



**THE PROCUREMENT MANAGEMENT PRACTICES AND QUALITY OF
CLEANING SERVICES IN THE PRECINCT OF PARLIAMENT OF UGANDA**

BY

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13/MMSPAM/30/073

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT
SCIENCE IN PARTIAL FULFILMENT FOR THE AWARD OF A MASTER'S
DEGREE IN MANAGEMENT STUDIES (PUBLIC ADMINISTRATION AND
MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE, KAMPALA**

JANUARY, 2015

Declaration

I, Cissy Ssemuwemba, hereby affirm to the best of my knowledge that this dissertation is my original work. It has never been submitted to any Institution of learning for an award of any degree or its equivalent. All pieces of work used are acknowledged.

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Date.....

Approval

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Dedication

I hereby dedicate this dissertation to my father the late Mr. Ssemuwemba Stephene, my mother Mrs Mary Sigini Ssemuwemba and Rev Fr. Joseph Mary Wamala Amooti a guardian. I highly appreciate for their financial support and encouragement throughout my education and career.

Acknowledgement

First and foremost, I thank God for enabling me to pursue a Master's degree course at Uganda Management Institute. I hereby express my deep gratitude to Dr. Frank Bulima Nabwiso the Vice Chancellor of Busoga University for persuading me to further my studies. I also appreciate my research supervisors Mrs. Pross Oluka Nagitta and Mr. Lugemoi Wilfred Bongomin for their professional guidance, encouragement and useful critique. My gratitude also goes to M/s Julian A. Kaganzi, Mr. Lasu Patrick the Heads, Procurement and Disposal Unit of the Uganda Parliamentary Commission, and M/s Esther Mwambu, the Deputy Director of Hansard newspaper and a member of the Contracts Committee of the Uganda Parliamentary Commission for giving me time to interview them and for their valuable technical support and information they gave me for this research project. In addition, I extend my thanks to the various people who responded to my research questionnaire. In a special way, I give sincere thanks to Mr. Kagoye Muhammad the Sergeant At Arms of the 9th Parliament of the Republic of Uganda for giving me ample time to do my research within the Parliamentary buildings and also advancing relevant constructive comments for this research study.

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LIST OF ABBREVIATIONS

AMA	American Management Association
BOQs	Bills of Quantities
CVI	Content Validity Index
EU	European Union
MFPED	Ministry of Finance, Planning and Economic Development
NAPA	National Association of Purchasing Agents
NGO	Non-Government Organization
NPM	New Public Management
OECD	Organization for Economic Co-operation and Development/
PDU	Procurement Disposing Unit
PPDE	Public Procurement and Disposing Entity
SAP	Structural Adjustment Program
SOW	Statement of Work
SPSS	Statistical Package for Social Scientist
UK	United Kingdom
USA	United States of America

Abstract

The study examined the procurement management practices on the quality of cleaning services in the Parliament of Uganda. The study was guided by the following objectives; to investigate the relationship between source selection and the quality cleaning services; to find out how contract administration relates to the quality of cleaning services and to find out how solicitation process affects the quality of cleaning services at the Precinct of Parliament of Uganda. The study used a cross-sectional descriptive survey design which adopted both qualitative and quantitative techniques of data collection and analysis. Data was collected from a random sample of 148 that were purposively selected out of a population of 247. Overall, 105 respondents fully participated, indicating a response rate of 71%. Quantitative data was analyzed using SPSS by summarizing results in form of frequency tables, charts and figures. Inferential statistics (spearman correlation and regression) were used to test the hypotheses. The findings revealed a positive and statistically significant relationship between procurement source selection, contract administration and procurement solicitation planning of quality cleaning services. Thus, it was concluded that the Uganda Parliamentary Commission has in place effective mechanisms that can ensure quality cleaning services at the Precinct of Parliament of Uganda. However, the Parliamentary Commission should exercise its powers of ensuring that there is high quality of cleaning services in the precinct of parliament because it is regarded as a centre of excellence. It is recommended that procurement source selection, pricing, contract evaluation administration; solicitation planning and previous budget should be further improved upon to enhance quality cleaning services at the precinct of the Parliament of Uganda.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study aimed at examining the procurement management practices and the quality of cleaning services in the precinct of Parliament of Uganda. This chapter provides the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, hypotheses of the study, significance of the study, justification of the study, scope of the study and operational definition of the used terms and concepts.

1.2 Background to the study

The background of the study presented the following: the historical, theoretical, conceptual and contextual background which brings out the global, African, Ugandan procurement conditions.

1.2.1 Historical back ground

The history of procurement globally dates back to the writing on a red clay tablet found in Syria between 2400 and 2800 B.C. The order was for “50 jars of fragrant smooth oil for 600 small weights in grain”. By 800 B.C, there was a noticeable development of the silk trade between China and Greek colony which involved a lot of procurement transactions being planned, coordinated and controlled by the two ancient states through established contracts and their management (Thai, 2004:55).

In developed countries like Britain, public procurement has undergone a series of development stages from simple purchasing to now a more strategic function in public entities that most European Union (EU) countries have well developed procurement management systems spanning a coordinated procurement planning, solicitation, contract management and of recent sustainable procurement. This has seen most European Union countries and the big five economies of the United States of America, China, Germany, Japan and France through streamlined procurement management achieving effective service delivery (OCED, 2002:69). Public Procurement the world over became of interest especially in developing countries spear headed by the World Bank financial reforms under the Structural Adjustment Programme (SAP) to revamp the public sector management for effective service delivery and accountability (World Bank,2005:56-69).

Lardenoije,et.al (2005:45-67) observe that since 1930s, globally and historically, literature reveals that procurement performance in improving service delivery has been attracting great attention from practitioners, academicians and researchers. That is how Uganda has adopted the same procurement management practice.

In Uganda, the Public Procurement and Disposal of Public Assets Authority (PPDA) started in the Financial Year 2002/2003 and this includes the Parliament of Uganda as concludes by Wanyana in PPDA (2013) Annual performance report. But the PPDA Regulations were considered and approved by Parliament on 12May 2013. The Authority was mandated to conduct administrative reviews as provided in section 8 (e) and 91 of the Public Procurement and Disposal of Public Assets Act 2003, Regulation 347 of the Public Procurement and Disposal of Public Assets Regulation 140 of the Local

Governments (PPDA) Regulations 2006. The Standard Bidding Documents (SBD) and guidelines were also reviewed in line with the PPDA Amendment Act to ensure that there is a strengthened public procurement and disposal system that promotes transparency, equal opportunity and value for money in the use of public funds. However, at the beginning, the Authority faced implementation and policy challenges one of which was the heavy reliance on financial assistance from foreign development partners which was not sustainable and yet among others, they had pledged support to the Authority towards financing procurement audits and capacity building. In the Parliament of Uganda, there is a full unit of Procurement and Disposal entity that handles all procurement related issues and the unit works on behalf of the Parliamentary Commission by carefully following the PPDA Regulations and Guidelines.

In 1931, the National Association of Purchasing Agents (NAPA) in the United States of America (USA) organized a contest on the procurement topic with the main view of improving public service delivery in 1945; a committee was set up by National Association of Purchasing Agents (NAPA) to draft guidelines on procurement performance. The above authors further assert that in 1962, the American Management Association (AMA) funded a survey to assess the contribution of procurement management function in service delivery.

Odhiambo, et al (2003) states that, most governments in Africa operate procurement planning, solicitation, and contract management using scattered and unclear laws and regulations. That is why most public procurement are conducted by the central

government ministries as a political tool for service delivery and this creeps in a lot of irregularities. With the influence of donors, many governments in Africa have had to adopt to implement public procurement reforms so as to comply with international donor conditions. The need to reform public procurement systems arose from public demand for better services offered by their governments' systems although with varying levels of adoption and compliance for effective service delivery. In 1977, the Ministry of Finance, Planning and Economic Development (MFPED) in Uganda set up a task force comprising of government officials, private sector providers, Non-Government Organizations (NGO), and development partners to review the old procurement system.

The task force carried out consultations and literature reviews, and in 1999 made the following recommendations, which effectively became the basis for the reforms. The reforms aimed to decentralize the procurement and disposal function to each government entity under the respective district accounting officer; to set up contract committees to adjudicate and award tenders; to setup procurement and disposal units to manage the procurement and disposal units process including evaluation of tenders; to set up procurement and disposal units under each respective procuring and disposing entity, staffed with procurement professionals to manage the procurement and disposal function , and to create a regular body to monitor and implement the reforms.

In 2000, the Government of Uganda through Parliament approved a recommendation leading to the promulgation of the Public Finance (Procurement) Regulation No. 64 of 2000 establishing the Reformed Central Tender Board and decentralization of the

procurement and disposal function to each respective accounting officer. Kabateraine (2012) asserts that, the Reformed Central Tender Board was mandated to set up standards, review tender decisions, suspend providers, draft the procurement law and generates the procurement and disposal systems in public sector. This therefore influences the practice of procurement management regulations by the parliamentary commission.

In 2003, the Public Procurement and Disposal of Public Assets Act was enacted by the Parliament of Uganda and assented to by the President of the Republic of Uganda and it immediately came into force on the 21st February, 2003. It created the Public Procurement and Disposal of Public Asset Authority (PPDA) as an autonomous and regulatory body. As stated by the PPDA Act 2003 that:

“...government departments and government owned bodies are obliged to follow the law... including procurement and disposal principles, rules, administrative review systems, codes of conduct as well as supervision of providers and disciplining the public officers who commit malpractices in the process of procurement and disposal of assets”.

This law was complemented by the regulations, guidelines, and standards in carrying out procurement and disposal processes. Currently this has influenced the Parliamentary Commission to carefully follow the laid out PPDA Act and all related amendments.

1.2.2 Theoretical background

Procurement management has roots in the evolution of management thought as asserts by Daniel,et.al (2009), and especially the classical management theory which provides the rationale and scientific basis for the management of organizations. The classical management theory focuses on the scientific management and the general administrative management. Taylor, F. (1984:237-338) coined the principles of greater output achieved through worker participation. Administrative management theory has influenced the practice of procurement management by examining organizations as total entities and focuses on ways to make them more effective and efficient as according to Fayol,(1990:211-215).

Wolfgang, et.al (1995) looks at management function theory as the conduct of procurement planning, solicitation development and supplier selection. This ultimately influences the practice of procurement management in the acquisition of inputs necessary for value addition to the quality of cleaning services in the precinct of parliament of Uganda.

Daniel,et.al (2009:211-234) coined the classical management theory which has been used widely by procurement management studies to increase productivity with great results the world over. The theory is very vital in this study as it clearly highlights and influences the management roles of planning, coordinating, organizing and control of the increased productivity and efficiency in public procurement as a measure in the provision of quality cleaning services in the precinct of Parliament. The theory in this case is put on the best

ways to achieve efficiency and effectiveness. To measure effectiveness and efficiency, the researcher assessed the effects of procurement to timely, reliable, effective and efficiency in the quality of cleaning services in the precinct of Parliament.

Any good management should exercise bureaucracy in the organization if it is to grow from being small to big as argued by Max Webber. For an organization like the Parliament of Uganda to attain the highest degree of efficiency, then it should stick to the execution of bureaucratic methods of doing procurement business so as to have a disciplined control over the wants of the human beings. Bureaucracy as a management tool emerged so as to curtail the capricious negative ambitions of dictators who always wanted the lives and fortunes of other people like the ruled in case of monarchies to be completely dependent on their whim as lawful. However, because human beings are imperfect, Max Webber concluded that “bureaucracy was an ideal that did not exist in reality” as cited by Daniel, et.al, (2009:228-231). However, much as the organizational managers have legal authority to interpret and enforce all rules and other controls by virtue of their positions as according to Max Webber, this can only exist in an environment where there is break down of democracy in the society. Typical examples of legal authority structures are the military, politically elected offices like parliament, government bureaus, colleges or universities and big business firms. Today, bureaucracy as a form of culture has greatly traversed all undertakings of any range in any culture.

This study was underpinned by the SERVQUAL / RATER gap model, which defines quality as a function of the gap between customers’ expectations of a service and their

perception of the actual service delivered, as proposed by Parasuraman et al. (1988). It is equality management framework. It is also a management model that was developed in the mid 1980's by Zeitham, Parasuraman and Berry to measure quality in the service sector. Its essence of management entails managing customer expectations as well as what is promised in respect of quality is actually delivered. However, this study is entirely based on an integration of servqual, classical and new public management theories so as to critically collect and analyze data. The service quality model views service quality and related problems as existing between the customer and marketer. From the customer's point of view, service quality is the difference between what he/ she expects and what he/she perceives to be receiving from the service provider.

When the perceptions are greater than expectations, then perceived quality is very good; when they are equal, perceived quality is good; but if expectations exceed perceptions, then the perceived quality will be less than satisfactory. It is clear that any judgment of high and low service quality depends on how customers perceive the actual service performance in the context of what they expect. The essence of management entails managing customer expectations as well as ensuring that what is promised in respect of quality is actually delivered. This theory is applicable to this study because Parliament as an institution has a number of stakeholders (customers), whose expectation of a national legislature is having a clean and organized environment hence the need for the administrators and service providers to keep their focus on the quality of services delivered.

1.2.3 Conceptual background

Odhiambo,et.al, (2003:34-39)define Public Procurement as the purchasing, hiring or obtaining by any other contractual means of goods , constructions, works and service delivery by the public sector. This study was concerned with three major functions of procurement; contract source selection, contract management and solicitation planning, which were perceived as the dependent variables of the study, while quality – the dependent variable was conceptualized in terms of time, reliability, accessibility, availability, and adequacy of cleaning logistics services.

The contract source selection function at Parliament of Uganda involves procurement professionals in the entity determining the methods of source selection that include open or international bidding prequalification, request for quotations, restricted bidding and micro-procurement. They involve methods of source selection, contract pricing, supplier's location and evaluation.

Contract administration at Parliament of Uganda involves the procurement function, coordinating the award contract in liaison with the user departments to ensure effective contract performance by the service provider. This line of thought is supported by (Thai, 2003; PPDA act and regulations, 2003) who argue that the core activities under contract management included assessing contract risk, delivery follow up, testing, quality assurance, documentation, payment and contract termination. This therefore influences procurement management and contract administration at the Parliamentary Commission as it relates to the control of aspects of management, such as contract risk assessment.

The parliamentary procurement function under solicitations, planning and supplier selection then undertakes actual contract pricing mechanisms that aid in the supply of inputs required by the entity which may include fixed costs, performance based retainer and lump sum. This solicitation planning involves budgeting, requirement determination, and value analysis, forecasting and pricing strategies.

Prier et al (2007) argues that Procurement Planning involves requirement determination, which involves the procurement professionals engaging the user departments in determining the required qualities and quantities in a specific period. Procurement Planning further extends to the value strategies and evaluation of the procurement function in the organization solicitation development and supplies selection. The Parliamentary Commission authorizes the user departments to provide PP form 5 to requisition for the specific cleaning materials. This implies that cleaning services requires quality cleaning materials so as to properly address customer needs and satisfaction. Although every cleaning company claims to offer high quality cleaning services, but few manage to deliver in accordance to the set standards.

1.2.4 Contextual background

The Parliament of Uganda attaches great importance to procurement in its cleaning service delivery. The aim is to constantly avail better cleaning service delivery to the Parliamentary buildings which is achieved through legally approved procurement processes. The Parliament of Uganda is looked at as the best institution where laws are enacted and therefore, it endeavors to fulfill all these laws as an example to the rest of the

government entities. Tourists all over the world come to visit and view the Parliament and therefore, it must be kept clean.

On procurement planning, is defined in section 58 of the PPDA Act, 2003 as:

“A procuring and disposing entity shall plan its procurement and disposal... to obtain value for money and reduce procurement cost...; and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period of time...; integrate its procurement budget with its expenditure programme and integrate the disposal of assets both listed and unlisted in its asset register as well as in its income and expenditure budget”.

In Uganda, the PPDA Act (2003) states that "procurement implies acquisition of a product, service or supplies by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means or any combination". However, procurement management in under developed states like Uganda at various stages may have an influence of the service delivered which in the end compromises on the quality of the service delivery.

Basheka,(2008:26-28) summarizes these stages into six fundamental steps as: Procurement planning- purchases and acquisitions of outputs, solicitation planning-, procurement documents, evaluation criteria, Statement of Work (SOW) updates; solicitation-request seller responses outputs proposals, Bills of Quantities (BOQs) , specific requirement; source selection - select sellers output contract; contract administration-contract award and administration; Output correspondences, payment requests; Contract closeout-outputs and contract file, formal acceptance and closure. A close analysis of the Parliament of Uganda's procurement process seems to have defects at solicitation, source selection and contract administration that eventually affect service delivery.

Oboth (2001: 35-67) notes that in accordance with the Local Government Act, 2001 the Constitution and any other statutes that are studied, have no definition of the phrase service delivery either deliberately or not. However he suggests that: “*service is a system or arrangement that supplies public needs. Delivery is however a periodic performance of a service*”. Therefore the quality of service delivery could be influenced by a system or arrangement of periodical performance of supplying public needs, while Helmsing (1995:3-4) defines service delivery as a deliberate decision by the elected or appointed officials to serve or deliver goods and services to the recipients.

Heskett (1987:118-126) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms. Putting all such notions together, this study conceptualizes service delivery as the timely, effective and efficient offer of the materials, goods and related services to satisfy public demand.

The Parliament of Uganda has a department of finance and administration whose role is to provide financial, procurement, records management, and administrative services to the Parliamentary Commission. Among the department’s key functions are, those related to procurement and evaluation of all procurement requirements and recommending the best procedure and also taking the lead in the preparation of bid documents for high value and specialized procurement; liaison with suppliers and ensure timely delivery of goods and services as per contract; improvement on timely dispatch of inward and outgoing mails among others (Parliament of Uganda Procurement guidelines,2013:52-53).In line with the above Lysons (2007:34-35) suggests that public organizations the world over try to ensure high quality of cleaning services through effective procurement procedures,

which are often never realized thus affecting service delivery. They however note that the procurement procedures are not always effective because of time constraint.

1.3 Statement of the Problem

The World Bank Report (2002:34) attests to the fact that procurement, a function managed by the Public Procurement and Disposal of Public Assets Act (PPDA Act, 2009), is one of the ways in which the Ugandan Government agencies like Parliament and others implement public policy. The report estimates that 60% or 70% of the Uganda's budget expenditure goes through procurement system with the following steps that are mandatory: procurement planning and budgeting; procurement requisition from user departments; confirmation of availability of funds; preparation and approval of bidding documents up to contract monitoring and evaluation. At the Parliament of Uganda, budgets are often well prepared and the priority needs are identified by user departments; contractors are always selected through competitive bidding and thereafter, strict supervision is done by the contractor and the Parliamentary office supervisors.

However, despite such a well formalized documented procurement procedure to ensure better quality of cleaning services, the actual implementation in Uganda is ever full of faults. For instance, Parliamentarians have always registered numerous complaints pertaining to poor services provided by the contractors like lack of logistics in the washrooms, poor workmanship in terms of sufficient cleaning and delayed completion of cleaning tasks. This challenge which seems to be at solicitation level, source selection or contract administration has also constantly forced the Sergeant at Arms and Clerk to Parliament to address cleaning related issues to the office of the Speaker, thus curtailing

parliament business. This prompted the researcher to conduct this study, so as to come up with practical recommendations as to how the quality of cleaning services in Parliament of Uganda can be addressed.

1.4 Purpose of the Study

The purpose of this study was to examine the effect of the procurement management practices on the quality of cleaning services at the Precinct of Parliament of Uganda.

1.5 Objectives of the study

- a) To investigate the relationship between source selection and the quality of cleaning services in the precinct Uganda Parliament
- b) To find out the extent to which contract administration at the precinct Parliament of Uganda relates to the quality of cleaning services.
- c) To establish the effect of solicitation process on the quality of cleaning services at the precinct of Parliament of Uganda.

1.6 Research questions

- a) What is the relationship between source selection and the quality of cleaning services in the Uganda Parliament?
- b) To what extent does contract administration relate to the quality of cleaning services at the precinct of the Uganda Parliament?
- c) What is the effect of solicitation process and the quality of cleaning services at the precinct of Uganda Parliament?

1.7 Hypotheses of the study

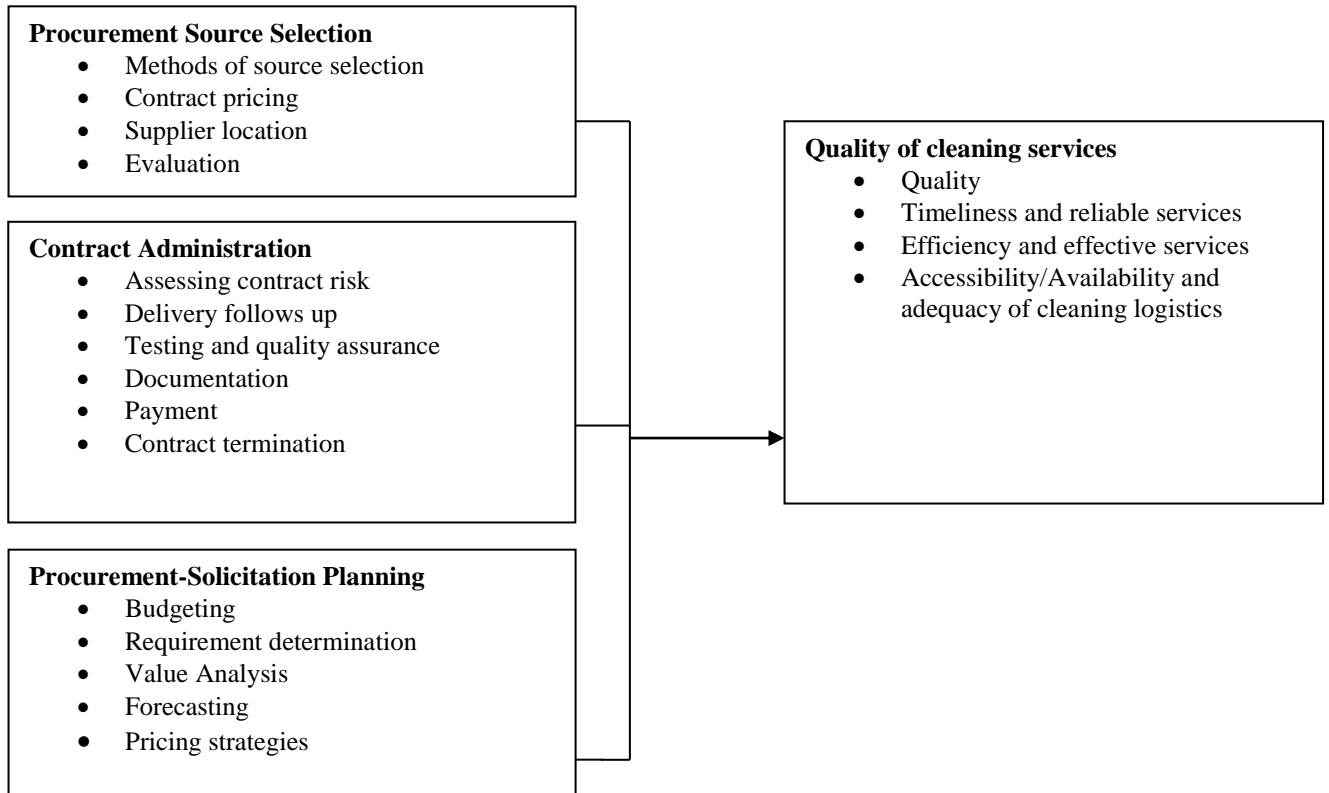
- a) H₁: There is a strong positive relationship between source selection and the quality of cleaning services at the precinct of Parliament of Uganda
- b) H₂: Contract administration has a positive relationship with quality of cleaning services at the precinct of Uganda Parliament.
- c) H₀: Solicitation process does not affect the quality of cleaning services at the precinct of Parliament of Uganda.

1.8 Conceptual Framework

The conceptual framework below shows the relationship between the independent variables, procurement source selection, procurement contract administration, and procurement solicitation planning, and the dependent variable is quality of cleaning services in the precinct of Parliament of Uganda.

Independent Variables (IV)
Procurement Management Practices

Dependent Variables (DV)
Quality of cleaning services



Source: The model is adapted from the PPDA, 2003 Procurement Cycle and modified by the researcher.

Procurement source Selection involves: pacification, methods of source election, contract pricing, supplier location and evaluation. It also involved specification of what is needed and finding the companies that supply the required cleaning products and services, selecting the best company out of many, determining the right contracting prices and knowing suppliers' location help in the identification of the right supplier to provide the best cleaning services at the best prices. This can enable Parliament to have the right amount of cleaning products needed in a given period so as to ensure effective cleaning services.

Contract administration involves assessing contract risk, delivery follow up, testing and quality assurance, documentation, payment and contract termination. The administration has to ensure an assessment of risks, delivery follow-up, testing, quality assurance, documentation, payment, and contract termination so as to have efficient and timely reliable parliamentary cleaning services. In addition, there is need for follow up in order to determine whether the contracted companies are doing what is required of them, testing the actual products delivered as a measure of assurance, documenting all deliveries or concerns arising, as well as paying of suppliers. Such practices help management to monitor and attract progress on the timeliness and reliability, efficiency and effectiveness of cleaning services at the precinct of parliament of Uganda.

Procurement-solicitation planning involves budgeting, requirement determination, and value analysis, forecasting and pricing strategies. Poor planning can cause right amount of basic commodities both in quality and quantity, exorbitant and unaffordable price and high risks of corruption. Sometimes due to high costs involved in procurement as a result of poor planning by the cleaning service providers at Parliament, cleaning service delivery standards may not be readily available. Parliamentary procurement budgets are sometimes also constrained, resulting into poor planning processes. This affects the quality of cleaning services in the precinct of Parliament of Uganda.

The quality of cleaning services was measured using the following indicators: quality, timeliness, reliability, efficiency and effectiveness in service delivery, accessibility, availability and adequacy of cleaning logistics. The arrows connecting from the independent variables to the dependent variables mean that procurement the procurement

practices identified as procurement source selection, contract administration and procurement solicitation can influence the quality of cleaning service delivery in the precinct of Parliament of Uganda.

1.9 Scope of the study

1.9.1 Content scope

The content scope of this study involved assessing the critical points of the procurement cycle where mismanagement has been documented to prevail: pre-purchasing-plan purchases and acquisitions outputs procure management plan and solicitation planning-plan contracting and generates procurement documents, evaluation criteria, Statement of Work (SOW) updates; During purchasing- solicitation-request seller responses outputs proposals, Balance of payments(BOQs) , special requirement and Source selection-select sellers output contract; Post purchasing-Contract administration-contract award and administration. Outputs correspondences, payment requests and contract closeout-outputs contract file, formal acceptance and closure.

1.9.2 Geographical scope

The research was carried out in the house of Parliament of Uganda which is in the heart of Kampala City Division in Kampala district. The Parliament of Uganda is located on Plot No.16-18 on Parliamentary Avenue.

1.9.3 Time scope

The time scope of study was between 2008 and 2013. The researcher observed that the trend of procurement management practices and quality of cleaning services had been deteriorating till the cleaning services were contracted to the outside service providers.

1.10 Significance of the study

The study may be used as a basis to improve on the quality cleaning services in Uganda. It will help to identify the weaknesses in the public procurement management at the precinct of Parliament of Uganda and later be able to find for the solutions to the problems. The findings of the study might also be important to the Parliament of Uganda because it can helped to improve on the quality of cleaning services in such a public entity. The study might help to document the extent to which the Parliament of Uganda is executing the PPDA Act on contract management and administration and hence be able to assess whether there is value for money in public procurement.

1.11 Justification of the study

The study was necessary because there has never been a study conducted on procurement in the Parliament of Uganda. This is the first of its kind and specifically on the quality of cleaning services in the precinct of parliament.

1.12 Operational definition of key terms and concepts

Bill of Quantities (BOQ): It is a document used in tendering in the construction industry in which materials, parts, and labour and their costs are itemized.

Cleaning: This is the process of removing dirt, stain, or impurities from an object.

Contract award and administration: This refers to outputs correspondences, payment requests and contract closeout-outputs, contract file, formal acceptance and closure.

Management: This is an activity in all business and human organisations that bring people together to accomplish desired goals and objectives (Soeters et al (2003:79).

Procurement: is the process of obtaining supplies at a profit of goods and services for a government or organization in the right quality and quantity, at the right time, in the right place and from the right source.

Quality: It refers to meeting customer requirements with a degree or standard of excellence.

Statement of Work (SOW): This is a formal document that capture sand defines the work activities, deliverables, and timeline a vendor must execute in the performance of the specified work of for a client.

Solicitation planning: Refers to the planning, contracting and generating procurement documents, evaluation criteria statement of works updates.

Solicitation: This is the processing and requesting seller responses outputs, proposals, bills of quantities and specification requirement.

Source selection: This is defined as selecting seller's output contract.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature from different sources (published and unpublished) from Uganda Management Institute library, Parliamentary library, public resource centres and internet with the focus of public procurement management on the quality cleaning services at the precinct of Parliament. The review of literature was presented according to the themes /objectives (procurement planning and quality of cleaning services, contract management, solicitation and supply selection). The literature review will also handle the sub-themes while exposing the missing gaps.

2.2 Theoretical review

The major theory that guided this study was the classical model because it approaches management basically concerned with the structure and activities of formal, or official, organization. Cole, (1996) asserts that under Classical theory, issues such as division of work, the establishment of a hierarchy of authority, and the span of control were seen to be of high importance to the achievement of an effective organization like the Uganda Parliament. Prominent among the Classical theorists is Jules Henri Fayol who in Daniel, etal (2009) asserts that division of labour leads to heightened expertise that increases productivity.

On the other hand, the service quality model views service quality problems as existing between the customer and marketer. From the customer's point of view, service quality is the difference between what he / she expects and what he/she perceives to be receiving from the service provider. When the perceptions are greater than expectations, then perceived quality is very good; when they are equal, perceived quality is good; but if expectations exceed perceptions, the perceived quality will be less than satisfactory. This theory was relevant to the study in the sense that in order to ensure quality of cleaning services, both the providers of the services and the procurement entity need to have the customer perspective in mind, so that the procured and delivered services meet and exceed the expectations of the stakeholders of Parliament of Uganda.

In classical management theories, the importance of the function of management was first recognized by French industrialist Henri Fayol in the early 1900s who stressed that administrative management abilities were essential for the success of any organization and hence this also applies to the procurement management practices in cleaning service delivery in the precinct of Parliament of Uganda. In contrast to the purely scientific examination and organizations conducted by F. W. Taylor in Bedeian, et. al (2009), Fayol proposed that any industrial undertaking has six functions: technical, commercial, financial, security, accounting and managerial. He believed that of these the managerial function, there was a need to: *"forecast and plan, organize, command, coordinate and control*. This was related to the procurement-solicitation planning and the quality of cleaning services in the precinct of the Uganda Parliament whereby there is always a need for: "budgeting, requirement determination, value analysis, forecasting and pricing

strategies” that lead to the quality timeliness and reliable services, efficiency and effective service, then accessibility/availability and adequacy of cleaning logistics.

Hood (1991:3-19) reveals that the management of government services were historically conducted by public agencies with in-staff houses and occasionally supplemented by external consultants with on-going maintenance undertaken for the most part by in-house workforces. In addition, during the early 1990’s, significant changes were introduced into western democracies under the rubric of New Public Management (NPM) theory (Hood, 1991: 16) One of the main changes which occurred under NPM was that those tasks which had been conducted previously in-house were contracted-out to the private sector. The private sector as argued by Fayol with his principal of division of work in modern administrative management was relevant to this study because even in procurement of cleaning services in the parliament of Uganda, the private companies often won all the tenders. Wanyama in PPDA, 2003: Annual performance report of July, 2012-June, 2013 to Parliament argues that as a good management practice of enabling the role of civil society organizations in monitoring procurements and implementation of amendments of the PPDA law is. This practice is related to the procurement management of cleaning services in the precinct of parliament of Uganda for efficient and effective service delivery.

The introduction of New Public Management (NPM) greatly increased the complexity of public services, as it required the development of new sets of relationships between government and the private sector for the delivery of specific services, Rhodes, et al (2003:25-80). However, under the New Public Management, Hood(1991: 76)

Government ceased to provide many services directly to the public and instead engaged the services of private firms to deliver, manage and maintain these assets and services on behalf of government as it is today's practice of procurement and management through contracting the service providers.

Osborne, et al (1992:427) noted that these new arrangements necessitated a shift in thinking within government away from 'rowing' (or doing the work) to 'steering' (which involved managing and guiding others who work on behalf of government). As a consequence of these changes, governments of all persuasions still attempted to find the optimal set of arrangements for planning, tendering, contracting and managing the services of numerous private firms. This was however supported by Rhodes, et al (1997:60) by saying that they include those who have been contracted to provide better services to citizens and Cohen, et al. (2006:20) suggests that the process of out sourcing goods and services by third parties is typically referred to by government as 'procurement' which has been documented to relate to better service delivery.

2.3 Source selection and its effect on quality of cleaning services

2.3.1 Method of source selection

The source selection of the supplier is widely recognized as the most important responsibility of the procurement function because the organization's suppliers significantly affects the price, quality, delivery, reliability, and availability of the products (Pearson, et. al., 1995:30-36). In addition, companies assume that proper supplier selection help to reduce product and material costs while maintaining a high level of

quality and after-sales services. But classical management scientists like Henri Fayol argued that 'management involved all activities associated with producing, distributing and selling of the product' such as quality cleaning service (Daniel and Bedeian, 2009: 213). Supplier selection was a crucial purchasing activity for many firms as they could improve on the firm's resources and core competencies (Hsu, et al, 2006:213-239).

According to Kannan, et al, (2002:12-19) relative benefits are always gained through the involvement of suppliers on product development and continuous improvement teams. However, both supplier selection and involvement have a positive impact on both the supplier and firm's performance, therefore leading to quality of cleaning services in the precinct of Parliament.

2.3.2 Contract Pricing

According to Ackerman as cited in Taryn, (2002:67), asserts that any increase in the competitiveness of the market might be more valuable for lower income countries. However, under the competitiveness of the market process, management is always objective and takes the most qualified bidder within the requirements that guarantees achievement of the organizational objectives.

Similarly, Thai, (2004:55) observed that it was of importance to use more competitive systems that guarantees effective results than negotiated procurement which are often manipulated for personal gains in form of bribes while Dobler (1996: 297) concludes that obtaining materials at the right price is important because it finally determines a firm's success or failure. But there is no magic formula for calculating a fair and reasonable

price. An interpretation of a right price means a price that is fair and reasonable to both the buyer and the seller. To determine the right contract price for a specific procurement like quality cleaning service in the Parliament of Uganda, a number of constantly changing variables and relationships must be evaluated.

2.3.3 Supplier location

The procurement system includes competitive bidding through tenders, prequalification of suppliers, and measures to ensure transparency in the tender process. The more transparent and centralized a procurement system is, the better the quality of services delivered. Chaudhury, et al, (2005:124-136) noted that the Delhi state system achieved procurement prices that were 118-248% lower, on the average, than other government agencies involved in cleaning material procurement. On the quality side, the state reported a quality of sample failure rate of one percent sample that failed inspection before the essential cleaning materials programme was implemented.

The World Health Organization (1999) provides twelve (12) principles of good cleaning material that are essential for procurement supplies of which are divided into four groups: efficient and transparent management; material selection and quantification; financing and competition; and supplier selection and quality assurance. Each principle is justified by explaining how it contributes to achieving a more cost effective, high quality and timely of cleaning materials at the lowest possible total procurement cost. For instance, under the heading of “efficient and transparent management”, one principle was to be divided into procurement function (selection, quantification, product specification, pre-selection of suppliers and adjudication of tender), among different committees and

individuals, each with the best expertise and resources for the job as noted in Thai (2004:36): Following this principle, an organization like the Parliament need to avoid the influence of the suppliers' location in key policy making that does not affect the general public and the final award. The nature of the supplier's location should not creep in the manipulation to increase quantities of certain cleaning products, prejudice supplier qualification decisions, manipulate final awards or slant product specification to affect competition (International Chemical Association, 1994).

2.3.4 Evaluation

Evaluation is the process of appraising the procurement of goods and services by an organization at different stages. Martin et. al, (2006) advocates for any Public sector to have a sound public procurement policy with the presence of a well-defined process that has safeguards in place to ensure fairness and credibility.

Furthermore, the procurement system cannot guarantee access to funds when procurement inefficiencies are inevitable. Government funds for procurement are in some countries like Uganda released irregularly during the financial year. In some countries, government regulations specify that funds must be in the year for which they are allocated or be returned to the treasury and this brings problems in service delivery and this compromises procurement source selection.

Budget formulation, transparency and implementation is very crucial in the evaluation of all bidders. This also implies that accountability of all procurement processes should be in line with public policies. All procurement activities ought to be open to public and

legislative scrutiny at all stages like formulation, execution and reporting (Folscher, Krafchik and Shapiro, (2000).In similar government procurement practices in Uganda at school level in the implementation of civil works for the World Bank funded projects since 2012, the contracts committee appoints an evaluation committee to carry out the technical evaluation of bids. The evaluation committee is mandated to cross-check and make sure the bidders have all the required information, cross check the bidders' submission for arithmetic errors ad make corrections where necessary, and verify the authenticity of all documents submitted by the bidders with the relevant issuing authorities. In addition, the evaluation committee prepares and submits its report to the school contracts committee for further action (Ministry of Education and school manual, 2012).

2.4 Procurement contract administration and quality of cleaning services.

2.4.1 Assessing contract risk

The OECD/EU (2011) suggested that contract administration covers the formal governance of the contract and any permitted changes to documentation during the life of the contract. This area of assessing contract risk management ensures that the everyday aspects of making the contract run effectively and efficiently and are taken care of. SIGMA Public Procurement Training Manual (2011) adds that contract risk administration yields three factors for success which include mutual trust and openness and excellent communication, and a joint approach to managing contract risks.

The Municipal Service Contract Administration Booklet (2011) commends direct monitoring, follow-up monitoring, scheduled monitoring, and random monitoring among others.

Martin, et. al (2006) argues that risk factors measure the extent to which contracting may expose the government to greater hazards, such as legal or financial exposure, service disruption, corruption, or other risk factors in public sector service. In addition, in the U.S.A there has also been a demand that in the process of procurement, at least some costs should be added to the contract price to cover contract administration and monitoring costs but the risk of embezzling such excess funds is very high. The procurement unit in the precinct of the Uganda Parliament is equally not immune to the same vice and especially where the same parliament has on several occasions been accused of being bribed by the executive arm of government to pass certain unpopular bills.

2.4.2 Delivery follow up

The delivery follow- up of goods and services during and after the procurement process should reinforce good management practices that aim at institutional stability. This was easy to achieve if an organization had proper reporting procedures in place and an existent form of agreed bureaucracy. But an ideal bureaucracy should be based on legal authority as contrasted with that which rests on either tradition (custom) or charisma (the gift of grace) because, legal authority stems from rules and other controls that govern an undertaking in the pursuit of specific goals as argued by Max Weber (Weber, 1949).

However, to Max Weber's management notion of bureaucracy with an emphasis on legal authority was basically intended to put an end to the exploitation of employees and to ensure equal opportunity and treatment for all.

2.4.3 Testing and quality assurance of the cleaning services

According to Prier, et al (2007) developing monitoring systems in an organization that are transparent for civil society to participation in the operationalization of procurement activities at all stages of bidding, evaluation, reporting, contract awarding, payments and contract close out brings a lot of trust in institutional management. As a general rule, the procurement office of the benefiting entity whether at parliament or any other institution should regularly report on key procurement performance indicators that were selected by the senior managers. However, monitoring for quality assurance should also include an annual or quarterly audit to verify the procurement office's accounting records (World Bank, 2004; World Health Organization, 2002).

Many developing countries, particularly in Latin America, Africa and some Asian countries have also witnessed rapid and unregulated private sector development (Procurement Development report, 2003). Preventive functions have mostly remained the government's responsibility so as to guarantee quality in service delivery including procurement management practices as in the Parliament of Uganda.

2.4.4 Documentation and payment

Procurement requires the use of many documents which should be kept under lock in the office. Among the key documents are bids, tender adverts, receipt books, payment vouchers, visitors' book, budget estimates and a number of files. At the time of submitting the bids to the Procurement office of the school, the contractors were required to pay a non-refundable fee of Shillings 100.000 (one hundred thousand only) and hand

in four copies of the filled in bid documents with a number of other documents attached on them and there after enter into the competition with other applicants for consideration to build classrooms in a number of Government-Aided secondary schools in Uganda under the World Bank project (Ministry of Education and Sports, *UPPET manual*, 2012).

However, the Head teachers were tasked to verify all documents from bidders before their final submission to the World Bank/Ministry of Education and Sports office in Kampala for advance payment to begin the construction on the agreed sites. However, procurement function was rated as “moderately vulnerable (5.4 out of 10), due to the problems such as lack of documentation, of prices paid, and criteria used for awards. The indicators helped procurement managers to have more precise idea of specific interventions needed to reduce vulnerability (Cohen, et al, 2002; World Bank, 1993).

2.4.5 Contract termination

The contract may be terminated for various reasons among which are breaches of contract by contractor or employer, insecurity, corruption, theft, and lack of funds. Max Weber (1958) asserts that having a bureaucratic form of management significantly reduces corruption in any organization because of having formal rules and other forms of control. Government structures and management tools can help reduce opportunities for corrupt practices, for instance, establishing Parliamentary contract committee for matters related to registration, selection, procurement and quality (Broun, 1991:33; World Bank, 1993). In addition, rotating procurement officers, enforcing ethical standards within procurement committees, monitoring lifestyles, reinforcing procurement officers’ accountability and rewarding good performances are other important tools. Having

separate entities responsible for the various procurement functions is commendable in the operational principles of good procurement (World Bank, 1993:36).

2.5 Effects of procurement at solicitation level of quality cleaning services.

2.5.1 Budgeting

According to Agaba et al , (2007:373-391), procurement planning is the process by which companies or public institutions such as Parliament of Uganda plan for purchasing activity for a specific period of time. This was commonly completed during the budgeting process at Parliament. Each year at Parliament, departments are required to budget for staff, expenses, and purchases. This was the first step in the procurement planning process that Parliament takes. The budget process constitutes an important tool for governments to mobilize adequate resources for health, translate policies into pro-poor investments, and provide equitable and efficient quality cleaning services (World Health Organization, 2002:36; World Bank, 2002:39) It also sets the targets for which governments can be held responsible.

In many countries like Uganda where institutions are weak, budget processes are opaque and undemocratic and public participation opportunities are limited. It is observed that resources therefore risk being diverted from the country's key social priorities at a very early stage of the budget formulation and resource allocation toward is more politically or financially "profitable" sectors. The Economic Commission of Africa (2003) defines procurement planning as the purchasing function through which organization obtain products and services from external suppliers and is related to quality cleaning services improvement.

With a similar budget to a USAID bilateral mission, but covering 21 countries in the sub region including 7 bilateral missions, the USAID West Africa procurement cleaning programmed focused on cauterizing donor scale up for improved quality cleaning models, and advocacy with the governments for improved national and regional approach. USAID West Africa supports the development of adopted cleaning policies and c quality cleaning services' guidelines together with host governments for improved national and regional cleaning policies.

A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually whether one is embarking on project procurement or organizational procurement planning exercise, the steps will be the same. First, Parliament of Uganda defines the items to procure. Secondly, it defines the process for acquiring those items and finally, schedules the timeframes for delivery Kabateraine, (2012:6). At the Parliament of Uganda, each user department prepares a multi-annual rolling work plan for procurement based on the approved budget, which is submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities.

A procurement plan is integrated into the annual and multi-annual sector expenditure programme to enhance financial predictability, accounting and control over procurement budgets. Since Public procurement as a process of acquisition, usually by means of contractual arrangement after public bidding competition of goods, services, works and other supplies by the public service, at Uganda Parliament, Public procurement involves big sums of money, and hence democratic procedures are needed to regulate the behavior of people involved, and ensure efficient and effective utilization of funds.

A procurement and disposal unit uses the combined work plan to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year, (section 96 of the PPDA regulations - 2006) and this is postulated to improve service delivery but one wonders why cleaning service delivery at Parliament of Uganda faces challenges even when all these produces are in place. The sought to find out whether budgeting as a dimension of procurement planning was related to quality of cleaning services .Thus, this study investigated whether budgeting process was related to cleaning service standard as the related literature highlighted.

2.5.2 Requirement determination

Recent surveys carried out by the World Bank in a series of developing countries to compare budget allocations to actual spending at the facility level have confirmed that resources are not allocated according to underlying budget decision (Rainikk,el al,2003:7). In Uganda and Tanzania, local or district councils have diverted large sums of the funds disbursed by the central government to other uses as well as for private gains, with leakages affecting up to 41% of the allocated resources Cohen, et al, 2002:14) .It is the role of each entity in the user department to define its procurement requirements, identify all of the items needed for procurement (Agaba, et al, 2007).

2.5.3 Value analysis

In estimating the value analysis of the works, services or supplies required by an Organization, there must be a confirmation of the availability of funds. The procurement entity must also ensure that the budget estimate is realistic and based on up to date information and technical advice where necessary in accordance with the regulation 227

of the PPDA Regulations, 2006. Dobler, et. al (1996: 645) asserts that the fundamental objective of all value analysis activities is the procurement of materials representing the “best buy” in terms of the function to be performed which is synonymous with long standing objective of good purchasing. Value analysis enables procure management in the control of material cost like in precinct of the Parliament of Uganda.

2.5.4 Forecasting

The external financing of cleaning material procurement products for the public sector by development banks can be a source of a problem in some countries. In such a case, the banks may have conflicting policies and regulations regarding cleaning material procurement, which in turn may conflict with the existing local laws and regulations. In these situations, it is extremely difficult to carry out procurement in timely and efficient manner as concluded by Odiambo, et al, (2003:40).

Development assistance should be more realistic with the policies of the country. Kennan, et al, (2003: 19-20) contends that during the solicitation planning, the procuring unit brings about effective integration of the diverse decisions and activities of members on the technical planning committee not only at a point of time but also over a period of time to ensure that appropriate services are delivered. It is by reference to the framework provided by planning that members on the technical procurement planning committee make major decisions on organizational activities, in an internally consistent manner. Quality cleaning services require a legal and institutional framework that provides clear and simple accounting and procurement standard based on transparency, comprehensiveness and timelessness (Broun, 1994; world Bank, 2002). They should also

have effective supervision and auditing systems to improve physical resources and ensure effective enforcement of rules and sanctions for financial misconduct. This study sought, to find out whether forecasting as a dimension of procurement planning was related to the Parliamentary quality cleaning services in the precinct of parliament of Uganda.

2.5.5 Pricing strategies

The government of Uganda set up pricing strategy in terms of registering tenders as one of qualification to win a tender in accordance to PPDA Act, 2014. Many cleaning companies have won local tenders at parliament to supply cleaning materials through competitive bidding. Although, many cleaning companies have been able to pay charges at affordable levels, instances of corruption as well as the need to bribe procurement staff to favor to win the contract persist. The study sought, to find out whether pricing strategy as a dimension of procurement planning was related to the quality of cleaning services in parliament of Uganda

2.6. Summary of Literature Review

Henri Fayol (1999) asserts that in the labour market, those who are talented can easily climb from the lowest rank to the highest levels of the hierarchy in an organization mean while Max Weber (1958) concludes that for any organization to survive for a long time in operation there must be a bureaucratic administrative management system. Wanyama (2013) argued that the implementation of the procurement practices in Uganda under the PPDA Act, 2003 is progressing slowly due to the Authority's heavy reliance on financial assistance from development partners. But whereas this support is very welcome, it is not sustainable. He further stressed that the PPDA was advancing in the promotion of

transparency, equal opportunity, and value for money in procurement related businesses and this includes the procurement management practices about quality cleaning services in the precinct of the Parliament of Uganda.

According to Pearson, et al (1995:30-36) supplier or source selection is widely recognized as the most important responsibility of the procurement function whereas Kannan, et al, (2002:12-19) highlights relative benefits of involving suppliers on product development for continuous improvement and Thai, (2004:55) argues that it is important to use more competitive systems in order to assure effective results than negotiated procurement which limit variety to choose from.

Westring, (1985) contends that a degree of financial autonomy for cleaning materials, while providing flexibility, requires proper accountability and efficient management and in relation (Folscher, et al, 2000:43) asserts that to improve accountability policies, practices and expenditures should be open to the public and legislative scrutiny.

On the other hand, Prier, et al (2007 p.44), maintains that developing monitoring systems that are transparent, accountable and independent allow for civil society participation and operate at all stages, from the contracting decisions and cleaning product selection ,to contract implementation (including distribution when applicable).

Service Contract Administration Booklet (2011) commends: direct monitoring, follow-up monitoring, monitoring by exception, scheduled monitoring, random monitoring among as important principles for contract. In the same breadth Broun (1991:33) Cleaning

Information Designs, (1988:90); World Bank, (1993:36) contract management administration was related to quality of cleaning services.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research design, study population, sample size determination, sampling techniques and procedures. It also presents data collection tools, the methods of data collection, data collection procedures, data analysis and measurement of variables.

3.2 Research Design

A cross-sectional design was adopted during the study because it allowed detailed and deeper examination of the subject. This design was used to give a systematic description that is factual and very accurate (Amin, 2005:212). This is because it has been documented as the most common approach in social research and it allows collection of data once in the field from the sample population at a particular time. In addition, the researcher also employed the correlation design so as to find out the relationship between procurement practices management and quality of cleaning services at the precinct of Parliaments of Uganda. According to Willis, et al, (2009:102) correlation is a measure of the degree of association between two or more variables that have been obtained from the same group of subject.

3.3 Study population

The target population included in the study was staff at Parliament of Uganda like those in the Finance department. They were grouped as top management staff, middle

management staff and operational (lower level staff). The department has a total population of 247 staff, from which the sample was drawn and they included: Top management (Directors) 16; Middle management (officers) 172 and Lower management (operational staff) 59.

3.4 Sample Size determination

In this study the researcher stratified the accessible population by category (management levels), using the Krejcie and Morgan (1970), and a sample of 148 respondents was selected from the study population of 247.

Table 1: Category of respondents to be sampled for the study (distribution of the sample size and selection

Category	Study population	Sample size	Sampling technique
Top management (Directors)	16	10	Purposive
Middle management (officers)	172	103	Random sampling
Lower management (operational staff)	59	35	Purposive
Total	247	148	

3.5 Sampling techniques and procedure

Sampling is the process of selecting elements from a population in such a way that the sample elements selected represents the population. For quantitative sampling, this study adopted stratified random sampling method.

3.5.1 Probability sampling technique

The researcher used simple random sampling to select the middle management (officers). Furthermore, the researcher used probability sampling technique to select every member of the group had a chance of being selected. The strata were based on the category of management levels. A sample of 148 was selected out of 247 using Krejcie and Morgan's table (1970). The study population included in the study was staff of the Finance department at the Parliament of Uganda. They were grouped as top management staff, middle management staff and operational (lower level staff). The department has a total population of 247 employees, from which the sample was drawn. The sample included: 16 top management members (Directors); 103 Middle management officers and 35 Lower management (operational staff), constituting a sample size of 148 respondents.

A simple random method was used for selecting middle and lower management staff. A disproportionate simple random sampling procedure was used for small strata where information obtained could not be representative of the total number of respondents (Sakaran, 2003). Specifically, the study aimed at getting those respondents who are currently available and willing to provide the required research data.

3.5.2 Non-probability sampling technique

Under non probability technique, the researcher used purposive sampling (Mugenda, et. al, 2003) to select top management (directors). This is the type of sampling where the researcher uses his or her own judgment or common sense regarding the participants from whom the information was selected (Amin, 2005).

3.6 Collection methods

The study relied on both primary and secondary sources of data. Data was collected using three instruments like structured self-administered questionnaire, interview guide and documentation list. Primary data was gathered from respondents using a structured self-administered questionnaire, personal interviews and documentation. Depending on the accessibility of the respondent, some questionnaires were self-administered while others were emailed to the researcher.

3.6.1 Questionnaires

The questionnaire consisted of mainly closed ended questions and a few open-ended questions for clarity (See Appendix I). The questionnaires were designed in accordance with the study objectives and were mainly used for the collection of quantitative data from officers and lower management staff.

3.6.2 Key informant interviews

An interview guide was prepared basing on the research objectives (See Appendix II). This was developed to collect data from the top management staff. According to McNamara (2009), the strength of the general interview guide approach is the ability of the researcher to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee. Interview guides were used because they enabled the researcher to fully understand some one's impressions or experiences, or learn more about their answers to questionnaires.

According to Mugenda (1999), interviews are advantageous in that they provide in-depth data which is not possible to get using questionnaires.

3.7 Measurement of research variables

The procurement cycle was measured by procurement – solicitation planning, during procurement source selection and post procurement-contract Administration while cleaning service delivery was measured using quality, timeliness and reliable services, efficiency and effective services, accessibility, availability and adequacy of cleaning logistics. It is on this basis that appropriate measurements were used to measure data and be categorized in an orderly form using five a marked scale on the questionnaire. The structured self-administered questionnaire was built on a Likert, a scale ranging from 1-5 to help the researcher get quantifiable data from individual respondents. The researcher measured the extent to which objectives are achieved whereby 5 = strongly agree, 4 = Agree, 3 = Undecided 2 = Disagree, 1= Strongly Disagree.

3.8 Quality control

The instruments developed were used at the pre-test to ensure their validity and reliability as these are critical data dimensions.

3.8.1 Validity

The instrument validity was ascertained through critical assessment and constructive criticism of the supervisors at the Uganda Management Institute and also by the use of expert ratters.

The instrument validity was done through a formula of Content Validity Index (CVI) as;

$$CVI=n/N$$

n= No. of items rated validity by all ratters.

N= total No. of items in the instrument.

The first ratter was $43/46=0.95$; the second ratter $44/46=0.95$; the third ratter $42/46=0.9$.

Therefore, the CVI was computed thus;

$$\frac{0.95+0.95+0.91=2.81}{3}=0.93$$

According to Amin (2005), an average of 0.7 or above would render the instruments acceptable. The content validity index of 0.93 indicated that the questionnaire instrument was found worthy of accurately testing the study variables.

3.8.2 Reliability

To ensure reliability of the research instrument, a Cronbach alpha test was computed as a measure of scale reliability to determine the consistency. According to Amin (2005:294), an instrument is reliable if it produces the same results whenever it is repeatedly used to measure straits or concepts from the same respondents even by other researchers. Pre-testing was done with an aim of ensuring that the questions in the instrument are clearly understood by the respondents.

Table 2: Showing reliability values of the study variables

Variable	Cronbach Alpha	No. of Items
During procurement source selection	.927	13
Post procurement; contract administration	.673	10
Procurement solicitation planning	.782	8
Quality of cleaning services	.911	15
Total	3.293	46

The results showed that all the study variables registered reliability alpha greater than 0.6. Amin (2005) indicates that a reliability coefficient of 0.5 or more can be considered as acceptable. In this study, the reliability statistics showed that the study instruments could consistently measure what was intended.

3.9 Procedure of data collection

After the approval by the School of Management Science at the Uganda Management Institute, the researcher was given an introduction letter to the Department of Finance, Parliament of Uganda. The tools were pretested and piloted some questionnaires to the Finance department of Parliament of Uganda and the contracts committee to get comments and advice from them. The researcher then contacted and trained a research assistant, after which the data collection process started. The research assistant assisted in administering the questionnaires, while the researcher handled the interviews and documentary reviews.

3.10 Data analysis

The response from the data collection from the questionnaires was coded and entered into a computer using statistical package for social sciences (SPSS) and then presented in frequency tables while quantitative data was analyzed by thematic approach through description of attitudes and opinions gathered from the interviewees.

3.10.1 Quantitative data analysis

Quantitative data was analyzed at a three level approach: invariable analysis, pie-charts presentation, descriptive statistics like frequencies (percentiles) mean and standard deviations were presented in frequency distribution tables. The second level of analysis was bi-variant levels where the study established the relationship between procurement management process dimensions and quality cleaning services. On establishing whether a relationship exists, the study generated results at multi-variant level using multiple regression analysis to establish the causal effect of procurement management process and quality cleaning service delivery at Parliament of Uganda. Data was collected mainly from the questionnaires. Quantitative data analysis involved editing, coding, classification and entering it into computer using statistical package for social scientists (SPSS) and was analyzed using normal scale interval and ordinal scale to obtain the mean frequencies and standard deviation. Inferential statistics was used to test the hypotheses using Pearson correlation co-efficient and to determine the extent the indent variables affects the dependent variables. Results were presented using tables, frequencies and averages and interpreted accordingly.

3.10.2 Qualitative data analysis

According to Amin, (2005:45-47) Qualitative data analysis is information gathered in non- numerical form such as oral interview guide, and document review such as reports, private and official letters, and minutes of parliamentary procurement meetings. Such data usually involve people and their activities. Therefore, qualitative data collected from interviews was organized in related themes and the researcher looked for patterns and common themes that emerged in responses and how patterns helped to understand the broader study questions. The collected data was then organized and edited at the end of each step to ensure accuracy, completeness and consistency of the information given by the respondents. In collecting qualitative data for this study, the researcher examined the landscape of the numerous oral interviews that were carried out ranging from postmodern thinking to ideological perspectives and from philosophical orientation to procedural guidelines.

3.11 Ethical considerations and research procedure

The permission to conduct the study was sought from the Uganda Management Institute. Also permission was sought from the Department of Finance, Parliament of Uganda which was accompanied by a letter of introduction. All the data was handled with confidentiality and only codes were used instead of names of people to ensure anonymity. During the interviews with the respondents, the researcher ensured that there was adequate privacy to allow the respondents express their opinions without fear.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The purpose of the study was to examine the effect of procurement management practices on the quality of cleaning services at the precinct of Parliament of Uganda. This chapter expounds the rate of response, research findings, analysis and interpretation of the results.

4.2 Response rate

The ratio of the response rate is actual number of respondents and the targeted population. In the context of the study, out of a sample size of 148 that was considered for the study, a total of 105 respondents participated by responding to the questionnaires and the interviews. The response rate was there after computed by the researcher as $105/148 \times 100 = 71\%$. This was considered acceptable, based on what Amin (2004) proposed that in a survey, a response rate of over 70% should yield valid findings. The good response rate is attributed to the importance attached to the problem of meeting the expectation of the quality cleaning services within the precinct of the Parliament of Uganda.

Table 3: Response Rate Summary

Category	Sample	Actual respondents	Percentage
Top management (Directors)	10	7	70
Middle management (Officers)	103	73	71
Lower Management (Operational staff)	35	25	72
Total /Average	148	105	71%

Source: Primary data

The result in table 3 shows that of the 10 top management staff who were sampled for the study, 7 participated; 73 out of 103 middle management staff took part in the study, while 25 out of 35 lower management staff were able to participate in the study, indicating an overall response rate of 71%. This shows that the response rate was representative compared to the target population and this gives a framework in which conclusions can be inferred.

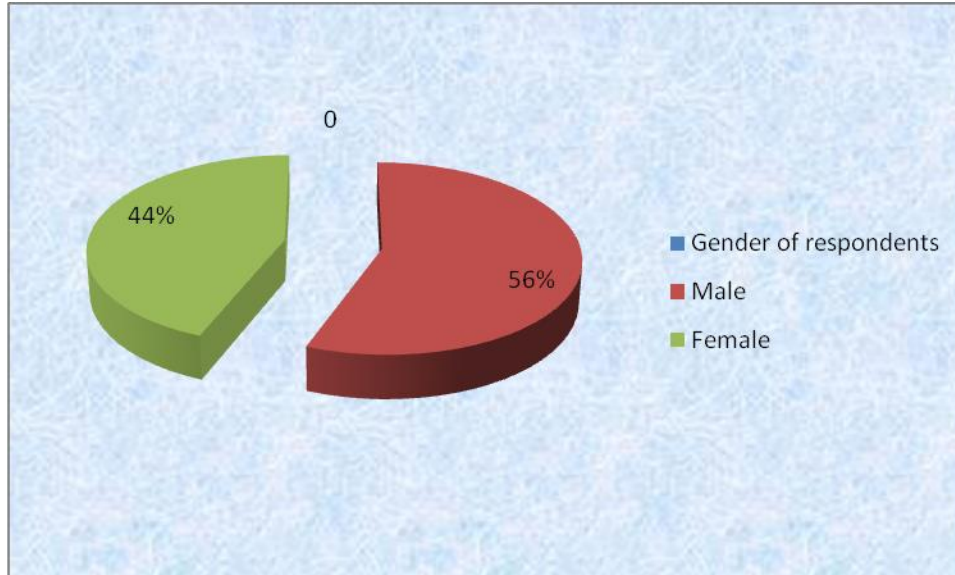
4.3 Presentation of the background information

The questionnaires were administered as per the sample size as indicated in the table above. The researcher in analyzing the background information had keen interest in the gender, age, education level and the tenure of services of the various employees.

4.3.1 Gender of respondents

Gender is defined as a social construct of females and males. The diverse roles that women and men play in society, organization and the benefits that come with their roles differ tremendously from culture to culture and have different values attached to them.

Figure 4.1: Showing gender of respondents



Source: Primary data

Results from Figure 4.1 showed that the majority of the respondents were Male at 56% with their female counterparts at 44%. This could imply that most of the employees in the Finance Department who participated in the study were male. The researcher did not establish whether this disparity in gender distribution had an effect on the delivery of quality cleaning services because it is out of the scope of the study.

4.3.2 Age of respondents

Age is of paramount importance in determining a person's maturity progression. It is upon which attainment of responsibilities is dependent and also the ability to reason out issues logically though it might not be necessary considering other factors constant. Age comes into play as a yardstick necessitating the researcher to investigate upon an issue. Hence respondents were requested to indicate their age and the results are shown below in the emerging table 4.2

Table 4: Showing age of respondents

Category	Frequency	Percent
Below 30 years	23	22
31-40 years	48	46
41-50 years	27	26
Above 51 years	7	7
Total	105	100

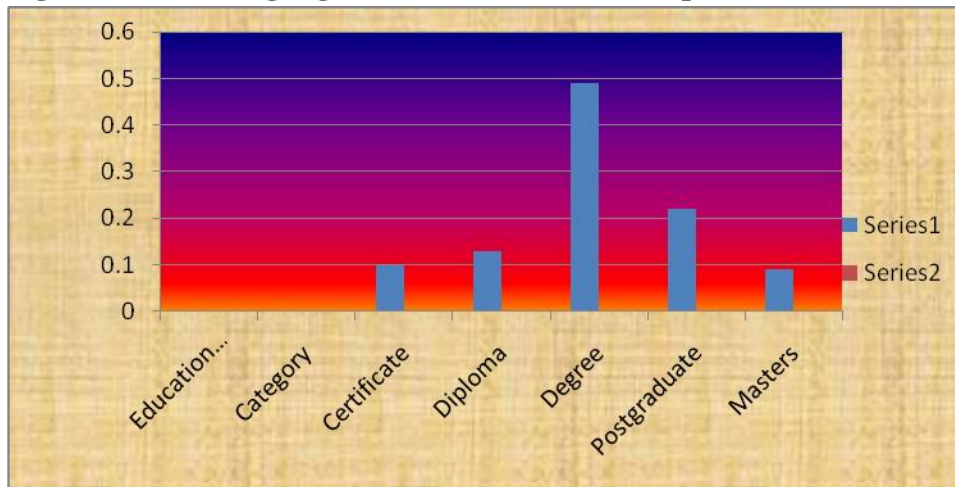
Source: Primary data

The majority respondents in this study belonged to the category between 31-41 years old with the highest percentage of 46%. This was followed by those between 41-50 years old with 26% representation, followed by those below 30 years old with 22% and lastly those above 51 years old with 7% representation. This meant that most of the respondents were youthful. Youthfulness is associated with strength and versatility, therefore having a bigger number of respondents in their youthful age could imply that majority of the staff were energetic and therefore, likely to work to ensure quality of cleaning service delivery at Parliament of Uganda.

4.3.3 Highest level of education

The researcher requested the respondents to indicate their highest level of education so as to help her understand the extent to which the subject matter in question is perceived by the respondents as far as the quality of cleaning services is concerned at the precinct of the parliament of Uganda.

Figure 4.2: Showing highest education level of respondents



Source: Primary data compiled by the researcher

Figure 4.2 shows that the highest numbers of respondents at 49% were degree holders, was followed by those having postgraduate diploma with 22%, and 13% holding diplomas, 10% with certificates and 9% with masters' degrees. This meant that all the respondents involved in the study were literate.

4.3.4 Tenure of service at Parliament of Uganda

The tenure of service at the Parliament of Uganda is assumed to bring about better comprehension of procurement management process and quality cleaning services in the precinct of Parliament of Uganda.

Table 5: Showing tenure of service of respondents at Uganda's 9thparliament

Category	Frequency	Percentage
1- 4	38	36
5-9	30	29
10-15	21	20
16 Above	16	15
Total	105	100

Source: Primary data

The results displayed in the Table 5 above; 36% of the respondents had worked with the parliament of Uganda for a period of 1 to 4 years while 29% of the respondents had worked between 5-9 years, 20% had worked between 10 to 15 years and those who had worked for 16 years and above were 15%. This meant that the majority of the respondents had some reasonable work experience at the Parliament of Uganda and knowledgeable about the procurement management processes and therefore likely to be familiar with the need for quality cleaning services. The implication is that most respondents gave relevant information from which pertinent conclusions were drawn.

4.4 Empirical Findings

In the following subsections, emerging results from the quantitative and qualitative data are presented in line with the study objectives. The results show the descriptive statistics, correlation statistics and regression analysis results.

4.4.1 The relationship between the source selection and quality of cleaning services in the precinct of parliament of Uganda

Respondents expressed their opinions by choosing from a range of statements. The questions/statements are summarized on table 6.

Table 6: Descriptive statistics on procurement source selection**N (Number of respondents) =105**

Procurement Source Selection	Percentage response (%)					Mean	Standard Dev.
	SA	A	N	D	SD		
Parliamentary commission efficiently manages distribution systems	29%	47%	17%	4%	4%	3.92	.978
Parliamentary commission follows good cleaning material procurement.	27%	53%	16%	2%	2%	4.01	.826
The Parliamentary commission publishes an advance contract award notice.	55%	32%	6%	6%	1%	4.35	.899
The commission takes most qualified bidder.	29%	41%	20%	5%	6%	3.82	1.081
There is competitive bidding through tenders.	35%	43%	17%	4%	1%	4.45	3.993
The parliamentary commission addresses statements of capabilities from interested suppliers.	20%	49%	22%	3%	7%	3.72	1.033
Contract pricing helps in identifying the right supplier.	21%	46%	24%	7%	3%	3.75	.959
High contract prices encourage contractors to deliver efficiently and effectively.	23%	29%	30%	11%	7%	3.47	1.201
Supplier location helps in identifying the right supplier.	16%	37%	27%	13%	7%	3.43	1.117
Local contractors offer better quality cleaning services.	16%	37%	29%	10%	9%	3.43	1.134
Regular reports improve on timely parliamentary quality cleaning services.	25%	37%	24%	9%	6%	3.67	1.115
Parliamentary commission developed a monitoring system that is transparent.	20%	36%	28%	11%	5%	3.55	1.083
Annual external audit is done to verify procurement offices and accounting records.	27%	39%	28%	6%	1%	3.85	.918

Source: Primary data

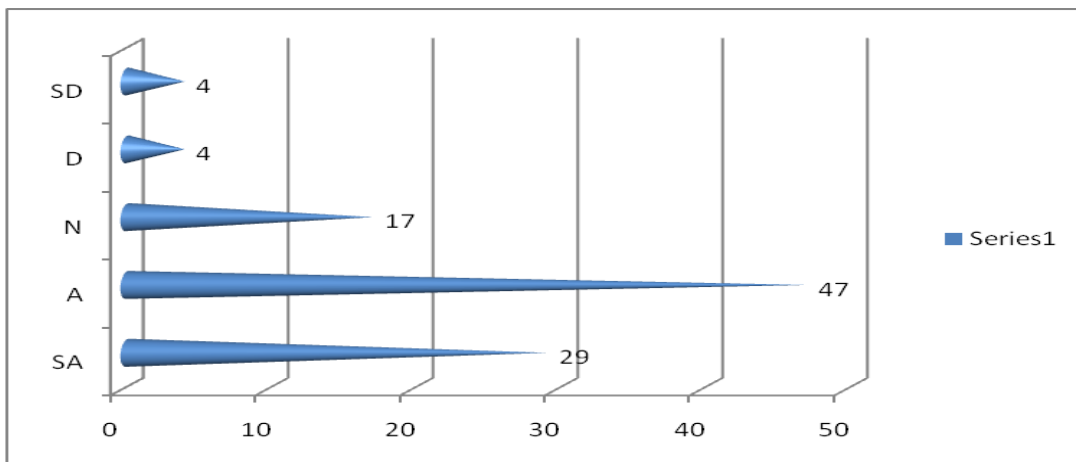
Key: SA=Strongly Agree A=Agree N=Neutral D=Disagree SD=Strongly

Disagree

Table 6 shows the statements on Procurement source selection and the cleaning services; the percentage responses, mean, and standard deviation. Agree was combined with strongly agree to come up with an agreement side and strongly disagree with disagree to constitute the disagreement side. This was the case for all variables including both dependent and independent variables. The mean value above 3.00 reveals that most respondents were in agreement with the statements posed, while the values below 3.00 reflect disagreement. The standard deviation values above 1.00 shows divergence or diversity in respondents` views, while values below 1.00 indicate commonality in opinion by all the respondents.

Efficient management of procurement processes paves a way for selection of essential cleaning materials and services, this being the case, the researcher required respondents to state whether the parliamentary commission managed distribution systems efficiently and if essential cleaning materials were obtained. The response is summarized in figure 4.3 below.

Figure 4.3 Efficient management of distribution systems



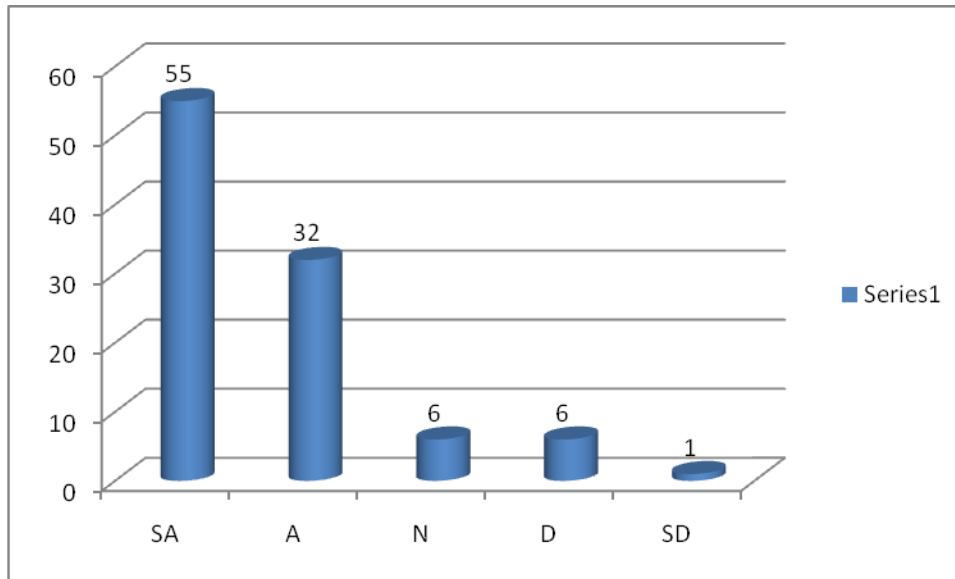
Source: Primary Data

Procurement source selection was measured in terms of specification, methods, contract pricing, supplier location, and evaluation. On specification, the respondents were posed with a statement whether the parliamentary commission manages distribution systems efficiently that leads to selection of essential cleaning material: 76% agreed, 17% were neutral and only 8% were in disagreement. On whether Parliamentary commission was following good cleaning material procurement; 80% were in agreement, 16% were neutral and only 4% were in disagreement.

This meant that the Parliamentary Commission manages distribution systems efficiently and it follows good procurement of cleaning materials. This implied that specification under procurement source selection is done well. In an interview with a respondent it was further revealed that, users provide specifications of the required items for transparency purposes; this was done by submitting (PP) write in full Form 5 by the user department.

As to whether the Parliamentary Commission publishes an advance contract award notice; majority that is, 87% was in agreement, 7% were in disagreement and only 6% were neutral. This finding is graphically presented on figure 4.4 below

Figure 4.4 The Parliamentary commission publishes an advance contract award notice

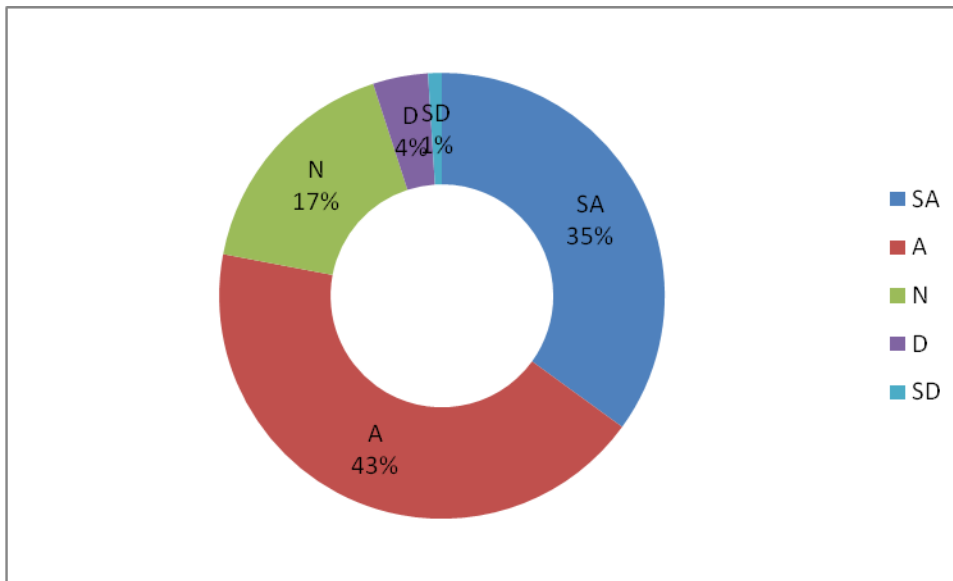


Source: Primary Data

This was also authenticated by the standard deviation that indicated commonality of opinion and a mean value of 4.35 in agreement. Concerning whether the commission takes most qualified bidder with the requirements that gives quality cleaning services, was also agreed upon by the majority of 70% while 20% were neutral and only 11% were in disagreement.

Competitive bidding is one of the mechanisms for assuring better quality services, value for money and transparency. To ascertain if there was competitive bidding the researcher added a question to this effect on the questionnaire. Data on this question: 78% were in agreement, 17% were neutral and 5% were in disagreement is summarized on figure 4.5 below and shows that the practice of competitive bidding was upheld at the Parliamentary Committee on procurement.

Figure 4.5 below and shows that the practice of competitive bidding

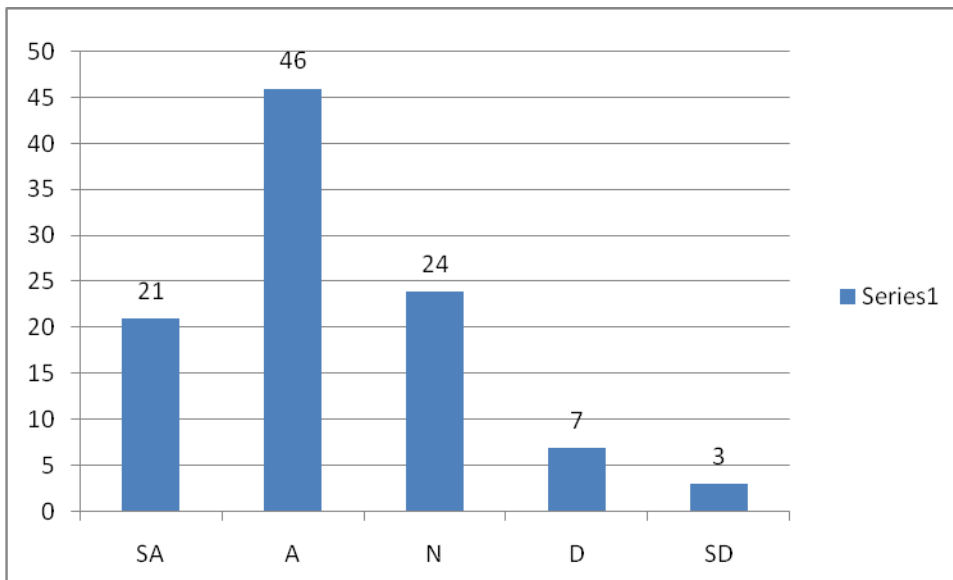


Source: Primary Data

Further still another statement measuring methods was whether the Parliamentary commission addresses statements of capabilities from interested supplier; 69% were in agreement, 22% were neutral and 10% were in disagreement. This means that the Parliamentary Commission publishes contracts objectively and there is selective competitive bidding among many bidders meaning that there are alternatives among bidders, and these bidders must exhibit potential in delivering quality cleaning services. Hence, the method used in the procurement source selection is acceptable and objective. In an interview, one respondent shared that among the methods, open bidding is very central. It should however be noted that in addition to the above hint on methods, it was revealed that there are specialized procurements like in emergencies.

Another measure of procurement source selection was contracting pricing. Contract pricing enables bidders to make an informed choice on whether to bid for the service delivery or not because they are able to tell profit margins. Due to this the researcher posed a question the respondents as to whether contract pricing helps in identifying the right supplier. Findings show that; 67% agreed,, 24% were neutral and 10% were in disagreed. This was a common view among all respondents because of the .959 standard deviation figure indicating a common opinion. This finding is summarized on figure 4.6 below

Figure 4.6 Contract pricing helps in identifying the right supplier



Source: Primary Data

A question on whether high contract prices encourage contractors to deliver efficiently and effectively was posed and 52% of the respondents were in agreement, 30% were neutral and only 18% were in disagreement. Those who were neutral could be the staff members that were not knowledgeable or not on what transpires as regards procurement management vis-à-vis quality of cleaning services. This meant that contract pricing is

vital and used in identifying right suppliers. High contract prices encourage contractors to deliver efficiently and effectively. This implied that contract pricing is carried out by the Parliamentary commission.

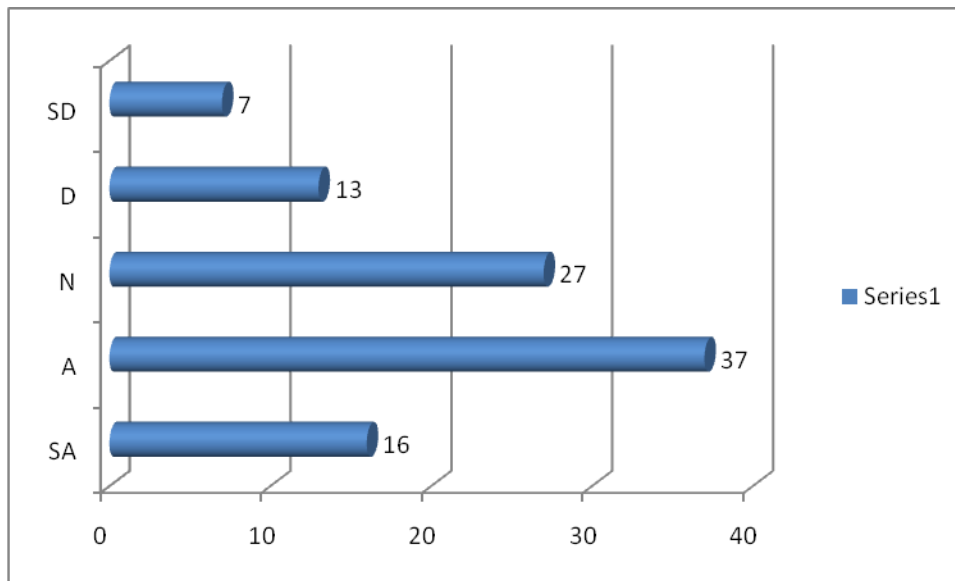
In an interview, it was further clarified by one respondent, who said that:

Contract pricing is very helpful in completing contract process because a contract without price is null and void. Contract pricing too ensures that the procuring unit awards the contract to the lowest or least bidder and resources are not wasted and the method commonly used is open bidding and closed bidding and international and domestic bidding.

This response revealed that contract pricing is a key aspect in ensuring that delivery of quality cleaning services helps in resource minimization, while at the same time it ensures that the most suitable bidder is selected.

The supplier location helps in identifying the right suppliers to provide the best service at the best prices. Supplier location also gives confidence that the supplier is genuine and the business can be viewed. Reliability and authenticity of supplier is increased to a certain level because in case pre supply visit or follow is required certainty of location makes it possible. Findings reveal that 53% of the respondents agreed, 27% were neutral and 20% disagreed. These data are summed up in figure 4.7 below

Figure 4.7 Supplier locations helps in identifying the right supplier



Source: Primary Data

The respondents were asked as to whether local contractors offer better quality cleaning services, and they responded as follows: 53% were in agreement, 29% were neutral and 19% were in disagreement. This meant that the supplier's location is helpful in identifying the right supplier for cleaning services.

In an interview, one respondent observed that the location is important by saying that:

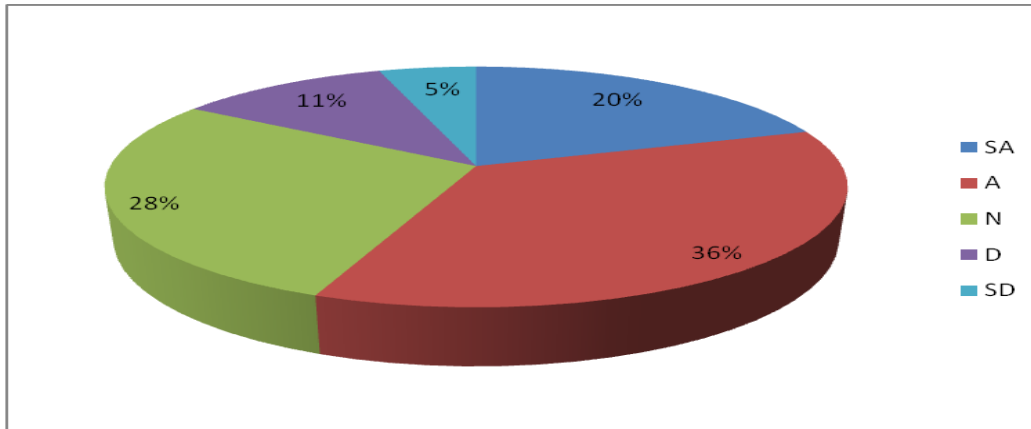
Location is significant to determine the credibility of the company and also find out whether the source identified has capacity to provide what you require and it also settles the eligibility of the bidder during the award of a contract for supply of goods and services.

This helps to ensure that the right bidder is selected. In addition, it also ensures that there is a mechanism to follow up in case the contractor defects the contract agreement.

Concerning evaluation of the procurement source selection, respondents were asked if regular reports improve on timely Parliamentary quality cleaning services where 62% were in agreement, 24% were neutral and only 15% disagreed. In the same unit of

measurement on evaluation; that the Parliamentary Commission developed a monitoring system that is transparent; 56% agreed, 28% were neutral and 16% disagreed. This finding is laid down on figure 4.8 below

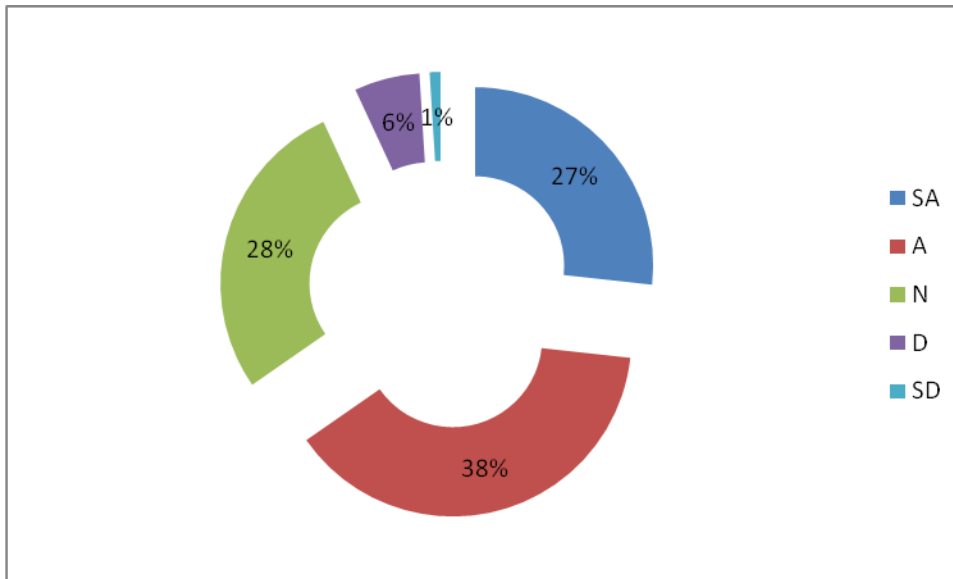
Figure 4.8 Parliamentary commission developed a monitoring system that is transparent



Source: Primary Data

External audit is an important process for an independent entity to ascertain whether guidelines are being followed, if value for money is obtained if resources have been expended efficiently, effectively and whether the ethics of stewardship and accountability are upheld. The researcher crafted and added a question on external audit to which the following response was received: 66% agreed, 28% were neutral, and 7% disagreed, this is portrayed figure 4.9 below.

Figure 4.9 Annual external audits is done to verify procurement offices and accounting records



Source: Primary Data

On annual external audit, there was harmony of opinions by all the respondents in agreement that was further confirmed with the mean response of 3.85.

It is observed that regular reports improve quality cleaning services, there was a transparent monitoring system and there was an annual external audit done to all procurement offices, and accounting records to increase the efficiency. This implied that the underlying procurement source selection such as evaluation is done by the parliamentary commission. The interview revealed that the monitoring and evaluation system ensured evaluators sign - ethical code of conduct-that ensures transparency and also avoids conflict of interests. In addition, invitations of representatives of the bidders are required to witness the opening of bids and display of best bidders on the procurement notice board.

4.4.1.1 Correlation between procurement source selection and cleaning quality of cleaning services

A Pearson correlation (Bivariate) was run to find out whether a relationship existed between procurement source selection and quality cleaning services.

Table 7: Showing a correlation between procurement source selection and quality of cleaning services.

Correlations		
		Quality of Cleaning services
Source selection	Pearson correlation	.450**
	Sig. (2-tailed)	.000
	N	105
**. Correlation is significant at the 0.05 level (2-tailed).		

Table 7 shows correlations results between procurement source selection and quality cleaning services. The findings revealed the Pearson correlation ($r = .450^{**}$), sig value $p < 0.05$, at 95% confidence level (.000), sample size (n=105). Procurement source selection designated a positive and statistically significant correlation with quality cleaning services. This implied that the more procurement source selection is done within the precinct of the Parliament of Uganda have a positive effect on the quality of cleaning services within the same venue.

4.4.1.2 Regression results for procurement source selection and quality cleaning services.

A regression model summary was run to find out how much percentage effect procurement source selection exerts on the quality of cleaning services and hence the results found are tabulated below:

Table 8: Model summary results for procurement source selection and quality of cleaning services

Model summary

Model	R	R square	Adjusted R square	Standard. Error of the Estimate
1	.450 ^a	.203	.195	.64415

a. Predictors: (constant), source selection

The model summary in Table 8 above, reveals a correlation coefficient (R), using the predictor; procurement source selection that was at .450^a, adjusted R squared of .195 and Standard error of estimate value of .64415. This implied that 19.5% (.195*100%) effect on the quality of cleaning services was explained by procurement source selection while the remaining percentage variations of 80.5% were explained by other factors.

Hypothesis One

The null hypothesis was that “there is no relationship between procurement source selection and quality cleaning services.” But after testing and analyzing the two variables, the researcher found out that procurement source selection had an effect on the quality of cleaning services. Therefore, the alternative hypothesis that, “there is a positive relationship between source selection and quality cleaning services at the precinct of the Parliament of Uganda” was accepted.

Conclusion on the relationship between the Source Selection and Quality of Cleaning Services in the Precinct of Parliament of Uganda

Hypothesis testing showed that there was a positive relationship between source selection and quality of cleaning services in the Precinct of Parliament of Uganda. The null hypothesis which was held before the study that: “there is no relationship between procurement source selection and quality cleaning services”, was rejected.

Distribution systems are crucial in managing procurements and with 76% agreeing, the researcher concludes that the Parliamentary Commission had a system in place that guided its procurement for cleaning services.

Study findings also showed that 80% of the respondents agreed that the Parliamentary Commission was following good cleaning material procurement and with 87% of the respondents' agreeing that the Parliamentary Commission publishes an advance contract award notice, the researcher further concludes that the Parliamentary Commission was transparent and professional in its procurement dealings.

Since 78% of the respondents agreed that there was competitive bidding, the researcher concludes that Parliamentary Commission obtained better quality services and value for money because it was able to attract varied suppliers from whom t choose better services.

The researcher concludes that external audit services were used by the Parliamentary Commission to evaluate whether processes and resources were utilized efficiently and effectively because 66% of the respondents agreed that external audit was used.

4.4.2 The effect of contract administration on the quality of cleaning services at Parliament of Uganda

Respondents were asked to rate various parameters of the contract administration and quality cleaning services. The results that emerged are shown in the table 9 below:

Table 9: Descriptive statistics on contract administration

Statements on Contract Administration	Percentage response (%)					Mean	Standard Dev.
	SA	A	N	D	SD		
Contract risk is assessed by the parliamentary commission	18%	43%	25%	9%	6%	3.59	1.062
Suppliers and contracted companies deliver in time.	14%	28%	35%	16%	7%	3.27	1.103
The follow up on suppliers and contracted companies increase efficiency.	21%	45%	20%	9%	6%	3.67	1.080
Testing products delivered provides efficient cleaning services.	29%	39%	22%	5%	6%	3.80	1.087
The parliamentary commission has a guideline for ensuring quality cleaning services.	28%	42%	20%	6%	5%	3.82	1.054
There is a reliable management information system	14%	37%	31%	12%	5%	3.44	1.037
Documentation by procurement office ensures effective quality cleaning system.	17%	39%	25%	15%	4%	3.50	1.066
Timely payment increases efficiency.	28%	52%	14%	2%	4%	3.98	.982
The mode of payment to suppliers affects the quality cleaning services.	15%	43%	27%	10%	6%	3.52	1.048
Parliamentary commission terminates contracts when companies fail to deliver quality cleaning services.	24%	35%	22%	11%	8%	3.56	1.192

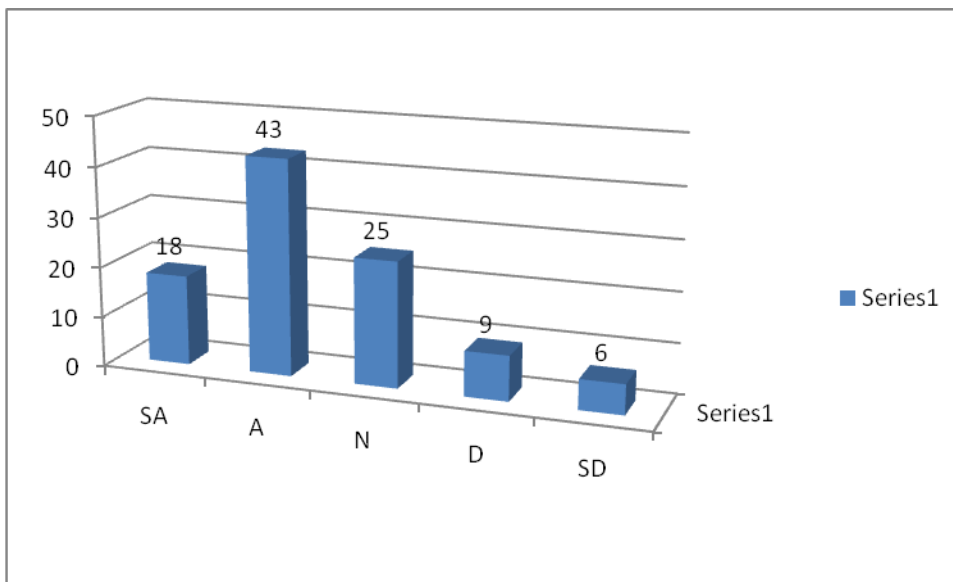
Source: Primary data

The second dimension of the study was contract administration and the units of measurement were assessing contract risk, delivery follow up, testing and quality assurance, documentation and payment.

Ascertaining risk is a good industry practice that helps an institution to minimize the risk of loss of money or other resources. In procurement it is quite vital that risks are assessed

so that they may be controlled and managed in order to obtain value for money. Accordingly, the researcher posed a question on contract risk assessment and obtained the following data: 61% of the respondents agreed that risk was assessed, while 25% were neutral and 15% were in disagreement. This meant that the Parliamentary Commission performed contract risk assessment much as there was discrepancy in the opinion indicated in the high figure of standard deviation of 1.062. This finding is portrayed on figure 4.10 below.

Figure 4.10 Contract risk is assessed by the parliamentary commission



Source: Primary Data

That risk was not adequately assessed is furthermore justified by the high number of respondents who were neutral and those who disagreed. This implied that in contract administration assessment -risk was not done satisfactorily by the Parliamentary Commission.

Interview results showed that assessing contract risks in post procurement contract administration is crucial in avoiding a situation where an incompetent firm might be identified to provide services or goods and the likelihood of such a company providing sub-standard goods by the best bidder is also taken care of by the above endeavor.

Another unit of measurement was delivery follow up. Respondents were posed with a statement that suppliers and contracted companies deliver in time in which 48% were in agreement, 35% neutral and 23% in disagreement. Further still, the follow up on the suppliers and contracted companies increase in efficiency was 66% in agreement, 20% neutral and 15% in disagreement. This meant that contracted companies to some extent do not deliver in time. Follow up on suppliers however was found to be of paramount importance and very crucial in improving the contracted company's efficiency. This implied that the underlying post procurement, contract administration companies' delivery to some extent was not done in time through follow up on contracted company's efficiency.

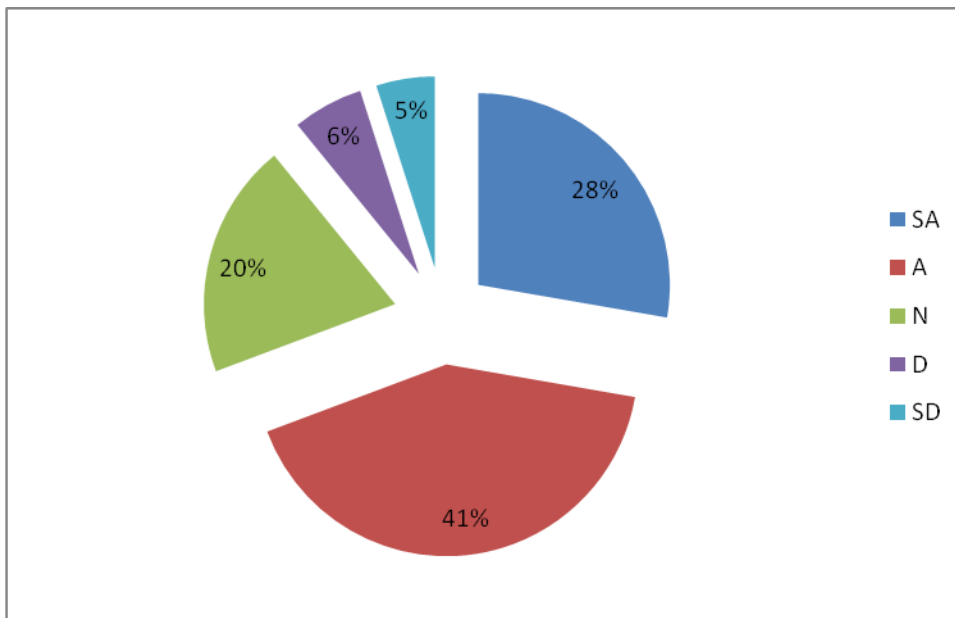
In an interview, one key informant emphasized that the efficiency of the procurement and disposal unit and the entire procurement process is evident through meeting the expected quality of services as agreed upon in the contract provisions.

The third unit of measurement was testing and quality assurance. Statements under testing and quality assurance were; on whether testing products delivered provide

efficient parliamentary quality cleaning services were 68% were in agreement, 22% were neutral and 11% were in disagreement.

Guidelines are useful tools for setting standards and requirements and are a good basis for quality control, management and audit. Due to the importance of having guidelines, the researcher formulated a question for respondents which received the following feedback: 70% were in agreement, 20% were neutral and only 10% were in disagreement. Please see summary of this finding on figure 4.11 below. This meant that testing and quality assurance was done by testing products delivered to the parliament. The Parliamentary service commission had a guideline for ensuring quality cleaning services. This implied that testing and quality assurance in line with contract administration was to a great extent done.

Figure 4.11The parliamentary commission has a guideline for ensuring quality cleaning services



Source: Primary Data

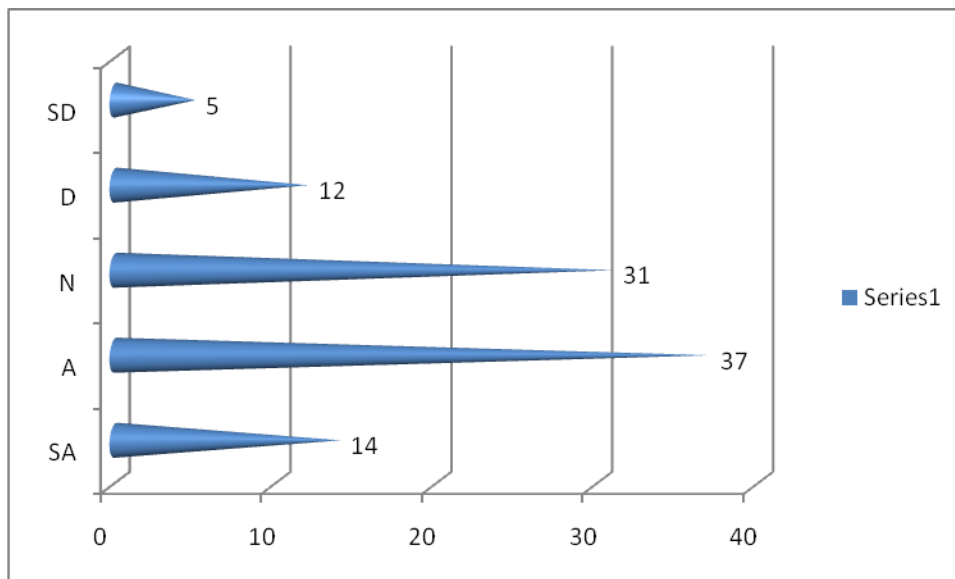
In an interview, it was revealed by one of the members of the Parliamentary service commission that:

At the moment Parliamentary service commission does not have a quality control system. However, the commission depends on the technical staff to determine the quality desired. Also contract management reports on products delivered are submitted to the Procurement and disposal unit after a stated period of use.

Such measures serve to ensure that the quality of cleaning services delivered meets the required expectations.

On documentation respondents were posed with a statement whether there is a reliable management information system for the effective quality cleaning services where by 52% were in agreement, 31% neutral and 17% were in disagreement.

Figure 4.12 There is a reliable management information system



Source: Primary Data

Further still, the documentation by the procurement officer ensures effective quality cleaning system where by 56% were in agreement, 25% neutral and 19% in disagreement.

This meant that parliament had a reliable management information system for effective quality of cleaning services which is electronic and that documentation by procurement office ensures effective quality cleaning system. It therefore implied that documentation was central in post procurement contract administration by the Parliamentary service commission.

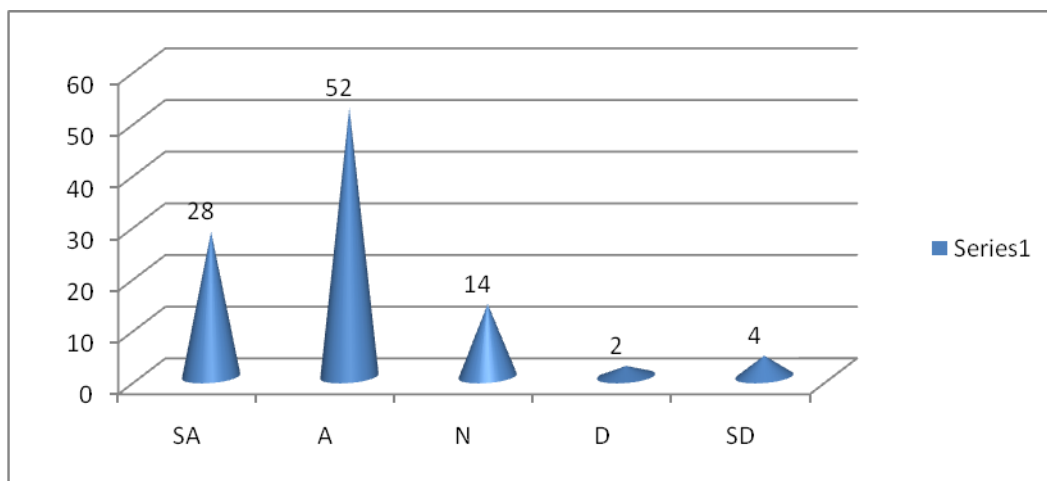
In an interview, it was further confirmed that;

Documentation is important especially to cross check that the goods and services are provided as per document specifications. It also enables the procurement disposal unit to keep track of service delivery standard and performance of firms that are awarded contracts for provision of cleaning services.

The practice of documentation ensures easy follow up, but also serves as a constant reminder to the contractors of their obligations and the likely consequences in case of breach of contract and this helps to ensure quality service delivery.

As to whether the mode of payment to suppliers of cleaning services affects the quality of cleaning services, it was found that, 58% were in agreement, 27% neutral and 16% in disagreement.

Figure 4.13 Timely payment increases efficiency

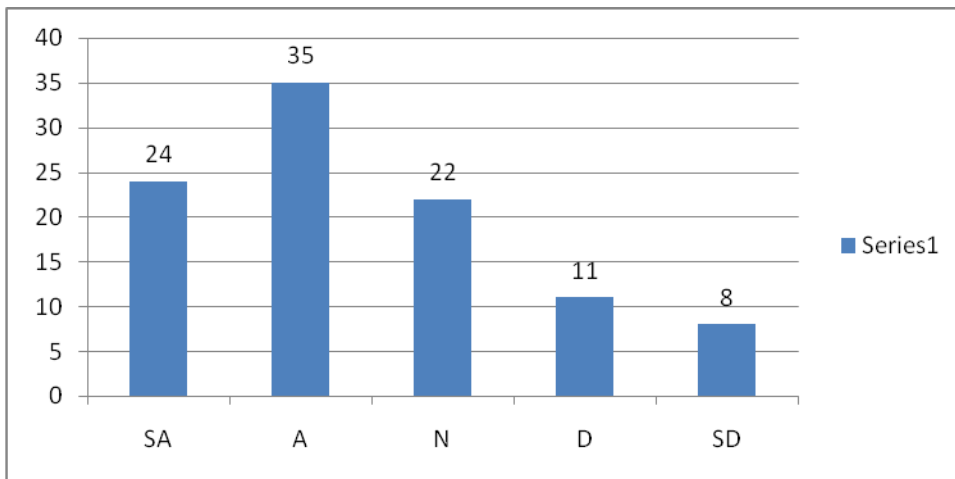


Source: Primary Data

This means that timely payments are critical factor in provision of timely and efficient cleaning quality of cleaning services. This therefore implies that the Parliamentary-Service Commission upholds the quality cleaning services. Since cleaning is a mandatory requirement, quality cleaning services is not an exception and if not done instant termination of concerned employees is done. In an interview with the parliamentary representative it was made clearer that, *“payment is done at quarterly basis and through the general government payment method of direct electronic funds transfer on recommendation from the contract manager that she/he is satisfied with the services.”*

As to whether the Parliamentary service commission terminates contracts when companies fail to deliver quality cleaning services, 59% were in agreement, 22% neutral and only 19% disagreed.

Figure 4.14 Parliamentary commission terminates contracts when companies fail to deliver quality cleaning services



Source: Primary Data

4.4.2.1 Correlation between Procurement, contract administration, and quality of cleaning services

A Pearson correlation technique was run and the emerging results were obtained from which the researcher analyzed the relationship between the two variables.

Table 10: Correlation results for Procurement contract administration and quality cleaning services

Correlations		
		Cleaning
Contract	Pearson Correlation	.519**
	Sig. (2-tailed)	.000
	N	105
**. Correlation is significant at the 0.05 level (2-tailed).		

Results from the correlation Table 4.8 reveal the Pearson correlation $r = (.519^{**})$, sig value $p > 0.05$, (.000), at 95% confidence level (n=105). The finding shows a positive relationship between procurement contract administration and quality cleaning services. This implied that procurement and contract administration once implemented objectively have a strong impact on quality cleaning services.

4.4.2.2 Regression results for procurement and contract administration

A regression technique (model summary) was run to analyze the percentage effect of the procurement and contract administration had on quality cleaning services and the results that emerged are presented in Table 11 below:

Table 11: Model Summary results for procurement contract administration and quality cleaning services.

Model summary

Model	R	R Square	Adjusted R Square	Standard deviation. Error of the Estimate
1	.519 ^a	.269	.262	.61676

a. Predictors: (constant), Procurement contract administration

Source: Primary data

The model summary Table 11 above revealed a correlation coefficient (R), using the predictor procurement contract administration, was .519^a, adjusted R squared of .262 and standard error of estimate value of .61676. This implied that 26.2% (.262*100% effect on quality cleaning services was explained by procurement contract administration, while the remaining percentage variations of (74.8%) were explained by other factors.

Hypothesis two

The null hypothesis was that “there is no relationship between procurement contract administration and quality of cleaning services.”Therefore, on that premise, the null hypothesis was rejected and the alternative hypothesis that “procurement contract administration had a positive relationship with the quality cleaning services in the precinct of Parliament of Uganda” was adopted.

Conclusion on the Effect of Contract Administration on the Quality of Cleaning services at the Parliament of Uganda

After hypothesis testing the researcher concludes that “there is a positive relationship between procurement contract administration and quality of cleaning services at the

Precinct of Parliament of Uganda”. The hitherto held null hypothesis that: “there is no relationship between procurement contract administration and quality of cleaning services at the Precinct of Parliament of Uganda” was rejected.”

With 66% of the respondents agreeing that risks were assessed and with a high figure of standard deviation of 1.062, the study concludes that the Parliamentary Commission performed contract risk assessment but not satisfactory.

Findings reveal that 48% of the respondents agreed that delivery follow up was done while 35% were neutral and 23% disagreed, the study concludes that there was inadequate follow up of suppliers to ensure that they delivered services on time.

Since 70% of the respondents were in agreement that procurement guidelines existed, the study concludes that quality was assured to some extent and needs improvement.

Study findings show that 52% of the respondents agreed that there an information system in place while 31% were neutral and 17% were in disagreement, the researcher therefore makes a conclusion that there was not a reliable management information system for the effective monitoring of quality cleaning services.

Contract management entails follow which includes terminating contracts which are delayed or are questionable. Findings reveal that only 59% of the respondents agreed that the Parliamentary service commission terminates contracts when companies fail to deliver quality cleaning services. The researcher concludes that this aspect does not seem to be satisfactorily handled.

4.4.3 Procurement solicitation process and its effect on the cleaning services at the parliament of Uganda.

Respondents were requested to indicate their perceptions on procurement solicitation.

Results are portrayed in the table below;

Table 12: Showing the descriptive statistics on procurement solicitation planning.

Procurement solicitation planning	Percentage response (%)					Mean	Std Dev
	SA	A	N	D	SD		
Budget formulation in parliament is participatory.	20%	41%	24%	10%	6%	3.60	1.088
Participatory budget formulation leads to performance of parliamentary quality cleaning services.	16%	55%	19%	6%	4%	3.74	.931
Parliamentary commission holds public officials accountable for misuse of allocated resources.	27%	39%	17%	9%	9%	3.67	1.206
Parliamentary commission contracts highly qualified experienced staff to offer better quality cleaning services.	18%	41%	21%	13%	7%	3.50	1.136
Parliamentary service commission is always awareness of the required amount of goods needed to enhance quality cleaning services.	13%	51%	22%	7%	7%	3.58	1.026
Parliamentary service commission is aware of estimated fund for the next financial year for quality cleaning services.	36%	38%	17%	5%	4%	3.98	1.038
Parliamentary service commission involves all stakeholders in pricing to encourage transparency.	10%	37%	28%	14%	11%	3.19	1.153
Parliamentary service commission makes cleaning mutual price information available to all suppliers for better service provision.	13%	42%	30%	8%	8%	3.46	1.065

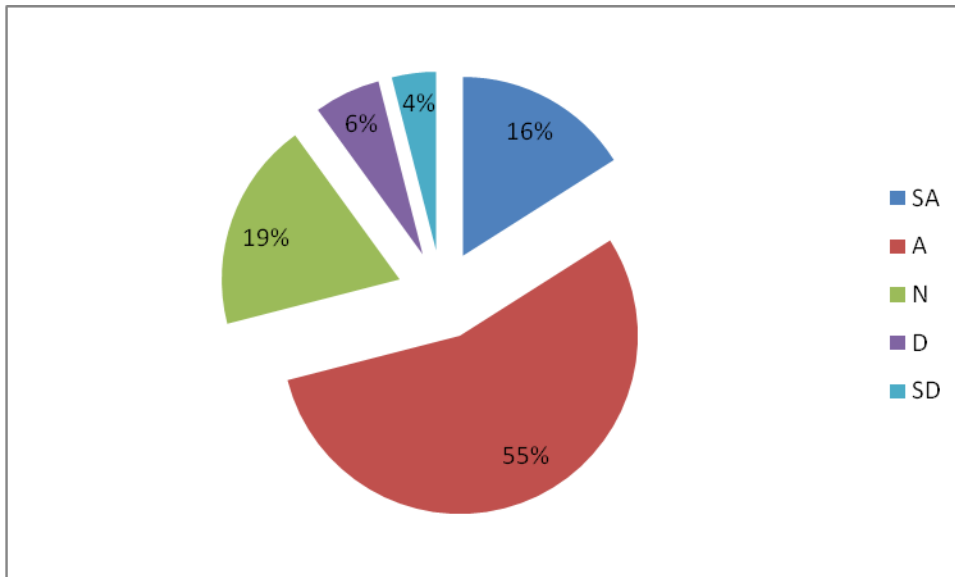
Source: Primary data

The third dimension of independent variable was procurement solicitation planning, conceptualized as budgeting, requirement determination, and value analysis, forecasting, and pricing strategy.

Participatory budgeting is a precursor to obtaining quality services because several critical minds with varied experiences and expertise come together to produce a better budget. The researcher held participatory budgeting as important and therefore fronted a question on it. Findings on whether budget formulation in parliament was participatory showed that (61%) were in agreement, 24% were neutral and 16% were in disagreement.

This finding is summed up on figure 4.15 below

Figure 4.15 Participatory budget formulation leads to performance of parliamentary quality cleaning services



Source: Primary Data

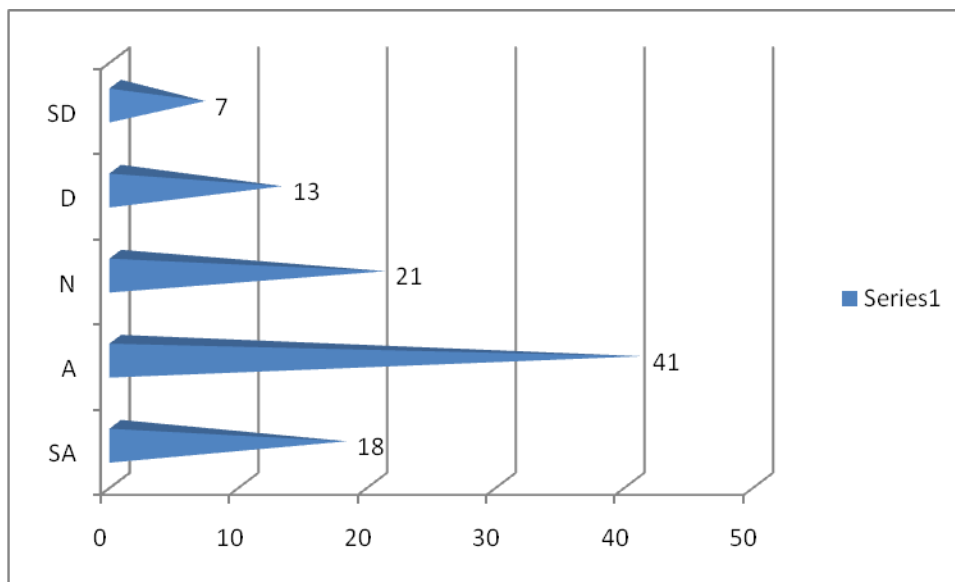
This was a general opinion by all the respondents with a mean value indicating agreement and therefore meant that the budget concerning quality cleaning services is done in a participatory manner and hence indicating transparency by the parliamentary service commission. Since the budget formulation concerns all stakeholders, it wins most of the people's will and is likely to register the required quality of cleaning services. The parliamentary service commission has a mechanism of punishing the people responsible

for misappropriation of the allocated resources. This implied that budgeting under procurement solicitation planning was done objectively.

In an interview, one Parliamentary Commissioner revealed that the budget formulation process for procurement was entirely dependent upon the user department basing on an annual budget of the previous year's budget and budget performance. The user or individual departments develop their own budgets which are fed into the organizational budget which then guides the formulation of the entity's procurement plan.

The view that the Parliamentary service commission contracts highly qualified and experienced staff to offer better quality cleaning services, the results showed that 59% were in agreement, 21% neutral and 20% in disagreement.

Figure 4.16 Parliamentary commission contracts highly qualified experienced staff to offer better quality cleaning services



Source: Primary Data

This meant that the Parliamentary service commission considers competence and experience in the bid to ensure best service providers. This implied that the parliamentary

commission may not have been doing thorough investigation on the experience to determine the credibility of the company to be hired for cleaning services.

In a key informant interview the Parliamentary Commissioner however suggested that thorough background checks were done before contracting service providers by saying that:

Before the contracts committee determines the company to offer cleaning services, the company bidding must be tax compliant and provides trading licenses with tax clearance certificate, well registered with a registration certificate, shows evidence of past experience and demonstrate that they will be in position to provide quality services

The above checks help to ensure that the quality of services delivered meet the required standard.

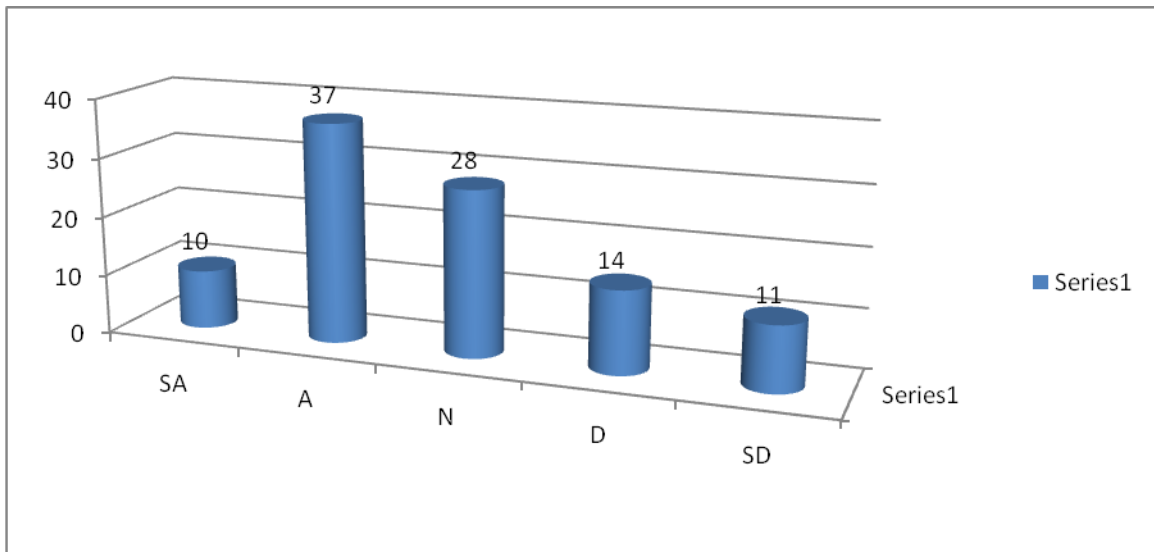
As to whether the Parliamentary commission is always aware of the required amount of goods needed to enhance quality of cleaning services, 64% were in agreement, 22% neutral and 14% in disagreement. This meant that the commission is aware of the amount of goods needed to ensure cleaning services within the precinct of the parliament. This implied that the Parliamentary Commission does the study to predict with accuracy the exact amount that is always needed to ensure quality cleaning services. In an interview with one of the respondent, it was revealed that the contracts committee looks at the previous budget and the current trend at which the Uganda currency depreciates and come up with a particular agreed upon figure that would in turn register efficient and effective services.

Concerning whether Parliamentary Commission was aware of the estimated fund for the subsequent financial year for quality cleaning, 74% were in agreement, 17% neutral and 9% in disagreement. This meant that the Parliamentary Commission is keen on predicting the tentative funds that could be required for ensuring the quality cleaning services since

it's a very crucial area that has to be constantly catered for. This implied that the parliamentary service commission does forecasting of the tentative funds to be used in the subsequent financial year. In an interview with parliamentary commission representative, it was revealed that contracts committee often looks at the previous budget and how the performance was underlying the quality cleaning services.

In line with the pricing strategy, the Parliamentary commission involves all stakeholders in pricing to encourage transparency and it was shown that 47% were in agreement, 28% neutral, and 25% in disagreement.

Figure 4.17 Parliamentary service commission involves all stakeholders in pricing to encourage transparency



Source: Primary Data

This meant that to some extent the parliamentary commission does not involve all stakeholders in pricing. This implied that there is a problem with transparency. In the same way, as to whether the Parliamentary commission makes price information

available to all suppliers for better service provision, it was disclosed that 55% were in agreement, 30% neutral and 16% in disagreement.

4.3.1.1 Correlation between procurement solicitation planning and quality cleaning services

A Pearson correlation technique was run and results got were used by the researcher to find out whether a relationship existed between procurement solicitation planning and quality cleaning services as revealed in the table 13 below;

Table 13, showing a correlation between procurement solicitation planning and quality cleaning services

Correlations		
		Cleaning
Solicitation	Pearson Correlation	.522**
	Sig. (2-tailed)	.000
	N	105
**. Correlation is significant at the 0.05 level (2-tailed).		

Source: Primary data

Table 13 above, shows correlations results between procurement solicitation planning and cleaning services in the precinct of the Parliament of Uganda. The findings reveal that the Pearson correlation ($r = .522^{**}$), sig value $p < 0.05$, at 95% confidence level (**.000**), sample size ($n=105$). Procurement solicitation planning indicated a positive and statistically significant correlation with quality cleaning services. This implied that the more solicitation planning in place at the parliament of Uganda positively impacts quality cleaning services.

4.4.3.2 Regression results for procurement solicitation planning and quality cleaning services.

A regression technique (model summary) was run to examine the percentage effect that procurement solicitation planning had on quality cleaning services and the results that emerged are presented in the table 14 below.

Table 14: Model summary results on procurement solicitation planning and quality cleaning services

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 ^a	.273	.266	.61510

a. Predictors: (Constant), procurement solicitation planning

The model summary Table 14 above, reveals a correlation coefficient (R), using the predictor; Procurement solicitation planning that was at .522^a, adjusted R squared of .266 and Standard error of estimate value of .61510. This implied that 26.6% (.266*100%) effect on quality cleaning services was explained by Procurement solicitation planning, while the remaining percentage variations of (73.4%) were explained by other factors.

Hypothesis three

The null hypothesis was that solicitation process does not affect the quality cleaning services. However, after testing and analyzing variables, the researcher found out that solicitation process affected quality cleaning services and therefore, the null hypothesis that solicitation planning does not affect quality cleaning services was rejected.

Conclusion on Procurement Solicitation Process and its Effect on the Cleaning Services at the Parliament of Uganda

The null hypothesis held before the commencement of the study: “solicitation process does not affect the quality cleaning services”, was rejected after testing and the alternative: “there is a positive relationship between Procurement Solicitation Process and it has effect on the Cleaning Services at the Parliament of Uganda”, was adopted.

Response to a question on whether budget formulation in parliament was participatory showed that (61%) were in agreement, 24% were neutral and 16% were in disagreement. This result makes the researcher to conclude that budget formulation was not satisfactorily participatory because a sum of approximately 40% of the respondents disagreed and were neutral.

This study concludes that the Parliamentary service commission did not contract highly qualified and experienced staff to offer better quality cleaning services because findings showed that only 59% were in agreement whereas a sum of 41% disagreed and were not sure.

In regard to pricing the researcher concludes that this was inadequately done because only 47% of the respondents agreed that the Parliamentary commission involved all stakeholders in pricing in a bid to encourage transparency.

Owing to the finding that only 55% of the respondents agreed that the Parliamentary commission makes price information available to all suppliers for better service provision, the researcher concludes that there seemed to be limited transparency on the part of the Parliamentary Commission.

4.4 Quality of Cleaning Services

The measure the quality cleaning services, timeliness, efficiency, effectiveness and accessibility of logistics were the units used, out of which the statements were posed as in the table15 below;

Table 15: The Quality of Cleaning Services

The Quality Cleaning Services	Percentage Response (%)					Mean	Std Dev
	SA	A	N	D	SD		
Floor is always cleaned without stain.	11%	47%	22%	13%	8%	3.39	1.087
The lavatories are without stench after cleaning.	24%	43%	11%	13%	9%	3.60	1.229
There are air fresheners, harpic, vim and toilet tissues in the lavatories.	20%	38%	17%	13%	11%	3.42	1.269
Cleaning materials are always brought in time.	15%	44%	20%	11%	11%	3.43	1.184
Service providers always clean in time.	17%	48%	21%	6%	9%	3.59	1.107
Cleaners have to check on the lavatories after two hours.	20%	29%	29%	11%	11%	3.34	1.247
The services delivered by service providers commensurate to the budgeted funds	17%	39%	23%	11%	10%	3.43	1.184
The qualities of services are commensurate with the labor force used by the service providers.	15%	46%	22%	8%	10%	3.50	1.136
The ratio of service providers in a day provides timely quality cleaning services.	14%	41%	29%	12%	4%	3.50	1.011
The products used by cleaning agents enhance provision of quality cleaning services.	17%	49%	17%	11%	7%	3.59	1.098
The budget for procurement of the cleaning materials translates into quality cleaning services.	16%	53%	24%	3%	4%	3.75	.896
The work environment in the parliament enhances quality cleaning services.	29%	45%	15%	7%	5%	3.86	1.060
There are enough toilet utensils in the lavatories.	28%	37%	17%	10%	9%	3.66	1.223
There is enough combat acid to clean marble stained tiles.	17%	31%	30%	7%	15%	3.29	1.269
There are enough cleaning equipment to clean the floor and carpet.	17%	32%	26%	13%	11%	3.30	1.234

Source: Primary data

The quality of cleaning services and the dependent variable according to the researcher was broken down under smaller units of study. The units of study included quality of the cleaning services, timeliness, efficiency, effectiveness, and accessibility of logistics to ensure quality cleaning services.

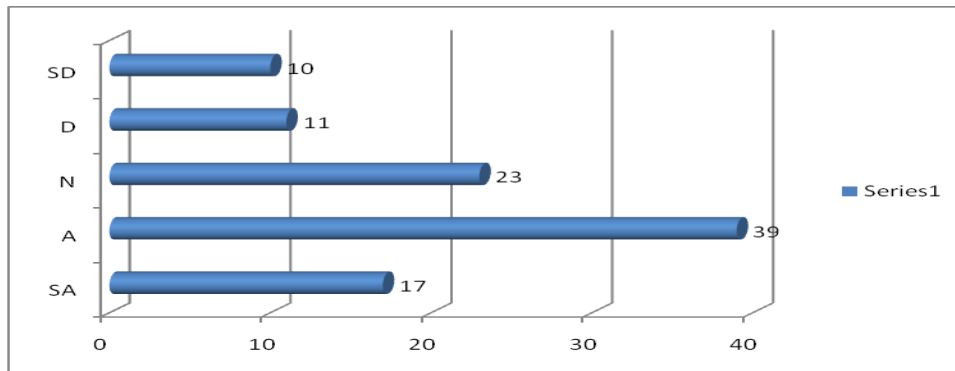
Concerning quality of cleaning services, it was found that the floor is always cleaned without stain of which 58% respondents were in agreement, 33% neutral and 21% disagreed. On whether lavatories are without stench after the cleaning of which 67% respondents were in agreement, 11% neutral, and 22% disagreed. Again still on another statement concerning the same unit of measurement on quality, respondents were posed with yet another statement as to whether there are air fresheners, harpic, vim and toilet tissues in the lavatories of which 58% were in agreement, 11% neutral and 24% disagreed. This meant that the floor is to some extent without stains, the lavatories are without stench and the air fresheners, harpic, vim and toilet tissues in lavatories are sometimes available. The quality seems not to be satisfactory as expected in the Parliament of Uganda. This is due to the standard deviation figures on quality which are far greater than one. This indicates the divergence in the respondents' opinion showing that the quality of cleaning is to a great extent commendable. In an interview with the Parliamentary representative, it was confirmed further that there is close supervision team of the services provided since the contracts have a monitoring person known as the contract manager to ensure that cleaning services are kept.

Furthermore, the respondents were posed with another question on whether cleaning materials are always brought in time of which 59% were in agreement, 20% neutral and 22% disagreed. On whether service providers always clean in time, 65% respondents agreed with the statement whereas 20% neutral and only 15% in disagreement. And lastly on the underlying timeliness, the respondents were posed with yet another question on whether regularly cleaners check on the lavatories for every two hours, findings showed that 49% were in agreement, 29% neutral and 22% disagreed.

This meant that cleaning materials are brought in time, so that the cleaners do their work in time and some responsible service providers in particular work in key areas like lavatories that attract more emphasis by their supervisors. In an interview with the Parliamentary Commission representative, it was said by an administrator that there are availability of contact managers to guide the procured service providers and in liaison with the supervisory skills of the Parliamentary Office Supervisors. The contract management reports by the user department have to be submitted to the procurement disposal unit.

The respondents were asked whether the services delivered by service providers were commensurate to the funds the parliamentary commission's budget for cleaning of which 56% were in agreement, 23% neutral and 21% in disagreement.

Figure 4.18 the services delivered by service providers commensurate to the budgeted funds



Source: Primary Data

Further still another posed question was whether the quality of services are commensurate with the labor force used by the service providers of which 61% were in agreement, 22% neutral and 18% in disagreement. Another query was to whether the ratio of service providers in a day timely quality cleaning services of which 55% respondents were in agreement, 29% neutral and 16% in disagreement. This meant that the provided cleaning services provided were commensurate with the money budgeted for much as the Parliamentary commission does not find out from the real people who do the cleaning. The ratio of cleaners to areas within the precinct of parliament for cleaning tally with the service providers deployed to do specific tasks without over working them.

This implied that there is efficiency in the provision of cleaning quality of cleaning services. In an interview with the parliamentary service representative it was revealed that,

Contract management reports are essentially used to ensure non poor performing firms are blacklisted. Also the bid document is designed in such a way as to ensure that any

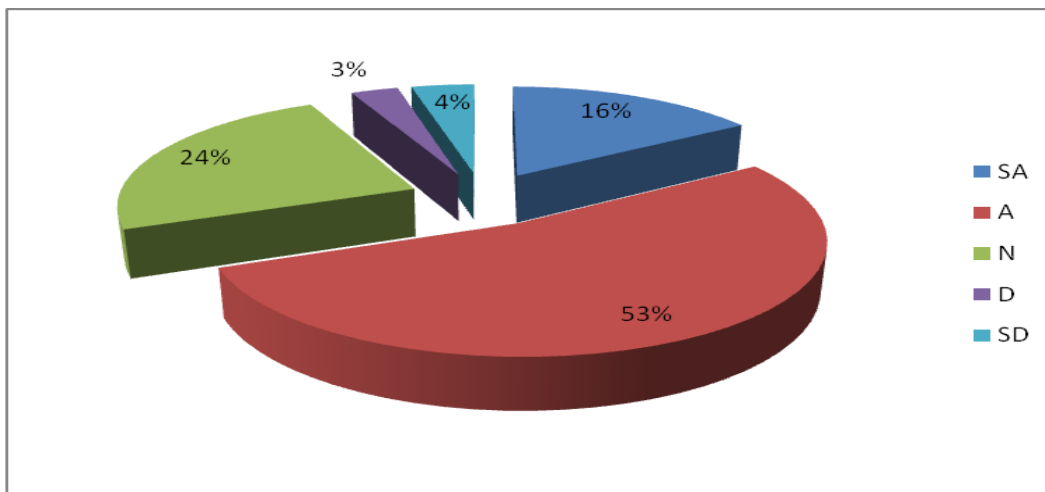
successful bidder is capable of giving efficient services and lastly the commission does not pay for anything until deliveries are made and a recommendation of satisfaction is provided

This serves to conclude that the quality of cleaning services offered met the required standards set at Parliament.

In line with the effectiveness, the respondent were asked whether the products used by the cleaning agents enhance quality cleaning services of which 66% were in agreement, 17% neutral and 18% in disagreement.

As to whether the budget for procurement of the cleaning materials translates into quality cleaning services of which 69% respondents were in agreement, 24% were neutral and 7% were in disagreement.

Figure 4.19 The budget for procurement of the cleaning materials translates into quality cleaning services



Source: Primary Data

Lastly on whether the work environment in the parliament enhances quality cleaning services of which 74% were in agreement, 15% neutral and 12% in disagreement. This

meant that quality products are procured for cleaning and the good work environment in parliament enhances quality cleaning services. This implied that products used to clean the precinct of parliament are of high quality materials. In an interview with the parliamentary commission representative, it was revealed that the quality of services is fair though there is need for further improvement in some areas like in time, personnel and financial management.

Concerning accessibility of logistics, there are enough toilet utensils in the lavatories, 65% respondents were in agreement, and 17% neutral and 19% disagreed. On whether there is enough combat acid to clean marble stained tiles 48% of respondents agreed, 30% disagreed, and 22% were in disagreement. In addition whether there are enough cleaning equipment to clean the floor and carpet 49% of the respondents agreed, 26% were neutral and 24% in disagreement. This meant that toilets utensils in lavatories are provided at all times. But some materials seem not to be forthcoming like combat acid for the tiles and floor carpets because the accessibility of the required equipment is not plentiful in Uganda. In an interview with the parliamentary commission representative, it was revealed that on a number of occasions, the budget is not adequate and yet the most service providers are after maximizing profits and they will always procure the cheapest cleaning material hence compromising with the quality cleaning services in the precinct of the Parliament of Uganda hence rendering it below international standards.

Conclusion on Quality of Cleaning Services

The researcher concludes that cleanliness at the Parliament of Uganda was unsatisfactory because only 58% agreed the floors were without stains, 67% agreed that lavatories are without stench after the cleaning and only 58% agreed that lavatories had air fresheners, harpic, vim and toilet tissues. It was also revealed that cleaning was not done on time because only 65% of the respondents agreed that service providers always cleaned in time.

The researcher concludes that value for money was not realized because only 56% of the respondents were in agreement, that services delivered by service providers were commensurate to the funds the parliamentary commission budgeted for cleaning.

In light of the finding that 69% respondents were in agreement, 24% were neutral and 7% were in disagreement that the budget for procurement of the cleaning materials translates into quality cleaning services, the research concludes that the budget did not adequately meet the demand for quality cleaning materials.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary, discussion of findings, conclusions from findings; and recommendations of this study which aimed at examining the procurement management practices and cleaning services in the precinct of parliament.

5.2.1 Procurement source selection and quality of cleaning services at the precinct of Parliament of Uganda

The results revealed that there was a positive relationship between procurement planning and quality cleaning services at the precinct of Parliament of Uganda.

This was observed from the correlation results that indicated a positive and statistically significant correlation, with a coefficient of 0.450** at a significant level of 0.05. In addition, the descriptive statistics showed that on the parliamentary commission efficiently manages the distribution system; publishes contracts and bidders competencies are in place from which the Parliamentary commission determines to choose the best service provider.

5.2.2 Procurement contract administration and quality of cleaning services at the precinct of Parliament of Uganda

The study findings revealed that contract administration indicated a strong positive and statistically significant correlation with quality of cleaning services, with a coefficient of

.519** at 0.05 significance level. The contract administration was studied through the assessment of the contract risk, delivery follow up, testing and quality assurance and documentation and payment. It was further established that the Parliamentary Commission has a guideline for ensuring quality cleaning services. However, with the underlying contract risk; it was found out that though the Parliamentary Commission does contract risk assessment on delivery follow up, contracted companies do not deliver in time. Following up on suppliers was found to be of importance and crucial in improving the contracted company's efficiency.

It was further discovered that the Parliamentary commission had a reliable management information system for effective quality cleaning services. Documentation was electronic and ensured effective quality record keeping. The parliamentary commission ensured that timely payment was a sure factor for improving efficiency of quality cleaning services and the mode of payment to service suppliers impacted positively to the offered quality of cleaning services provided.

5.2.3 Procurement solicitation planning and quality cleaning of services at the Precinct of Parliament of Uganda

The findings of the procurement solicitation planning were studied in terms of budgeting, requirement determination, value analysis, forecasting and pricing strategy. Correlation results revealed that solicitation planning indicated a positive and statistically significant correlation with quality of cleaning services, with a Pearson Correlation coefficient of .522** at a significance level of 0.05.

In addition, it was noted that the budgeting concerning quality of cleaning services was done in a participatory manner that ensured transparency and the budget formulations concerned all the stakeholders, hence winning their will to register ideal performance.

Furthermore, the parliamentary service commission predicted the tentative funds that were required for ensuring quality cleaning services.

5.3. Discussion

5.3.1 Procurement source selection and quality of cleaning services at the precinct of Parliament of Uganda

Results concerning procurement source selection indicated a positive and statistically significant correlation with the quality of cleaning services. The results were in agreement with Pearson (1995) who observed that price, quality, delivery, reliability and availability all together affect the quality of a product.

The Parliamentary Commission efficiently manages the distribution system to ensure quality cleaning services. This was in line with the views of Leejunli (2008) who postulated that efficient source selection process needs to be in place for the successful supply chain management since organizations have realized that they can sustain the cost and improve their quality of service by concentrating on their purchasing and supplier management.

The findings of this study established that contract pricing is vital in identifying the right suppliers and it encourages contractors to deliver efficiently and effectively. The above salient issues as found out in the study were in line with what Sonmez (2006) who propounded that companies assume that proper supplier selection would help to reduce

product and material costs while maintaining high levels of quality and after sales services.

Manahan (2007), added that a 5% improvement in supply saving can help organizations to boost up their operating profits by 1-3%. Besides, supplier selection is a crucial in purchasing the activity for many firms as it could improve on the firm's resources and core competencies. Kannan, et al,(2006) found out that the supplier location determines the kind of company to select when identifying right suppliers of the materials to be used. To sustain effective and reliable sources of suppliers, the buyers should carefully select their suppliers and evaluate them regularly. This evaluation has to be backed up with regular reports, transparent methods of monitoring systems, and annual external audit reports of the procurement and accounts records to increase efficiency.

5.3.2 Procurement contract administration and quality of cleaning services at the precinct of Parliament of Uganda.

The Pearson correlation results showed that contract administration had a statistically significant relationship with the quality of cleaning services. In line with the findings, the OECD/EU (2011) confirms the statistical finding that contract administration covers the formal governance of the contract and any permitted changes during the life of the contract. In addition, the SIGMA public procurement training manual (2011) reveals that contract management ensures that the everyday aspects of making the contract run effectively and efficiently are taken care of. This cannot leave out the unit of measurement in this particular variable that include delivery follow up, testing, quality assurance of the service provided, documentation, and payment for the services of the contractors. The training manual further still stresses mutual trust and understanding,

openness and excellence of communication which is very particular in ensuring smooth management of delivery which was done by the Parliamentary Commission that follows up to deliver in time. Suppliers were found to be of importance and in improving contracted company's efficiency.

It was further noted that the Parliamentary Commission has a guideline to ensure provision of quality cleaning services. This stresses testing and quality assurance of the service provided within the precinct of Parliament. In the same breath, the SIGMA Public Procurement Training Manual (2011), assert that contract administration involves an interface of the contractor and contracted through channels like inaugural or initial meetings, ongoing contract management, issue back log review meetings, contract performance controls, service level agreements, risk and risk management among others. Results further showed that Parliamentary service commission ensured that effective documentation was done and had a reliable management information system for effective quality cleaning services. Documentation was done to aid effective delivery for any ongoing contract. The findings were supported by The Administration Booklet (2011) which commends; monitoring and follow up monitoring, monitoring by exception, scheduled monitoring, random monitoring among others as monitoring techniques that need to be ensured during contract administration for effective service delivery.

5.3.3 Procurement solicitation planning and quality of cleaning services at the precinct of parliament of Uganda.

The results underlying procurement solicitation planning were solicited in terms of budgeting requirement determination, value analysis, forecasting and pricing strategy. Findings revealed that at the Parliament of Uganda, each user department prepares a multi-annual work plan for procurement based on the approved budget, which is submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities. A procurement plan is integrated into the annual and multi-annual sector expenditure program to enhance financial predictability, accounting, and control over procurement budgets.

In addition, results showed that competence and experience in the bid to ensure good service providers was a major consideration. This is was in agreement with Agaba et al, (2007) who stressed that it is a role of each entity in the user department to define its procurement requirements, identifying all of the items they need to procure. In the same way, the Parliament of Uganda creates a sound financial justification for procurement, lists all the tasks involved in procuring their services, schedules tasks by allocating timeframes and resources.

It was further noted that Parliamentary Commission because was aware of the amount of goods needed for cleaning services within the precinct of the Parliament. This was in line with Regulation 227 of the PPDA Regulations (2006) which proposes that estimating the value of the works, services, or supplies required and confirming the availability of funds, a procuring entity ensures that the estimate is realistic and based on up-to-date

information, technical advice is sought, and the confirmation of availability of funding; takes into account the total acquisition cost. This can serve to ensure quality cleaning services.

The Parliamentary commission predicted the tentative funds that were required for ensuring quality cleaning services since the procurement and disposal unit uses the combined effort to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year (section 96 of the PPDA regulations - 2006), this was postulated to improve the quality of cleaning services. However; one wonders why the quality of cleaning services at Parliament of Uganda faces challenges yet all these are in place. The challenges could be attributed to the pricing strategy where by the Parliamentary Commission did not involve all the stakeholders in pricing. This was an indicator of lack of transparency much as it was agreed by many respondents that pricing information was disclosed to the suppliers.

5.4. Conclusions

5.4.1 Procurement source selection and quality of cleaning services at the precinct of Parliament of Uganda

Hypothesis testing showed that there was a positive relationship between source selection and quality of cleaning services in the Precinct of Parliament of Uganda. The null hypothesis which was held before the study that: “there is no relationship between procurement source selection and quality cleaning services”, was rejected.

Since 76% of the respondents agreed that that the Parliamentary Commission had a system in place that guided its procurement for cleaning services, this study concludes that procurement process at the Parliament of Uganda was professionally done.

Owing to the study findings which showed that 80% of the respondents agreed that the Parliamentary Commission was following good cleaning material procurement and basing on the finding that 87% of the respondents agreed that the Parliamentary Commission published an advance contract award notice, the researcher therefore concludes that the Parliamentary Commission was transparent and professional in its procurement dealings.

The researcher further concludes that the Parliamentary Commission procured better quality services and realized value for money because it was able to attract a vast array of suppliers from whom it chose better services because 78% of the respondents agreed that there was competitive bidding.

In light of the finding that 66% of the respondents agreed that external audit services were utilized by the Parliamentary Commission, the researcher concludes the Parliamentary Commission fairly transparently evaluated whether its procurement processes used resources efficiently and effectively.

Generally, the findings pointed out that specification under procurement source selection was done in a transparent way and the Parliamentary commission advocates for good cleaning materials. The method used in procurement source selection was perceived by most respondents as acceptable and objective. In addition, it was noted that contract

pricing was actually carried out by the Parliamentary commission and was very instrumental due to its centrality in the determination of the right supplier and also helpful in pre-determining the kind of service to be delivered.

Further, evaluation of the procurement source selection was done by the Parliamentary commission and was observable through regular reports, transparent monitoring system and annual external audit done to all procurement offices, accounting records, and punishing all those who try to misappropriate resources. Therefore, this means that the more the selection of best service provider the more quality, timeliness and reliable, efficient and effective services, accessibility and availability and adequacy of cleaning logistics in the precinct of Parliament of Uganda.

5.4.2 Procurement contract administration and quality cleaning services at the precinct of Parliament of Uganda.

The null hypothesis that: “there is no relationship between procurement contract administration and quality of cleaning services at the Precinct of Parliament of Uganda”, that was held before the commencement of the study was rejected,” because after testing it was found that there was a positive relationship between procurement contract administration and quality of cleaning services at the Precinct of Parliament of Uganda.

This study concludes that there was not satisfactory risk assessment before because a sum of 34% respondents disagreed and was neutral and only 66% agreed and that risks were assessed and a high figure of standard deviation of 1.062.

Since findings reveal that 48% of the respondents agreed that delivery follow up was done while 35% were neutral and 23% disagreed, the researcher concludes that there was inadequate follow up of suppliers to ensure that they delivered services on time.

Basing on the finding that 70% of the respondents were in agreement that procurement guidelines existed, the study concludes that quality was assured to some extent and there was room for improvement.

In view of the study findings which showed that 52% of the respondents agreed that there was an information system in place while 31% were neutral and 17% were in disagreement, the researcher therefore concludes that there was not a reliable management information system for the effective monitoring of quality cleaning services.

In light of the finding that a sum of 41% of the respondents disagreed and were neutral and only 59% of the respondents agreed that the Parliamentary service commission terminates contracts when companies fail to deliver quality cleaning services, the researcher concludes that the Parliamentary service commission was not satisfactorily playing its role of contract monitoring.

5.4.3 Procurement solicitation planning and quality cleaning services

The result showed that procurement solicitation planning is a must consideration if quality cleaning services is to be achieved. This means that participatory budgeting was objectively done and there was mechanism of bringing to book responsible for fund misappropriation of funds. The Parliamentary commission does thorough investigation on the experience to determine the credibility of the company to be hired for provision of

quality of cleaning service, Value analysis was done through feasibility study to predict the accuracy of the exact amount that is always needed to ensure quality cleaning services . This means that procurement officers at parliament therefore do follow effective quality cleaning system for efficient work.

After hypothesis testing it was concluded that: “there is a positive relationship between Procurement Solicitation Process and it has effect on the Cleaning Services at the Parliament of Uganda”. The null hypothesis was therefore rejected and the alternative was adopted

The researcher concludes that the budget formulation process at the Parliamentary service commission was not sufficiently participatory because a sum of 40% of the respondents disagreed and was neutral.

On the basis of the finding that a sum of 41% of the respondents disagreed and were neutral and only 59% agreed that the Parliamentary service commission contracted highly qualified and experienced staff to offer better quality cleaning services, the researcher concludes that the Parliamentary service commission did not contract services of highly qualified service providers.

This study concludes that pricing was inadequately done because only 47% of the respondents agreed that the Parliamentary commission involved all stakeholders in pricing in a bid to encourage transparency.

On the basis of the finding that only 55% of the respondents agreed that the Parliamentary commission made price information available to all suppliers for better service provision, the researcher concludes the Parliamentary Commission was not adequately transparent.

5.5 Recommendations

5.5.1 Procurement source selection and quality of cleaning services at the precinct of Parliament of Uganda

Procurement source selection at parliament of Uganda should be further improved to enhance quality cleaning services. The heads of procurement and disposal unit should execute duties and roles on behalf of the Parliamentary commission while considering qualifications in public procurement and management and lastly the required experience should be another consideration. This can be achieved through better methods of source selection, contract pricing, supplier location and evaluation.

Since 76% of the respondents agreed that that the Parliamentary Commission had a system in place that guided its procurement for cleaning services, the researcher recommends that procurement process at the Parliament of Uganda should futher be improved.

In light of the finding that 66% of the respondents agreed that external audit services were utilized by the Parliamentary Commission, the researcher recommends that the Parliamentary Commission should strengthen the aspect of external audit further in order to improve its transparency.

5.5.2 Procurement contract administration and quality of cleaning services at the precinct of Parliament of Uganda

In view of the study findings which showed that 52% of the respondents agreed that there was an information system in place while 31% were neutral and 17% were in disagreement, the researcher therefore recommends that the Parliamentary service commission should develop and implement a reliable management information system for the effective monitoring of quality cleaning services.

On the basis of the finding that a sum of 41% of the respondents disagreed and were neutral and only 59% of the respondents agreed that the Parliamentary service commission terminates contracts when companies fail to deliver quality cleaning services, the researcher recommends that the Parliamentary service commission should strengthen its role of contract monitoring.

Owing to the finding that a sum of 52% of the respondents disagreed and were neutral and only 48% agreed that delivery follow up was done, the study recommends that the Parliamentary service commission should strengthen its follow up of suppliers to ensure the services are delivered on time.

In broad sense procurement contract administration should be improved to enhance quality of cleaning services at the precinct of parliament of Uganda. The parliamentary commission should ensure that supervisory reporting is accurate, delivered on time and easy to read. There should be thorough knowledge about contract risk assessment and the

heads of department should be encouraged to continuously acquaint themselves with the PPDA act of 2014 and regulations through seminars and workshops.

The supervisors should be encouraged to go for supervisory skills training from reputable universities, and institutions like Uganda Management Institute. There should be harmony in solving problems of quality control system and the Parliamentary commission should stop depending on technical staff to determine the quality desired and come up with a specific quality control. Timely payment of service providers should be put into consideration for improving efficiency of quality cleaning services. Minutes should be taken, corruption be avoided and confidentiality kept.

In addition, one specification PP form 5 should be upheld and Electronic Funds Transfer (EFT) should be maintained as a mode of payment of service providers because it is an indicator of transparency during procurement. This should be improved through contract risk assessment, delivery follows up, testing and quality assurance, documentation, payment and contract termination.

5.5.3 Procurement solicitation planning and quality of cleaning services at the precinct of Parliament of Uganda

This study recommends the Parliamentary service commission should strengthen participatory budget formulation processes because a sum of 40% of the respondents indicated that the processes were not participatory by agreeing and choosing to be neutral when responding to the question of participatory budgets formulation.

In light of the finding that a sum of 41% of the respondents disagreed and were neutral and only 59% agreed that the Parliamentary service commission contracted highly qualified and experienced staff to offer better quality cleaning services, the researcher therefore recommends that the Parliamentary service commission should put better mechanisms in place for attracting highly qualified service providers.

Since only 47% of the respondents agreed that the Parliamentary commission involved all stakeholders in pricing, the researcher recommends that the Parliamentary service commission should adequately involve all stakeholders in pricing. On the basis of the finding that only 55% of the respondents agreed that the Parliamentary commission made price information available to all suppliers for better service provision, the researcher recommends that the Parliamentary Commission should adopt a more transparent approach to its procurement processes by improving its information sharing.

Generally, there is need to improve procurement solicitation planning at the precinct of Parliament of Uganda so as to enhance quality of cleaning services. Budget formulation should be participatory and the mechanism used should be upheld involving consultants and all stakeholders. An approach of thorough investigation of the experience to determine the credibility of the company to be hired for services should be upheld. Office supervisors should be brought on board by the contracts committee to seek their view before awarding contracts. Furthermore, previous budgets should not be fully followed up because the costs of various materials keep rising hence compromising with the standards of services.

The Parliamentary office supervisors in a particular area should be consulted by the contracts committee, share with them the challenges they face and seek for their opinion. The contracts committee should cause monthly meeting with staff who directly supervise work within the precinct of parliament before doing value analysis, forecasting of the budget and making pricing strategy.

5.6 Areas for further Research

This study mainly focused on factors inherent in procurement management and how they can affect the quality of cleaning services at the precinct of Parliament of Uganda, but did not focus on confounders such as corruption. Further research could be carried out on the effect of corruption and embezzlement on quality of cleaning services at Parliament of Uganda. The researcher also proposes a comparative study among East African countries Parliamentary Service Commissions in order to learn lessons and benchmark best practices on procurement of cleaning services.

5.7. Contribution of the Study

This research is ground breaking because it is the first of this nature to be conducted at the Parliamentary Service Commission of Uganda.

The study established that the lowest bidder is not necessarily the one to be awarded a contract. The study proposes other parameters for instance that the location of the bidder should be known and a team dispatched to benchmark the physical address and the places where such a firm has carried its previous and similar assignments.

5.8. Limitations of the Study

The study had some limitations which include: the methods, time scope, and geographic scope.

The study was limited to a cross sectional study and used tools that would gather data on cross sectional study. If other methods and tools were used it is possible findings could have been different.

The study was limited to the use of questionnaire and key informant guides. If other study had used other tools it is probable that findings could have been different.

The study was also limited to the Parliamentary Service Commission of the Republic of Uganda, had the study expanded its scope and carried out a comparative study with other Parliaments; the findings may have been different.

The study was limited to a time scope of the ninth Parliament which spans 2008 to 2013. Had the time scope been narrowed or expanded it is possible the findings could have been different.

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APPENDICES

Appendix I

Questionnaire

Dear répondants,

I am **SSEMUWEMBA CISSY** carrying out a research on how the Procurement Management Process and Quality Cleaning services in the precincts of Parliament of Uganda. You have been selected to participate in this academic endeavor by the researcher and you are humbly requested to fully answer the questionnaire. The study is strictly for academic purposes and will be treated with utmost confidentiality. Please do not indicate your name anywhere on the questionnaire. Your cooperation is highly appreciated.

Thank you

Section A: Background Information

Please tick in the boxes provided personal data

1. What is your Gender?

a) Male b) Female

2. What is your age?

a) Below 30 Years of age b) 31-40 Years
b) 41-50 Years of age d) above 51 years

3. What is your highest level of education?

a) Certificate b) Diploma c) Degree d) Post Graduate Diploma
Masters PhD

4. For how long have you worked at Parliament of Uganda?

a) 1- 4 b) 5-9 c) 10-14 d) 15 and above

NB: Under this section you are requested to tick the appropriate response based on your opinion. If you strongly agree 5, agree 4, neutral 3, disagree 2 and strongly disagree 1

Section B

	Procurement Source Selection	5	4	3	2	1
1.	Parliamentary commission manages distribution systems efficiently that leads to selections of essential cleaning materials.					
2	Parliamentary commission follows good cleaning material procurement that helps reduce biasness in material selection.					
3	The parliamentary commission publishes an Advance contract award notice.					
4	The commission takes most qualified bidder with the requirements that gives quality cleaning services.					
5	There is competitive bidding through tenders that ensure timely delivery of quality cleaning services.					
6	The parliamentary commission addresses statements of capabilities from interested suppliers.					
7	Contract pricing helps in identifying the right supplier.					
8.	High contract prices encourage contractors to deliver efficiently and effectively.					
9.	Supplier location helps in identifying the right supplier to provide the best service at the best prices.					
10.	Local contractors offer better quality cleaning services.					
11	Regular reports improve on timely parliamentary quality cleaning services.					
12	Parliamentary commission developed a monitoring system that is transparent.					
13	Annual external audit is done to verify procurement offices, accounting records to increase on efficiency of the contracted companies.					
	Contract administration					

14	Contract risk is assessed by the parliamentary commission and the interested service providers.					
15	Suppliers and contracted companies deliver in time.					
16	The follow up on suppliers and contracted companies increase efficiency.					
17	Testing products delivered provide efficient parliamentary quality cleaning services.					
18	The parliamentary commission has a guideline for ensuring quality cleaning services.					
19	There is a reliable management information system for effective quality cleaning services.					
20	Documentation by procurement office ensures effective quality cleaning system.					
21	Timely payment increases efficiency.					
22	The mode of payment to suppliers of cleaning services affects the quality cleaning services.					
23	Parliamentary commission terminates contracts when companies fail to deliver quality cleaning services.					
Procurement solicitation planning.						
24	Budget formulation in parliament is participatory.					
25	Participatory budgeting formulation leads to performance of parliamentary quality cleaning services.					
26	Parliamentary commission holds public officials accountable for misuse of allocated resources.					
27	Parliamentary commission contracts highly qualified experienced staff to offer better quality cleaning services.					
28	Awareness of the required amount of goods needed to accomplish certain tasks provides quality cleaning services.					
29	Parliamentary commission is aware of estimated fund for the next financial year for quality cleaning services.					
30	Parliamentary commission involves all stakeholders in pricing to encourage transparency.					
31	Parliamentary commission makes cleaning mutual price information available to all suppliers for better service provision.					
Cleaning Quality of cleaning services						

32	Floor is always cleaned without stain.					
33	The lavatories are without stench after cleaning.					
34	There are air fresheners, harpic, vim and toilet tissues in the lavatories.					
35	Cleaning materials are always brought in time.					
36	Service providers always clean in time.					
37	Cleaners check on the lavatories every after two hours.					
38	The services delivered by service providers commensurate to the funds parliamentary commission budget for cleaning.					
39	The qualities of services are commensurate with the labourforce used by the service providers.					
40	The ratio of service providers in a day provides timely quality cleaning services.					
41	The products used by cleaning agents enhance provision of quality cleaning services.					
42	The budget for procurement of the cleaning materials translates into quality cleaning services.					
43	The work environment in the parliament enhances quality cleaning services.					
44	There are enough toilet utensils in the lavatories.					
45	There is enough combat acid to clean Mable stained tiles.					
46	There are enough cleaning equipment to clean the floor and carpet.					

Appendix II: Interview guide

I am **Ssemuwemba Cissy**, a participant of Uganda Management Institute (UMI) pursuing a Masters' Degree in Management Science majoring in Public Administration, carrying out a Research on *The procurement Management Process and Quality Cleaning services in the Precincts of Parliament of Uganda*. You are one of the few selected participants in this Research Project, I therefore request you to provide necessary information required by the interview guide. It is purely an academic research and the data given will be confidential. Thank you.

A) During procurement source selection and quality cleaning services

- 1) During procurement how do you go about with specification in procurement source selection?
- 2) Enumerate on the methods used during procurement source selection?
- 3) What is the importance of contract pricing?
- 4) How does the procurement department in the parliamentary commission handle contract pricing?
- 5) Which methods does the parliamentary commission use during procurement source selection?
- 6) Expound on the importance of supplier's location during procurement source selection?
- 7) Describe the monitoring systems used by parliamentary commission to ensure transparency in the procurement system? (Evaluation)

B) Post procurement: Contract administration and quality cleaning services

- 1) What are the advantages of assessing contract risks in post procurement contract administration?
- 2) How important is delivery follow up in post procurement contract administration?
- 3) How does the parliamentary commission go about with testing products for quality cleaning services and how important is it to the parliamentary commission?
- 4) What is the importance of documentation in procurement office in line with provision of quality cleaning services?
- 5) What is the mode of payment to the company that provides quality cleaning services in the precincts of parliament of Uganda?
- 6) What is the reaction of the company on the mode of payment in line with the services they provide?

C) Pre – Procurement solicitation planning and quality cleaning services

- 1) What is the process of budget formulation before procurement solicitation planning?

- 2) What requirements does the parliamentary commission consider when contracting companies for providing cleaning services
- 3) How does the parliament come to know about the amount of goods needed to ensure quality cleaning services?
- 4) How is pricing strategy done by parliamentary commission to ensure transparency?

D) Cleaning quality of cleaning services

- 1) How does the parliamentary commission ensure quality cleaning services by the service providers?
- 2) What are the modalities in place to ensure that quality cleaning services are upheld?
- 3) How does the parliamentary commission ensure efficiency in terms of input and output; money injected in vis-à-vis companies and the quality of services rendered (Efficiency)?
- 4) What is your comment on the quality of services rendered
- 5) In your opinion do you think the products used for cleaning are the best? If not why do you think is the problem for not getting the best products?
- 6) How do you describe the work environment of parliament? Does it favor the cleaning service providers?
- 7) How do you describe the budget for cleaning companies? Does it favor access to utensils and quality cleaning equipment? If No what is the problem?

Thank you for your cooperation.

Appendix III: Table for Determining Sample Size from a given Population

Note: “N” is population size

“S” is sample size

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	354
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

