

**UGANDA MARTYRS UNIVERSITY**  
**SCHOOL OF ARTS AND SOCIAL SCIENCES**  
**DEPARTMENT OF GOVERNANCE, PEACE AND INTERNATIONAL STUDIES**  
**BACHELOR OF PUBLIC ADMINISTRATION & MANAGEMENT**  
**YEAR TWO: 2018/2019-NKOZI AND RUBAGA**  
**PUBLIC PROCUREMENT AND CONTRACT MANAGEMENT**  
**END OF SECOND SEMESTER EXAMINATIONS**

**DATE: MONDAY 6<sup>th</sup> MAY 2019**

**TIME: 9:30AM-12:30PM**

**DURATION: 3HOURS**

**INSTRUCTIONS:**

Answer any **FOUR** questions of your choice

**Question ONE** is compulsory and carries 40marks

Do not write anything on the question paper.

Begin each answer on a fresh sheet of paper.

For more information, refer to the answer booklet.

**DO NOT WRITE ON THIS QUESTION PAPER**

## SECTION A: COMPULSORY (40 MARKS)

### Question One

**Case study:** Procurement related issues at Masese Community project Mayuge District Masese is a long – established community project in Bugamba, Mayuge district with 40 staff and 25 volunteers and an annual income of 45million .They have a large drug dependency unit which dispenses methadone to 300 clients daily.

The project received its funding direct from central government until local authority contracting was introduced .this caused problems. Adele Ogwang, the then director explains: “Even though we felt that we were offering a better, cheaper and much more flexible service to clients than similar health service projects, the health authorities had no real interest in contracting with us. They were in effect buying services from themselves.”

After Masese’s initial lobbying of their local MP, a local health authority consortium was formed to contract with Masese. However, one of the authorities refused to comply with the contract and withheld the funds. “The health authority wanted us to transfer 80 of our patients back to their own services” says Adele, but “the clients didn’t want to go, and we didn’t want to send them against their will.”The conflict escalated when the authority demanded that Masese should transfer ten patients a week rather than ten a month as originally requested.

This triggered the conflict. “We tightened our belts and decided to fight .We lobbied our local MP and local councilors, explaining that we were in conflict with the health authority and why. Clients also helped by writing personal letters .We held public meetings and to get press coverage.”

All in all the conflict lasted for two years. The health authority owed Masese over 9,500,000, which put a severe strain on the organization .Some of the services were cut .But the management committee and the staff were both behind the decision to fight , and the health authority eventually honored its contract .

Other than funding issues, Mr Ogwang identified other key issues that seemed to be causing problems in the project: they included:

1. An extended list of stakeholders : that difficulty arose at procurement because of an intertwined nature of stakeholders
  2. That procurement of districts should be different from projects/ private concerns ,even when funding is provided by district councils/ central government
  3. Inadequate disposal procedure of sensitive medical equipment and at the district hospital incinerator
  4. PPDA 's investigations and compliance audits are necessary, but are carried out illegally and on wrong people
- Therefore all the above issues have been contained in the report to health authority, but also copies to the public procurement and disposal of public assets authority, as well as to the council.

#### **Tasks**

- a) Using information provided in the case, Describe the main problem at Masese Community project in Mayuge District (4 Marks)
- b) Given that the Project in question is public funded, identify the key stake holders and their roles in Procurement activities of Masese community project? (16 marks)
- c) Are PPDA's audits and investigations necessary under such public projects? (8marks)
- d) Given your knowledge of public procurement, identify and explain methods for disposal that you would for the said items? (12 marks)

### **SECTION B: ANSWER THREE QUESTIONS FROM THIS SECTION**

#### **Question Two**

Procurement planning is a strategic and critical factor in procurement and general management as it increases efficiency, productivity and optimum use of organization resources within an organization

- a) Assuming you have just been appointed procurement officer for one of the government ministries, what steps would you take to make a proper procurement plan for it? Illustrate using relevant examples.(10 marks)



- b) What are the challenges of procurement planning in public entities?(10 marks)

### **Question three**

Procurement like any other profession has rules and principles that govern and guide the practitioners.

- a) Using relevant examples, discuss the basic procurement principles that govern and guide the practitioners (8 marks)
- b) What are the consequences of not upholding the procurement principles?(12 marks)

### **Question Four**

The revamping of Uganda Railways under RVR concession is a project that had extensive negotiations, between government of Uganda and the RVR consortium. The project renewal in 2020 requires extensive negotiation. As the head, Government table,

- a) Identify and explain some of the key qualities each of your team members must have (10 marks)
- b) Explain the negotiation process this project should undertake?(10marks)

### **Question Five**

Public procurement follows specific methods of procurement and their choice is dependent on specific factors

- a) Using examples, discuss any six procurement methods used in local government procurement.(15 marks)
- b) What factors should be considered in choice of a procurement method?(5 marks)

### **Question six**

In Public Procurement, Monitoring and Monitoring and Evaluation systems have been explained as the main reason for improvement of Public Procurement Practices in Uganda

In the context of the above statement, explain the importance of monitoring and evaluation in Public Procurement. (20 marks)

**END**