Section B cover questions on independent variable while Section C has questions on independent variable. Please tick the most appropriate box alongside the question number to indicate your level of agreement with the statements below. Choose only one most appropriate response to each of the statement using the Likert scale ranging from 1-5, where 1=strongly Disagree (SD); 2=Disagree(D); 3=Undecided/not sure(U); 5=Strongly Agree(SA).

SECTION A:

Background Information

1. In what age bracket do you fall?

a).20-29

b).30-39

c).40-49

d).50-59

e).60-69

2. What is your Gender?

a). Male

b). Female

3. What is your highest level of Education qualification attained?

1. PLE Certificate

2."O" Level

3."A" Level

4. College/tertiary

5. University

6. Others(specify).....

4. How long have you worked with Agago District Local Government?

< 1 year

1-2 years

2-3 years

3-4 year

SECTION B:

Please tick the most appropriate number as provided.

INDIVIDUAL CONFLICTS:

Questions/statements:	1	2	3	4	5
Please note: 1=Strongly Disagree(SD), 2=Disagree(D), 3=Undecided or Not sure(U), 4=Agree(A) and 5=Strongly Agree(SA).	SD	D	U	A	SA
5.Conflicts between chief administrative officer and user departments on procurement plans are common in Agago district local government					
6. Conflict between chief administrative officer and procurement officer are common in Agago District Local Government.					
7.There are often conflicts between the chairperson and the chief administrative officer on appointment of contract committee					
8. Conflicts often arise between a councilor and another on winning contracts in this district.					
9. Sometimes conflicts arise between a councilor and a contractor on the quality and quantity of works/supplies in this district.					
10. Conflicts often arise between chief finance officer and head of procurement on cost budgeted in this district.					

11.Conflicts between chief administrative officer and user departments on procurement plans are common in Agago district local government					
12. Conflict between chief administrative officer and procurement officer are common in Agago District Local Government.					

INTER GROUP CONFLICTS

I Please note: 1=Strongly Disagree(SD), 2=Disagree(D), 3=Undecided or Not sure(U), 4=Agree(A) and 5=Strongly Agree(SA).

13.Conflicts exist between the district council and district contract committee in the value for money award of contracts to respective service providers					
14.There are frequent conflicts between councilors and members of the contract committee on timely award and execution of works/services					
15.The MoLG sometimes conflicts with the district council on the legislative approval of budgets to improve service delivery in this district					
16. There are often conflicts between the contract committee and the evaluation committee on contract evaluation and award to best bidders.					
17. Conflicts exist between the district council and district PAC reports on project completion and value for money in this district.					
18.Conflicts exist between the executive committee and DTP committee on cost effective and efficient procurement budgeting in this district					
19. There are conflicts between the standing committees and the district service commission on recruitment of competent staff.					
20. There are conflicts between the PAC and the contract committee on measurement of performance of procurement system in this district.					
21.There are frequent conflicts between the service providers and members of the district contracts committee on maintenance of an environment of openness and fairness on contract performance					
22.Conflicts exist between the district council and district contract committee in the value for money award of contracts to respective service providers					
23.There are frequent conflicts between councilors and members of the contract committee on timely award					

and execution of works/services					
24.The MoLG sometimes conflicts with the district council on the legislative approval of budgets to improve service delivery in this district					
25. There are often conflicts between the contract committee and the evaluation committee on contract evaluation and award to best bidders.					

INTRA-GROUP CONFLICTS

Please note: : 1=Strongly Disagree(SD), 2=Disagree(D), 3=Undecided or Not sure(U), 4=Agree(A) and 5=Strongly Agree(SA).

26.Conflicts are common amongst staff under chief administrative officer`s office when appointing evaluation and contract committee in this district					
27. Some staffs members under finance department have had serious conflicts on department procurement budget in a financial year.					
28.Conflicts are common among members of evaluation committee in this district					
29.The district chairperson sometimes conflicts with other members of the executive on quality of monitoring and evaluation reports of projects completed in this district					
30. There are conflicts within the members of the contract committee in award of contracts in this district.					
31. There are often conflicts among the district councilors during approval of procurement integrated budget.					
32. The speaker sometimes conflicts with councilors on lack of evidence on quality of works completed by service providers in the council.					
33. The chairperson contract committee has occasional conflicts with his members during approval of contracts.					
34.There are internal conflict among members of the evaluation committee during vetting of bids submitted					
35.Conflicts are common amongst staff under chief administrative officer`s office when appointing evaluation and contract committee in this district					
36. Some staffs members under finance department have had serious conflicts on department procurement budget in a financial year.					
37.Conflicts are common among members of evaluation committee in this district					

38. The district chairperson sometimes conflicts with other members of the executive on quality of monitoring and evaluation reports of projects completed in this district					
39. There are conflicts within the members of the contract committee in award of contracts in this district.					
40. There are often conflicts among the district councilors during approval of procurement integrated budget.					
41. The speaker sometimes conflicts with councilors on lack of evidence on quality of works completed by service providers in the council.					
42. The chairperson contract committee has occasional conflicts with his members during approval of contracts.					
43. There are internal conflict among members of the evaluation committee during vetting of bids submitted					

GOVERNMENT LEGAL FRAMEWORK (PPDA, Constitution, etc.)

Please note: : 1=Strongly Disagree(SD), 2=Disagree(D), 3=Undecided or Not sure(U), 4=Agree(A) and 5=Strongly Agree(SA).

44. The public procurement and disposal of public Asset acts determines quality of services in Agago District Local Government.					
45. The recruitment policy in Local government does not favor quality of staff at Procurement and Disposal Unit in Agago District Local Government.					
46. The working relationship between the Elected leaders and appointed officials in Agago District Local Government is against project completion.					
47. Quality of services delivered is determined by the relevant project guidelines .e.g. NAADS act 2001					
48. The will to follow project guidelines and policies among technical officials determine quality and quantity of services delivered in Agago District Local Government.					

SECTION C: PROCUREMT MANAGEMENT

Please note: : 1=Strongly Disagree(SD), 2=Disagree(D), 3=Undecided or Not sure(U), 4=Agree(A) and 5=Strongly Agree(SA).

49. Procurement budgeting has been adequate since the creation of Agago District Local Government.					
50. Cost reduction and management of Assets through inter agency transfer or cost effective disposition is recognized in Agago District Local Government.					
51. Assurance of the day to day adherence to the spirit of rules and principles of public procurement including balance between accountability and innovation and flexibility is practiced in Agago District Local Government.					
52. The legislative approval of solicitation documents is done according to the Public Procurement District Asset Act in this district.					
53. Evaluation of contracts in Agago District Local Government is consistent with the goals, objectives and policies of Public Procurement and Disposal of Asset Act.					
54. Maintenance of an environment of openness and fairness is appreciated in all aspect of procurement process in Agago District Local Government					
57. Contract performance is recognized as a strategic function by both the Procurement and Disposal Unit and service providers in Agago District Local Government.					
58. The district procurement system has been operating efficiently over the last three years.					
59. The quantity and quality of projects sufficiently disposed of in Agago District Local Government has risen over the last three years.					
60. The capacity of the Procurement and Disposal Unit is sufficiently managing resources at its disposal.					
61. The district leadership have advocated at all levels for effective procurement management.					

Appendix B:

Interview Guide checklist

QUESTIONS

1. What do you see as conflict in your department?
2. What are the causes of conflict in your department?
3. In your opinion, what are the major causes of conflict in this district?
4. How does the existing legal framework used to achieve the project objectives?
5. What are the reasons for project implementation delays in this district?
6. What is the working relationship between the elected leaders and appointed leaders?
7. Do you think conflict between the elected leaders and appointed leaders over the last two years influenced procurement management in the district?
8. How does your district relate to the line ministry on service delivery? Do they backstop the district technical team? How often do they visit?
9. Do you think the capacity of the PDU is sufficiently managing resources at its disposal?
10. Government funds are not accounted for in time, what causes the delays?
 - a) Has government central treasury ever withheld funds for any reason?
 - b) Has the district in the last two financial years returned unspent monies?
 - c) What were the elected leaders' vs. appointed leaders' responses to the issues above?
11. What is your opinion about the existing conflict in local government?
12. What are the recommendations you can put forward to improve performance in local government?

Appendix C:

Documentary Review Checklist

DOCUMENTARY REVIEW GUIDE

- | | |
|----------------------------------|-----------|
| a) Annual work plans and budgets | 2009/2010 |
| b) Annual reports | 2010/2011 |
| c) Progress reports | 2011/2012 |
| d) Minutes of meetings | 2009-2013 |
| e) Circulars from ministries | 2009-2013 |

Appendix D:

Krejcie and Morgan (1970) Mathematic Table

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	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384