

**THE IMPACT OF ELECTRONIC GOVERNMENT PROCUREMENT SYSTEMS ON
TRANSPARENCY IN PUBLIC SECTORS: A CASE STUDY OF UGANDA CIVIL
AVIATION AUTHORITY ENTEBBE**

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**UGANDA CHRISTIAN
UNIVERSITY**

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DECLARATION

I, Orishaba Obvious, hereby affirm that the proposal entitled is entirely my original work, which has not been used for any other degree or qualification at this or any other institution. This research proposal meets the highest ethical standards; necessary approvals have been obtained, and ethical issues have been properly considered, including informed consent and confidentiality for participants. I hereby affirm that all the data and sources used in this paper are appropriately represented and acknowledged without any misrepresentation or fabrication. I will conduct this research with a commitment to the highest degree of integrity and academic rigor, being transparent throughout the process of research for meaningful contribution to the field of Procurement.

ORISHABA OBVIOUS


Sign.....

Date.....10/9/2024.....

APPROVAL

I hereby certify that this report has been submitted for examination with my full approval as the university supervisor.

Sign.....



Date.....



MR. MULOOSI PASCAL

DEDICATION

I dedicate this research proposal to the unwavering support and encouragement of those who have been instrumental in my academic journey. To my parents, Mr. and Mrs. Topher Beinobwengye Katwiremu, whose boundless love, sacrifices, and belief in my potential have been my greatest source of inspiration; to my family and friends, whose constant encouragement and understanding have provided me with the strength to persevere; and to my lecturers and mentors, especially Mr. Muloosi Pascal and Mr. Duncan Tumuhameye, whose guidance, insight, and dedication to teaching have profoundly shaped my academic and personal growth. This work stands as a testament to their invaluable contributions and unwavering support throughout this journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

UCAA -Uganda Civil Aviation Authority

UNDESA - United Nations Department of Economics and Social Affairs

e-GP- Electronic Government Procurement

TAM- Technology Acceptance Model

PPDA- Public Procurement and Disposal Act

TED- Tenders Electronic Daily

IT- Information Technology

SMEs Small and Medium Enterprises

ABSTRACT

The onset of electronic government systems has reshaped how public entities operate, with great emphasis being laid on the enhancement of transparency and accountability. This research proposal examines how e-Government impacts transparency within public entities, basing the case study on the Uganda Civil Aviation Authority. Considering the fact that UCAA is a significant regulator of civil aviation in Uganda, this will provide a very unique opportunity to assess how new digital tools and techniques affect transparency in one of the most important regulatory areas.

The research has a multi-dimensional approach by integrating quantitative data analysis with qualitative case study methods to assess the effectiveness of the e-Government system at UCAA in enhancing transparency. Precisely, the study intends to investigate multiple initiatives on e-Government implemented by UCAA, including digital reporting systems, online portals offering public services, and the automation of compliance monitoring tools. The indicators for transparency would be access to regulatory information, openness related to decision-making processes, and how citizen engagement platforms function.

This will involve the comparison of the operational data of UCAA before and after e-Government systems implementation, complemented by interviews with stakeholders, including UCAA staff, industry professionals, and the public. The combined approach sets ground for eliciting tangible outcomes of the digital transformation on one hand, and the perceived improvement in transparency on the other.

The expected findings will prove, to what extent the e-Government initiatives at UCAA have facilitated more openness and increased public trust, highlighting successful strategies in leveraging the digital tools for enhanced transparency and possible challenges or gaps in the existing implementation.

Ultimately, this study is expected to provide insight into how e-Government can act to enhance transparency among regulatory bodies. A focus on UCAA allows this research to draw detailed recommendations on how best practices in regard to digital governance could be reached by both the aviation sector and the wider public administration in Uganda.

CHAPTER ONE

1.0 Introduction

We are living in an era marked by technological advancements; the adoption of electronic government procurement systems has emerged as a pivotal strategy in reshaping the landscape of public sector operations. The integration of e-procurement solutions not only streamlines the procurement process but also holds the potential to significantly enhance transparency and combat corruption within public sector entities. According to the United Nations Department of Economic and Social Affairs (UNDESA), e-government initiatives play a crucial role in promoting accountability and reducing opportunities for malfeasance (UNDESA, 2012).

Furthermore, research by the World Bank underscores the transformative impact of technology-driven procurement practices in fostering a culture of integrity and trust in public sector transactions (World Bank, 2014). This study seeks to delve deeper into the influence of electronic government procurement on transparency and corruption mitigation, shedding light on the mechanisms through which technology can be leveraged to uphold ethical standards and ensure the efficient allocation of public resources.

1.1 Background of the study

In recent years, the adoption of electronic government procurement systems has gained traction as a means to enhance the efficiency and integrity of public sector procurement processes. Electronic government procurement, often referred to as e-procurement, involves the use of digital technologies to automate and streamline various stages of the procurement cycle, from requisitioning to payment. This shift towards digital procurement solutions is driven by the potential to improve transparency, reduce transaction costs, and mitigate corruption risks within public sector organizations.

In addition, electronic government procurement systems, such as e-GP platforms, offer stakeholders immediate access to procurement data. This transparency allows interested parties to monitor transactions in real-time, ensuring that the process is fair and accountable. For example, the e-GP system in Bangladesh enables bidders

to view tender notices, bid submissions, and contract awards online, promoting transparency and reducing the likelihood of corruption (Khan, 2015).

E-procurement systems streamline the procurement life-cycle or processes by automating various stages, from requisition to payment. By reducing manual intervention and paperwork, these systems minimize delays and errors, ultimately enhancing efficiency and transparency. A prime illustration is the e-Procurement platform in Singapore, which has significantly improved procurement processes, leading to cost savings and increased transparency in government procurement activities (Choi & Wong, 2014).

Electronic procurement refers to the purchasing of goods and services for the daily operation of the business online and automating the whole procedure with an underlying aim of saving money. It can also be defined as any business transaction that occurs in cyberspace, whether it involves a sale from business to business or business to customer.

One of the key aspects of e-procurement is its ability to increase transparency in procurement activities. By digitizing procurement processes, organizations can provide stakeholders with real-time access to procurement data, bid information, and contract details. For example, the implementation of e-procurement systems in countries like South Korea and Estonia has led to greater transparency by making procurement information readily available to the public and interested parties (OECD, 2013). This transparency not only fosters accountability but also acts as a deterrent to corrupt practices such as bid rigging and favoritism.

Moreover, electronic government procurement systems play a crucial role in mitigating corruption within public sector entities. By introducing automated processes and electronic controls, e-procurement systems can reduce the opportunities for fraud and bribery. For instance, studies have shown that the implementation of e-procurement platforms in countries like the Philippines has contributed to a decline in corruption levels by minimizing human intervention in procurement decisions and enhancing audit trails (Kenny et al., 2011). These systems create a digital footprint of procurement transactions, making it easier to detect irregularities and hold accountable those involved in corrupt practices.

1.2 Problem Statement

Government procurement is a vital function that significantly influences public expenditure, governance quality, and trust in public institutions. Traditional procurement processes in government entities have often been marred by inefficiencies, corruption, limited competition, and a lack of transparency, leading to mistrust and sub-optimal allocation of public resources. In response to these challenges, electronic government procurement (e-GP) systems have been implemented across various jurisdictions. (Schmidt, 2019) These systems leverage digital technologies to streamline procurement processes, aiming to enhance efficiency, reduce costs, and, crucially, improve transparency. E-GP systems offer real-time access to procurement information, facilitate broader participation from potential suppliers, and provide tools for better oversight and accountability.

The core problem addressed by this study is to investigate the extent to which electronic government procurement systems influence transparency in public entities. Specifically, the research seeks to evaluate if and how e-GP systems enhance transparency, reduce corruption, and improve accountability in government procurement processes. Additionally, the study aims to identify the factors that facilitate or hinder the effectiveness of e-GP systems and the conditions necessary for their success. (Hughes, Dwivedi 2019)

1.3 Objectives of the study.

1.3.1 General Objective:

- To examine the effectiveness of e-government initiatives in enhancing transparency practices in public sector organizations.

1.3.2 Specific Objectives:

1. To evaluate the impact of electronic government procurement systems on the transparency of procurement reports.
2. To assess the effect of electronic procurement cycle time on the timeliness of the procurement outcomes.
3. To analyze how implementation challenges affect public accessibility and disclosure in government procurement process.

1.4 Research questions.

1. What is the impact of electronic government procurement systems on the transparency of procurement reports?
2. What is the effect of electronic procurement cycle time on the timeliness of the procurement outcomes?
3. How do implementation challenges affect public accessibility and disclosure in government procurement process?

1.5 Scope of the study.

Subject Scope: The study will delve into how e-government initiatives can be effectively harnessed by the Uganda Civil Aviation Authority to enhance transparency practices and combat corruption within its operations. This includes an examination of the implementation of e-government systems in procurement and supply chain processes, as well as an assessment of their impact on accountability and integrity within the organization.

1.5.1 Time Scope:

The study will be carried out for a period of three (03) months that is from May to June 2024 and this is because the period is enough for the researcher to gather all information from key informants regarding the influence of electronic government procurement on transparency and corruption mitigation in Uganda Civil Aviation Authority and the researcher will be able to have accurate information about the research in time.

1.5.2 Geographical Scope:

The geographical focus of the study will be on the operations of the Uganda Civil Aviation Authority, Entebbe.

1.6 Significance of the study.

The results from this study are likely to give an insight into how such a procurement system may revolutionize conventional e-government procurement

practices in the Uganda Civil Aviation Authority toward a more transparent and accountable authority.

It is expected that the study will provide evidence-based recommendations for enhancing the procurement processes and eliminating opportunities for corrupt practices, consequently enhancing the culture of integrity in the authority, by assessing the impact of e-government procurement on enhancing transparency and reducing corruption.

Moreover, the understanding of how technology shall be leveraged to enhance procurement within the Uganda Civil Aviation Authority will be quite informative to other public sector organizations within and outside of Uganda, given the fact that they do strive to enhance anti-corruption policies and governance frameworks.

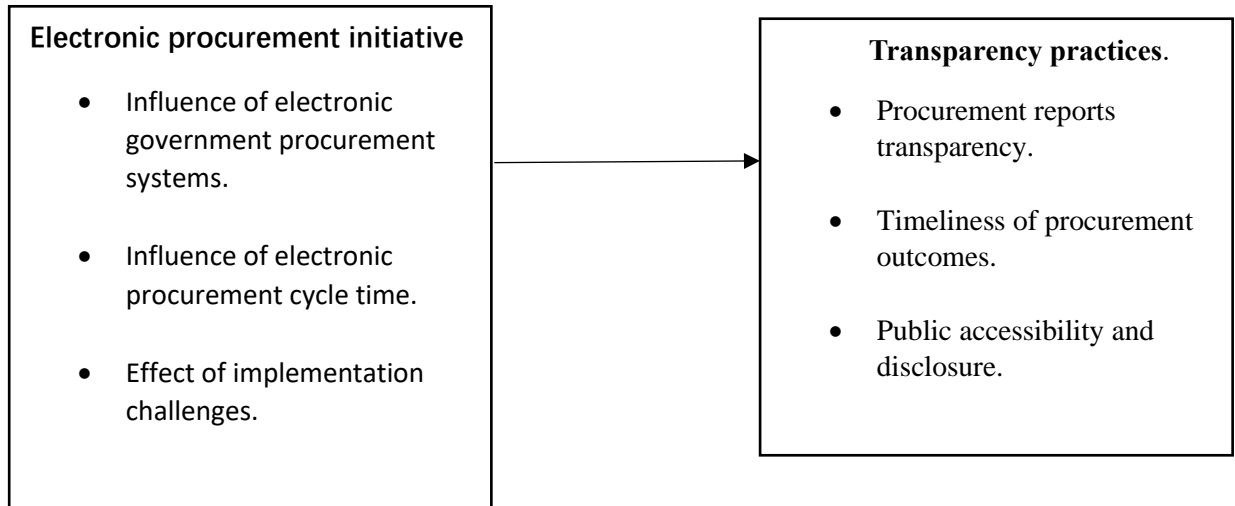
It is also envisaged that the research will contribute to the wealth of information on effective strategies on how e-government tools can be utilized in combating corruption, hence contributing to the wider objective of promoting good governance, ethical practices, and responsible stewardship of public resources within and outside the aviation sector.

Equally, this study is hoped to add to bringing about positive change through the availability of evidence-based insights on ways in which electronic government procurement can be among the main drivers for enhancing transparency, reducing corruption risks, and generally upping accountability levels within the Uganda Civil Aviation Authority.

1.7 Conceptual framework

Independent variables
Variables

Dependent



CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The introduction of electronic government procurement (e-GP) systems marks a significant shift in public procurement processes, aiming to enhance efficiency, transparency, and accountability. This shift is particularly relevant for the Uganda Civil Aviation Authority (UCAA), which manages significant procurement activities related to aviation infrastructure, services, and equipment. Implementing an e-GP system at UCAA can address long-standing challenges such as inefficiency, corruption, and lack of transparency in procurement processes. This theoretical framework explores the potential influence of e-GP on transparency within UCAA, supported by relevant academic theories and empirical studies (Kushchu, I., 2020).

E-GP systems streamline procurement activities by providing a centralized digital platform that enables real-time access to procurement information and automates various processes. For UCAA, this can mean improved oversight of procurement activities, reduced opportunities for corrupt practices, and enhanced trust among stakeholders. The theoretical underpinnings of this framework are drawn from Principal-Agent Theory, Technology Acceptance Model (TAM), Institutional Theory, and Transparency Theory. These theories collectively offer insights into how e-GP systems can enhance transparency in public procurement at UCAA (Fagan, J. 2000).

2.2. Key Theories and Concepts

2.2.1. Principal-Agent Theory:

This theory addresses the relationship between principals (citizens) and agents (government officials), emphasizing issues of information asymmetry and moral hazard. In the context of UCAA, procurement officials (agents) have historically had significant discretion in procurement decisions, which can lead to corrupt practices if not properly monitored. e-GP systems can reduce this information asymmetry by providing a transparent and auditable record of procurement activities, aligning the interests of the agents with those of the principals (Kushchu, Kiscu, 2020).

Principal-Agent Theory is particularly relevant for understanding how e-GP systems can mitigate the risk of corruption in public procurement. By automating procurement processes and creating a digital audit trail, e-GP systems reduce the opportunities for procurement officials to engage in corrupt behavior. These systems make it easier to detect and investigate irregularities, thereby ensuring that procurement officials act in the best interests of the public. For example, the introduction of e-GP systems in Kenya has significantly reduced corruption by making procurement processes more transparent and traceable (Al-Khalifa, E. & Rana, 2021).

2.2.2. Technology Acceptance Model (TAM):

The Technology Acceptance Model (TAM) posits that user acceptance of technology is influenced by perceived ease of use and perceived usefulness. For e-GP systems at UCAA to be effective, procurement officials and suppliers must find the system user-friendly and beneficial for their work. Training and support are crucial for ensuring successful adoption and use of e-GP systems (Chang, Y., 2021)

TAM highlights the importance of user perceptions in the successful implementation of e-GP systems. If procurement officials perceive the e-GP system as easy to use and useful for their work, they are more likely to adopt and use it effectively. Ensuring that the system is user-friendly and providing adequate training and support can enhance user acceptance and lead to successful implementation. For instance, the World Bank (2019) found that user training was crucial for the successful adoption of e-GP systems in Uganda (Osei-Bryson, K.M., 2022)

2 2.3. Institutional Theory:

This theory emphasizes the role of established norms, rules, and routines in shaping organizational behavior. Implementing an e-GP system at UCAA requires embedding new procurement practices within the existing organizational framework. This institutionalization process involves standardizing procurement procedures, ensuring compliance with procurement regulations, and fostering a culture of transparency and accountability (Alkhalifa & Rana,2021).

Institutional Theory suggests that for e-GP systems to be effective, they must be integrated into the existing organizational framework and supported by clear rules

and standards. This integration process involves establishing new norms and routines that promote transparency and accountability in procurement activities. Ensuring compliance with procurement regulations and fostering a culture of transparency are essential for the successful implementation of e-GP systems. For example, the Public Procurement and Disposal of Public Assets Authority (PPDA) in Uganda has set guidelines for e-GP implementation, which can serve as a foundation for institutionalizing transparent practices at UCAA.

2.2.4. Transparency Theory:

This Theory focuses on the clarity and accessibility of information to stakeholders. e-GP systems at UCAA can enhance transparency by providing stakeholders with timely and accurate information about procurement activities. This transparency allows for effective monitoring and evaluation, reducing opportunities for corruption and fostering public trust in UCAA's procurement processes.

Transparency Theory emphasizes the importance of making procurement information accessible and understandable to stakeholders. e-GP systems can enhance transparency by providing real-time access to procurement data, enabling stakeholders to monitor and evaluate procurement activities effectively. This increased transparency can reduce opportunities for corruption and build public trust in UCAA's procurement processes. For instance, the implementation of e-GP systems in the European Union, such as the Tenders Electronic Daily (TED) platform, has improved transparency in public procurement by making procurement information accessible to the public. (Hassan, Osei-Bryson, 2022).

2.3. Influence of Electronic Government Procurement on Transparency.

The adoption of e-GP systems has significantly transformed how procurement information is disseminated and accessed within the Uganda Civil Aviation Authority (UCAA). Previously, procurement processes were conducted using manual methods, where information about tenders, bid requirements, and contract awards was shared through physical notices or direct communication with a limited number of stakeholders. This approach often led to uneven access to information, which could foster an environment where only a few entities had the opportunity to participate

in procurement activities. By transitioning to an e-GP platform, UCAA has created a centralized and publicly accessible repository of procurement information. This digital transparency ensures that all potential suppliers and interested parties can access procurement notices and documents from any location, thereby promoting an equitable and open procurement process. (UCAA annual reports, 2022).

The implementation of e-GP systems has enhanced real-time monitoring and accountability in the procurement activities of the UCAA. Traditional procurement methods often involved delays in updating stakeholders about the status of tenders, which could obscure the process and create opportunities for misconduct. The e-GP system provides real-time updates on the various stages of procurement, including bid submission deadlines, evaluation progress, and contract awards. This feature not only ensures that stakeholders are informed of the latest developments but also creates a transparent audit trail that can be reviewed for compliance and accountability. UCAA's e-GP platform includes tracking functionalities that allow bidders to monitor their submissions and view updates on the evaluation process (Barua, M., 2022).

E-GP systems have played a crucial role in standardizing procurement processes within the UCAA, which helps to mitigate biases and inconsistencies that can arise in manual procurement methods. Before e-GP, procurement practices could vary significantly, leading to subjective decision-making and potential unfairness in bid evaluations. By incorporating standardized templates and automated evaluation tools into the e-GP system, UCAA has established uniform procedures for bid submissions and evaluations. This standardization ensures that all bids are assessed based on the same criteria, which enhances fairness and reduces the potential for arbitrary decisions. For example, the UCAA's e-GP system employs a standardized evaluation framework for assessing bids, including predefined scoring criteria and automated decision-support tools (De La Maza, J.C, 1999).

2.4. Objective 1. To evaluate the impact of electronic government procurement systems on the transparency of procurement reports.

E-GP systems significantly enhance the centralization and accessibility of procurement reports. Previously, procurement data at UCAA was managed through

disparate channels, often involving manual records and limited access points. This fragmentation made it difficult for stakeholders to obtain comprehensive procurement reports and ensured that only a select few had timely access to critical information. The e-GP system centralizes all procurement data into a single digital platform, where reports are readily available for review by government officials, bidders, and the public. This centralization ensures that procurement reports are not only easily accessible but also uniformly updated. For example, UCAA's implementation of the e-GP system includes a centralized procurement portal where all reports, such as tender notices, bid evaluations, and contract awards, are posted. (Hochstetter et al. 2021)

The adoption of e-GP systems at UCAA has led to enhanced accuracy and standardization in procurement reporting. Traditional methods of manual data entry and report generation were prone to errors and inconsistencies. e-GP systems automate many of these processes, using standardized templates and predefined formats for report generation. This automation ensures that procurement reports are consistently formatted and free from human error, which improves their reliability and the clarity of the information they convey. UCAA's e-GP system uses automated tools to generate standardized procurement reports. For example, the system generates uniform reports on bid evaluations for construction projects, such as terminal renovations.

E-GP systems at UCAA provide comprehensive audit trails that enhance transparency in procurement reports. Traditional procurement methods often lacked detailed tracking mechanisms, making it difficult to verify the authenticity of procurement processes. e-GP platforms, however, log every action taken during the procurement process, including bid submissions, evaluations, and contract awards. This audit trail is crucial for reviewing procurement activities and ensuring that all steps are conducted in compliance with regulations. The UCAA e-GP system maintains an extensive audit trail for all procurement activities. (Soong et al., 2020)

2.5. Objective 2. To assess the effect of electronic procurement cycle time on the timeliness of the procurement outcomes.

E-Procurement systems can substantially reduce processing times at various stages of the procurement cycle. Traditional procurement methods often involve manual handling, which can lead to delays due to paperwork, physical document exchange, and manual data entry. e-Procurement systems automate many of these processes, such as bid submission, evaluation, and approval, thereby accelerating the entire procurement cycle. Automation reduces the need for physical document handling and speeds up decision-making processes by enabling quicker communication and data exchange. In the case of the Uganda Civil Aviation Authority (UCAA), the implementation of an e-Procurement system has streamlined the bid submission and evaluation processes. For instance, tenders for airport infrastructure projects are now submitted and evaluated electronically, significantly reducing the time required to process and review bids compared to the previous manual system. (Kristian, H., Gaol, 2022).

E-Procurement systems enhance the timeliness of awarding contracts by streamlining and automating the evaluation and approval stages. Traditional procurement processes can be hindered by delays in evaluating bids, obtaining approvals, and finalizing contracts. e-Procurement systems provide tools for automated evaluation and approval work flows, which help ensure that contracts are awarded more quickly and efficiently. The digital nature of these systems also facilitates faster communication and decision-making among procurement officials. In Singapore, the use of the GeBIZ system has improved the timeliness of contract awards. Automated evaluation tools and electronic approval workflows have reduced the time required to process bids and award contracts. For example, the time from bid submission to contract award for public construction projects has decreased due to the efficiency of the e-Procurement system, enabling faster project commencement and completion (Osei-Bryson, 2022).

2.6. Objective 3. To analyze how implementation challenges affect public accessibility and disclosure in government procurement process.

Technical issues and system downtime can severely impede public access to procurement information. e-Procurement systems depend on stable and reliable technology to function effectively. If the UCAA's e-Procurement system encounters frequent outages, slow performance, or other technical problems, it can disrupt access to vital procurement information such as tender notices, bid submissions, and contract awards. Such disruptions not only inconvenience users but also affect transparency by preventing timely access to procurement data. For instance, during a system upgrade or maintenance period, UCAA experienced downtime with its e-Procurement platform. This downtime prevented the public and potential bidders from accessing current tenders or submitting bids electronically. As a result, there were delays in procurement activities and frustration among stakeholders, impacting the transparency of the procurement process and undermining public trust (Rajesh Kumar Shakya, 2017).

Inadequate training for both UCAA staff and the public can lead to inefficient use of the e-Procurement system, affecting public accessibility and the quality of information disclosed. Without proper training, staff may make errors in data entry or fail to use the system's features effectively, leading to inaccuracies or delays in posting procurement information. Additionally, if the public is not well-informed about how to navigate the system, their ability to access and understand procurement data is compromised. When UCAA first implemented its e-Procurement system, there was a lack of comprehensive training for both procurement officers and external stakeholders. This gap resulted in incorrect or incomplete entries for procurement notices and bid evaluations. Public users faced difficulties in navigating the system, leading to confusion and reduced participation in procurement opportunities. Enhanced training and support were later introduced to address these issues and improve system usability (Chang, Y., & Rana, 2020).

Insufficient integration between the e-Procurement system and existing financial or administrative systems can lead to fragmented data and incomplete disclosure. For UCAA, if the e-Procurement system is not effectively integrated with other systems

such as financial management or project management tools, procurement reports may lack consistency or real-time updates. This integration issue can result in incomplete or outdated information being made available to the public, which affects the overall transparency of the procurement process. For example, UCAA faced challenges integrating its e-Procurement system with its financial management system. For example, discrepancies between procurement data and financial records led to delays in updating procurement reports. This issue caused confusion among bidders and stakeholders, as they received inconsistent information about tender statuses and contract awards. (Fagan,2000).

2.7. Research gaps.

Comparative Analysis of e-GP System Features and Transparency Outcomes

One critical research gap is the comparative analysis of different e-GP system features and their specific impact on transparency outcomes. While UCAA has implemented an e-GP system, there is limited research on how specific features of this system—such as automated bid tracking, real-time updates, and detailed audit trails—affect transparency. Analyzing how these features contribute to or hinder transparency compared to other e-GP systems used by similar public entities can provide valuable insights. Understanding which features are most effective in promoting transparency can help in refining and optimizing e-GP systems. Research could compare UCAA’s e-GP system with those of other aviation authorities or public entities in Uganda.

Effectiveness of Public Engagement Mechanisms in e-GP Systems

Another significant research gap is the effectiveness of public engagement mechanisms within UCAA’s e-GP system. While e-GP systems are designed to enhance transparency, the mechanisms for public engagement such as channels for submitting feedback or queries and the responsiveness of the system are often under-explored. Research should focus on evaluating how well UCAA’s e-GP system facilitates public participation and addresses stakeholder concerns. This includes examining the ease with which the public can access procurement information and submit feedback, as well as how effectively UCAA responds to and acts on this feedback. A study could assess how UCAA’s e-GP system handles public queries and feedback.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology adopted for examining the influence of electronic government procurement (e-GP) in public entities, focusing specifically on the Uganda Civil Aviation Authority (UCAA). The chapter delineates the research design, population of the study, sample size determination, sampling methods, data sources, data collection methods, data analysis techniques, limitations of the study, and ethical considerations. A meticulous approach is employed to ensure that the research is robust, credible, and provides actionable insights into the impact of e-GP on UCAA.

3.1 Research Design.

The research design is the blueprint for conducting the study, outlining how data will be collected, measured, and analyzed. This study adopts a mixed-methods design, combining both quantitative and qualitative approaches. The quantitative aspect involves the collection of numerical data to identify patterns and relationships, while the qualitative aspect involves gathering detailed, narrative data to explore underlying reasons and motivations.

The rationale for using a mixed-methods design is to leverage the strengths of both approaches. Quantitative data provides a broad overview and allows for statistical analysis, while qualitative data offers depth and context. This combination enhances the validity and comprehensiveness of the findings, ensuring a more nuanced understanding of how e-GP influences procurement processes at UCAA.

3.2 Population of Study

The population of the study consists of all personnel involved in the procurement processes at the Uganda Civil Aviation Authority. This includes procurement officers, finance officers, IT staff, managers, public affairs, legal officers, and other relevant stakeholders involved. The total population is approximately 60 individuals. This

diverse group is crucial for obtaining a holistic view of the e-GP implementation and its effects on various aspects of procurement. Procurement officers and managers are directly involved in the procurement process, making their insights valuable for understanding practical challenges and benefits. IT staff play a key role in the technical implementation and maintenance of the e-GP system, offering perspectives on technological challenges and solutions. Finance officers are involved in the financial aspects of procurement, providing insights into cost efficiency and budgetary impacts. Including a broad range of stakeholders ensures that the study captures a comprehensive view of e-GP's influence.

3.3 Sample Size and Determination

Determining the sample size is critical for ensuring the representativeness and reliability of the study. A sample size of 52 respondents is deemed appropriate for this study, balancing the need for statistical power with practical considerations such as time and resource constraints. The sample size is determined using Yamane's formula, which is well-suited for finite populations:

Yamane's formula for sample size determination is:

$$n = N (1 + N(e^2))$$

Where:

n = sample size

N = population size

e = level of precision

If:

$$N = 60$$

$$e = 0.05 \text{ (5\%)}$$

$$n = 60 / (1 + 60(0.05)^2)$$

$$n = 60 / (1 + 60(0.0025))$$

$$n = 60 / (1 + 0.15)$$

$$n = 60 / 1.15$$

$$n \approx 52.17$$

Therefore, the sample size needed for a population of 60 people with a level of precision of 5% is approximately 52. This sample size ensures that the findings are statistically significant and can be generalized to the entire population with a high degree of confidence.

3.4 Sampling Methods

To select the sample, a stratified random sampling method is employed. This approach involves dividing the population into distinct strata based on their roles in the procurement process and then randomly selecting samples from each stratum. The strata include procurement officers, finance officers, public affair officers, IT staff, and managers. Stratified sampling ensures that each subgroup is adequately represented, enhancing the reliability and validity of the study.

Stratified sampling is important because it accounts for the heterogeneity within the population. By ensuring proportional representation from each stratum, the method reduces sampling bias and increases the precision of the estimates. For example, the perspectives of IT staff on technological aspects of e-GP are as critical as those of procurement officers on operational issues. This method ensures a balanced and comprehensive data set, reflecting the varied experiences and insights of different stakeholders.

3.5 Data Sources

The study utilizes both primary and secondary data sources. Primary data is collected directly from respondents through structured questionnaires and semi-structured interviews. These instruments are designed to capture both quantitative and qualitative data, providing a comprehensive view of e-GP's influence.

Secondary data is obtained from existing records, reports, and academic literature. This includes UCAA's procurement reports, government publications on e-GP, and

relevant research studies. Secondary data provides context and background information, allowing for a more informed analysis of the primary data. By triangulating primary and secondary data, the study enhances the robustness and credibility of the findings.

3.6 Data Collection Methods

Data collection involves the systematic gathering of information relevant to the research objectives. Structured questionnaires are used to collect quantitative data. These questionnaires consist of closed-ended questions designed to elicit specific information on the impact of e-GP on procurement efficiency, transparency, and cost savings. The questionnaire is pre-tested to ensure clarity and reliability.

Interviews. These are semi-structured interviews are conducted to collect qualitative data. These interviews involve open-ended questions that allow respondents to provide detailed and nuanced answers. Key informants, such as procurement officers and IT specialists, are selected for interviews to gain deeper insights into specific aspects of e-GP implementation. The interviews are recorded for thorough analysis.

3.7 Data Analysis

Data analysis involves processing and interpreting the collected data to draw meaningful conclusions.. Descriptive statistics (mean, median, mode, standard deviation) are used to summarize the data, while inferential statistics (regression analysis, correlation) are employed to test hypotheses and identify relationships between variables.

Qualitative data from interviews is analyzed thematically. Thematic analysis involves coding the data to identify recurring themes and patterns. This method allows for the exploration of complex issues and provides a deeper understanding of the factors influencing the effectiveness of e-GP. The qualitative findings are used to complement and enrich the quantitative results, providing a comprehensive view of the research problem.

3.8 Limitations of the Study

Several limitations may impact the study's outcomes. First of all, the accuracy of the responses depends on the honesty and willingness of participants to provide truthful information. Social desirability bias may lead respondents to give answers they believe are expected rather than their true opinions. To mitigate this, anonymity and confidentiality are assured to all participants.

In addition, the study is limited to UCAA, which may restrict the generalization of the findings to other public entities. Different organizations may have different experiences with e-GP, influenced by their specific contexts and operational environments. While the findings provide valuable insights, caution should be exercised in generalizing them beyond UCAA.

More to that, time and resource constraints may limit the depth of data collection and analysis. Conducting comprehensive interviews and analyzing large data sets require significant time and resources. Despite these limitations, efforts are made to ensure the study is thorough and the findings are robust.

3.9 Ethical Considerations

Ethical considerations are paramount in conducting research. Participants' confidentiality and anonymity are strictly maintained, with all data securely stored and used solely for academic purposes. Informed consent is obtained from all participants, ensuring they understand the purpose of the study and their rights. Participants are informed that their participation is voluntary and that they can withdraw at any time without any consequences.

The study adheres to ethical guidelines and standards, including respect for participants' rights and the avoidance of any form of harm or coercion. Ethical approval is obtained from the relevant institutional review board before commencing the study. By following these ethical practices, the study ensures the integrity and credibility of the research process and findings.

3.10 Conclusion

In summary, this chapter outlines a rigorous and systematic approach to investigating the influence of electronic government procurement on the procurement processes within the Uganda Civil Aviation Authority. Through a combination of quantitative and qualitative methods, the study aims to provide comprehensive and actionable insights into the benefits and challenges of e-GP implementation.

CHAPTER FOUR.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction.

This chapter presents the analysis and interpretation of the research findings; the findings were based on the primary data collected from the field with the aid of the self-administered and questionnaires interviews. It also represents the demographic characteristics of the respondents who participated in the study. The data was interpreted with the aid of computer software known as statistical package for social sciences (SPSS) and summarized in the frequency tables where the pie charts and bar graphs were used to illustrate the level of responses.

4.1 Response rate.

Presentation of tabulated data according respondents' response rate.

Table 1 Response rate.

Instrument	Target response	Actual response	Response rate
Questionnaire	35	27	67.5%
Interview	17	10	58.8%
Total	52	37	

From Table 1 above, out of the 35 questionnaires that were distributed, 27 were returned making 85.7% response rate. Out of the 17 respondents who were expected to be interviewed, only 10 were actually interviewed making a response rate of 58.8%. This response was considered sufficient because according to Mugenda (1999), a response rate of 50% and above is good enough for a study.

Findings on the demographic characteristics of the respondents.

The background information of the respondents solicited data in the samples and this has been presented below categorized into; gender, age, highest level of education, and departments the respondents are belong to.

Table 2: Gender of the respondents.

Gender	Frequency	Percentage
Male	13	35.1%
Female	24	64.8%
Total	37	100%

Table 2 above shows that the majority of the respondents (24) were females (64,8%) and (13) of them were males (35.1%). Despite the fact that there is gender imbalance in the results, the study was representative since both males and females provided their views on the objectives of the study. These results indicated the study was representative of both sexes since both males and females were included in the study.

Table 3: Age of the respondents.

Age	Frequency	Percentage
18-27	18	48.6%
28-37	8	21.6%
38-47	5	13.5%
48-57	6	16.2%
Total	37	100%

From Table 3 above, all the respondents who took part in the study were 18 years and above. A total percentage of 48.6% were between the age of 18-27 years, 21.6% were between the age of 28-37 years, 13.5% were between 38-47, and 16.2% between 48-57, none of the respondents was above the age of 57. This indicated that almost all categories of respondents in reference to different age groups were represented in this study.

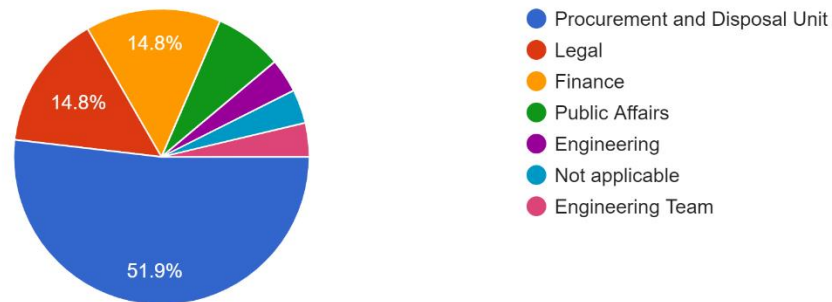
Table. 4: Level of education of the respondents.

Education	Frequency	Percentage
Diploma	4	10.8%
Bachelors	24	64.86%
Masters	7	18.91%
Others	2	5.4%
Total	37	100%

From the table above, majority of the respondents were Bachelor’s degree holders (64.86%) compared to the category of others, 10.8% diploma holders, and 18.91% with masters. These results indicate that the respondents had reasonably good education qualifications and the desired skills and knowledge to deliver the data or the study. On the basis of education levels, the respondents were able to read, understand the questionnaire and gave appropriate responses.

4.2: A pie chart showing the departments to which the respondents belong.

Department to which you belong;
27 responses



From the pie chart, it shows that the highest number of respondents was from the Procurement and Disposal unit department having 52.9% which means that these are the people who mostly use the electronic government procurement system compared to the other departments like, Legal with 14.8%, Finance with 14.8%, Public Affairs, and Engineering.

4.3. Presentation of Descriptive Findings.

This section gives an insight on the three objectives of the study as laid down in chapter one. The study tools were made up of five sections respectively. These responses ranged from Strongly agree (SA), Agree(A), Neutral(N), Disagree(D), and strongly disagree (SD) and the respondents were required to indicate the extent to which they agreed or disagreed with the statements. The questions were assigned weights on a 5-point scale rated 1 to 5 as follows: Strongly agree (5) Agree (4), Neutral (3), Disagree (2) and strongly disagree (1). The findings were presented on the basis of the study objectives.

4.3.1. Impact of electronic government procurement systems on the transparency of procurement reports.

Impact of electronic government procurement systems on the transparency of procurement reports.	SA		A		N		D		SD	
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)
E-GP systems enhance the transparency of procurement reports by providing more accessible and detailed information.	15	40.54	11	29.73	6	16.2	4	10.8	1	2.7
The accuracy of procurement data has improved since the adoption of e-GP systems.	12	32.4	18	48.65	3	8.1	3	8.1	1	2.7
Electronic systems have improved the timeliness of procurement report disclosures.	16	43.2	10	27.03	8	21.6	2	5.4	1	2.7
E-GP systems streamline the tracking and monitoring of procurement activities, making the process more transparent.	14	37.84	18	48.65	3	8.1	1	2.7	1	2.7
Electronic procurement systems have increased the	10	27.03	16	43.2	6	16.2	4	10.8	1	2.7

level of detail available in procurement reports.										
The risk of corruption in procurement processes has decreased due to the implementation of e-GP systems.	14	37.84	16	43.2	5	13.51	1	2.7	1	2.7
Procurement reports generated by e-GP systems are generally comprehensive and easy to understand.	12	32.4	15	40.54	7	18.92	2	5.4	1	2.7

Source: Primary data

According to the table above, the data indicate that 40.54% of respondents strongly agree and 29.73% agree, 16.2% neither agree nor disagree, 10.8% disagree, and 2.7% strongly disagree that e-GP systems enhance transparency by making procurement reports more accessible and detailed. This finding supports transparency theory, which posits that the more accessible and clear information is, the more stakeholders are empowered to hold public officials accountable. The adoption of e-GP aligns with the idea that digital platforms minimize information asymmetry by providing open access to procurement processes, which reduces the chances of misreporting or manipulation.

In addition, the findings show that 48.65% of respondents agree and 32.4% strongly agree, 8.1% neither disagree nor agree, 8.1% disagree and 2.7% strongly disagree that e-GP systems have improved the accuracy of procurement data. This is consistent with public procurement theories that advocate for technological solutions to enhance data integrity. The automatic collection and real-time updating of procurement data by e-GP systems reduce human error and intentional data manipulation, thus improving accuracy.

More to that, with 43.2% of respondents strongly agreeing, 27.03% agreeing, 21.6% neither agreeing nor disagreeing, 5.4% disagreeing, and 2.7% strongly disagreeing that e-GP systems improve the timeliness of procurement disclosures, this outcome supports real-time governance theory, which emphasizes that electronic systems allow for quicker dissemination of information. In the context of procurement, timeliness is crucial for ensuring that stakeholders have up-to-date information, which enhances transparency and accountability.

Furthermore, the data shows that 48.65% of respondents agree and 37.84% strongly agree, 8.1% neither agree nor disagree, 2.7% disagree, and 2.7% strongly disagree that e-GP systems streamline the tracking and monitoring of procurement activities. This aligns with process automation theories, which assert that digital tools can enhance transparency by providing clearer tracking mechanisms. In public procurement, tracking the flow of contracts, bids, and vendor performance through automated systems reduces opportunities for illicit activities, thereby increasing transparency. Additionally, a total of 43.2% agree and 37.84% strongly agree, 13.51% neither agree nor disagree, 2.7% disagree and 2.7% strongly disagree that e-GP systems reduce corruption risks. This finding is consistent with agency theory, which holds that clear and comprehensive systems reduce the discretion of agents (e.g., procurement officers), thus limiting opportunities for corrupt behaviour. By automating processes and providing audit trails, e-GP systems deter corrupt practices by making transactions more transparent and difficult to conceal.

Lastly, according to the survey, 40.54% of respondents agree and 32.4% strongly agree, 18.92% neither agree nor disagree, 5.4% disagree, and 2.7% strongly disagree that procurement reports generated by e-GP systems are comprehensive and easy to understand. This corresponds with public sector information management theories, which suggest that digital systems help simplify complex processes. e-GP systems present procurement data in structured, standardized formats that are easier to analyse, making the procurement process more transparent and comprehensible to all stakeholders.

During the interviews, respondents echoed the survey results and provided deeper insights into how e-GP systems have influenced transparency in public procurement.

Many respondents highlighted that e-GP systems make procurement information more accessible to the public and other stakeholders. One respondent, a procurement officer, noted:

"Before e-GP, access to procurement information was cumbersome, requiring formal

requests and approvals. Now, the information is readily available online, and this transparency has increased trust in the procurement process."

Several respondents emphasized the role of e-GP systems in reducing errors in procurement reports. One respondent mentioned:

"The system automatically logs all transactions, which ensures the accuracy of the data. We no longer have to rely on manual input, which was prone to mistakes."

Respondents also praised the timeliness of procurement reports generated by e-GP systems. A senior procurement manager commented:

"One of the major benefits is the speed at which reports are generated and shared. We can now publish reports within a day, compared to the weeks it used to take."

Reduced Corruption Risks:

Several interviewees emphasized that e-GP systems reduce the risk of corruption. One respondent observed:

"Corruption has significantly reduced because the system provides an audit trail for every transaction. Procurement officers cannot alter data without being flagged."

Despite these positive effects, some respondents pointed out challenges in implementing e-GP systems. A procurement officer in a rural area noted:

"We face issues with internet connectivity and lack of adequate training. While the system works well in urban centres, rural areas still struggle."

Another respondent highlighted the resistance to change among some public officials:

"There is still a lot of resistance to e-GP from some senior officials who are used to the old, manual processes. This can slow down the adoption of the system."

Finally, respondents noted that while e-GP systems have made procurement reports more comprehensive, there is still room for improvement in making the reports easier to understand for non-experts. One respondent remarked:

"The reports generated by e-GP are very detailed, which is good for audits and compliance, but for the average citizen, they can still be quite complex to understand."

4.3.2. Effect of electronic procurement cycle time on the timeliness of the procurement outcomes.

Effect of electronic procurement cycle time on the timeliness of the procurement outcomes.	SA		A		N		D		SD	
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)
Different types of e-Procurement cycles (e.g., e-tendering, e-auctions) influence the speed of the procurement process.	12	34.43	18	48.65	4	10.81	2	5.41	1	2.7
The use of e-GP systems has led to faster procurement outcomes compared to traditional procurement methods.	15	40.54	16	43.24	4	10.81	1	2.7	1	2.7
Delays in procurement processes have decreased since the adoption of electronic procurement system.	14	37.84	14	37.84	5	13.5	2	5.41	2	5.41
The electronic government system has improved the on-time completion of procurement processes and deliverables	10	27.02	16	43.24	7	18.92	3	8.1	1	2.7
The electronic government procurement system enables faster decision making and approvals in the procurement process.	16	43.24	12	32.4	6	16.22	2	5.41	1	2.7
Timeliness of procurement outcomes is directly linked to the speed of the electronic procurement cycle.	6	16.22	22	59.46	5	13.5	3	8.1	1	2.7

Source: Primary data

From the table above, a total of **48.65%** of respondents agree and **34.43%** strongly agree, 10.81% neither agree nor disagree, 5.41% disagree, and 2.7% strongly disagree that different types of e-procurement cycles influence the speed of the procurement process. This finding aligns with **technology adoption theory**, which asserts that the adoption of new technologies improves organizational processes by automating and streamlining them. E-procurement systems, such as e-tendering and e-auctions,

reduce manual intervention, speeding up the decision-making and procurement cycle. These systems create efficiencies by automating repetitive tasks and enabling faster comparison and selection of suppliers, ultimately reducing cycle times and accelerating outcomes.

In addition, the survey indicates that **43.24%** of respondents agree and **40.54%** strongly agree, 10.81 neither agree nor disagree, 2.7 disagree and 2.7 strongly disagree that e-GP systems lead to faster procurement outcomes compared to traditional procurement methods. **Process automation theory** supports this finding by positing that automated systems can drastically reduce the time required to perform routine tasks. In the context of public procurement, e-procurement automates bid solicitation, evaluation, and contract award processes, eliminating time-consuming paperwork and administrative delays.

More to that, delays in procurement processes have reportedly decreased since the adoption of electronic procurement systems, with **37.84%** of respondents strongly agreeing and an equal percentage agreeing, 13.5 neither agreeing ne disagreeing, 5.41 disagreeing and a similar percentage strongly disagreeing. **Transaction cost economics theory** helps explain this outcome, suggesting that reducing the cost of transactions (including time costs) improves organizational efficiency. E-procurement systems minimize time spent in communication, negotiation, and approvals, thereby reducing delays and enhancing procurement timeliness.

The findings also show that **43.24%** of respondents agree and **27.02%** strongly agree, 18.92% neither agree nor disagree, 8.1% disagree, and 2.7% strongly disagree that e-GP systems improve the on-time completion of procurement processes and deliverables. **Project management theory** explains this by linking effective management of time, resources, and processes to successful project outcomes. E-procurement systems introduce time-bound workflows, automated reminders, and real-time tracking, leading to better adherence to deadlines and fewer delays in project execution.

Furthermore, with 43.24% of respondents strongly agreeing and 32.4% agreeing, 16.22% neither agreeing nor disagreeing, 5.41% disagreeing, and 2.7% strongly disagreeing that e-GP systems enable faster decision-making and approvals, the findings align with **information systems theory**, which asserts that advanced information systems support more effective and timely decision-making. E-procurement systems provide real-time data, enhanced visibility, and streamlined approval workflows, all of which accelerate decision-making processes in procurement cycles.

Finally, 59.46% of respondents agree and 16.22% strongly agree, 13.5 neither agree nor disagree 8.1% disagree and 2.7% strongly disagree that timeliness of procurement outcomes is directly linked to the speed of the electronic procurement cycle. **Supply chain management theory** emphasizes the importance of coordination, speed, and efficiency in procurement processes. E-procurement systems enhance these elements by automating the entire procurement cycle, thereby ensuring timely outcomes and reducing bottlenecks.

The interviews conducted with procurement professionals and stakeholders provided additional context and insights that complement the survey findings.

Many respondents noted that the introduction of different types of e-procurement cycles, such as e-tendering and e-auctions, had significantly shortened the time required to complete procurement processes. One procurement manager stated: *"Previously, the tendering process could take months because of the manual paperwork involved. Now with e-tendering, everything is online, and decisions are made much faster."*

This response illustrates how automating specific cycles in procurement accelerates the overall process, making procurement outcomes timelier.

Respondents widely agreed that e-GP systems contribute to faster procurement outcomes. One procurement officer explained:

"E-procurement has cut down the time we spend on administrative tasks, like processing bids and generating reports. We can now focus more on strategic tasks, and procurement is completed in a fraction of the time."

This feedback reflects the general consensus that e-GP systems enhance procurement speed by automating routine tasks and expediting approvals.

Interviewees also emphasized that delays had significantly decreased since the adoption of e-GP systems. One respondent noted:

"The delay issues we used to experience have reduced significantly. The system sends automatic reminders for pending approvals, and everything is tracked in real-time."

This feedback is consistent with the survey results, showing that e-GP systems help minimize delays by keeping processes on track and holding participants accountable for timely completion of their tasks.

Several respondents highlighted the importance of on-time completion of procurement processes, which has been facilitated by e-GP systems. One procurement manager remarked:

"We now meet deadlines more consistently because the system enforces timelines for each step of the procurement process. If there's a delay, we can quickly identify the bottleneck and address it."

This demonstrates how e-GP systems contribute to more predictable and timely procurement outcomes, ensuring that deliverables are met within established timelines.

Respondents expressed that decision-making and approvals had become faster and more efficient with the implementation of e-GP systems. One senior official stated:

"E-GP allows us to make quicker decisions because all the necessary data is available in real-time. We don't have to wait for manual reports or approvals; everything is just a click away."

This feedback reinforces the idea that e-GP systems support faster decision-making by providing instant access to relevant information and automating approval workflows.

Lastly, respondents acknowledged that the speed of the electronic procurement cycle directly affects the timeliness of procurement outcomes. One procurement officer commented:

"The faster the procurement cycle, the sooner we can achieve the outcomes. The electronic system ensures that every stage of the process moves quickly, and this

directly impacts the overall timeliness of procurement."

This observation supports the theoretical link between the speed of the procurement cycle and the timeliness of outcomes, as faster cycles lead to quicker results.

4.3.3. Effect of implementation challenges on public accessibility and disclosure in government procurement processes.

Effect of implementation challenges on public accessibility and disclosure in government procurement processes.	SA		A		N		D		SD	
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)
Implementation challenges of the electronic system have impacted the public's ability to access procurement information.	14	37.84	16	43.2	5	13.5	1	2.7	1	2.7
Technical issues during the electronic government system rollout have affected the availability and reliability of procurement data for public viewing.	15	40.5	14	37.84	5	13.5	2	5.4	1	2.7
Efforts to address implementation challenges have improved public accessibility to procurement reports.	13	35.14	14	37.84	8	21.6	1	2.7	1	2.7
The challenges faced in the implementation of procurement processes are clearly communicated to the public.	14	37.84	8	21.6	11	29.73	3	8.1	1	2.7
The public perceives government officials as being held accountable for addressing procurement implementation challenges.	7	18.92	14	37.84	11	29.73	3	8.1	2	5.4
Recommendations from the public regarding improving transparency in procurement processes are considered by the government.	19	51.4	11	29.73	5	13.5	1	2.7	1	2.7

Source: Primary source

From the table above, **43.2%** of respondents agree and **37.84%** strongly agree that implementation challenges of the e-GP system have impacted the public's ability to access procurement information. **Systems theory** suggests that a well-functioning

system depends on the seamless integration of its components. When technological or operational challenges disrupt the system, the flow of information can be restricted, which in turn affects public accessibility. Technical glitches, infrastructure inadequacies, and lack of training can prevent timely and transparent dissemination of procurement data, limiting public access. Only 2.7% strongly disagreed and 2.7% disagreed, reflecting a small minority who may not have faced such challenges or who believe the system functions adequately.

Additionally, 40.5% of respondents strongly agree, and 37.84% agree that technical issues during the rollout of e-GP systems have affected the availability and reliability of procurement data for public viewing. This aligns with **Diffusion of Innovations Theory**, which holds that the early stages of technology implementation often face challenges that may impact system reliability. Delays in making the system fully operational, coupled with technical problems such as server downtimes or data integration errors, can reduce the availability of procurement information. 13.5% remained neutral, indicating either a lack of experience with such issues or an uncertainty about their extent, while 5.4% disagreed and 2.7% strongly disagreed.

More to that, 37.84% of respondents agree and 35.14% strongly agree that efforts to address implementation challenges have improved public accessibility to procurement reports. This supports **Governance and Public Accountability Theory**, which emphasizes the responsibility of governments to ensure public access to information. When governments take corrective measures—such as system upgrades, user training, or more efficient troubleshooting—they can improve public accessibility. The 21.6% of neutral responses suggest that while progress has been made, there may still be room for improvement. A small 2.7% disagreed and 2.7% strongly disagreed, indicating that for a few respondents, access issues remain unresolved.

Furthermore, 37.84% of respondents strongly agree that challenges faced in the implementation of procurement processes are clearly communicated to the public, while 21.6% agree. **Transparency and Communication Theory** stresses that transparency involves not only making information available but also communicating it effectively. Open communication of technical and operational challenges to the

public fosters trusts and enhances perceptions of transparency. However, **29.73%** of respondents were neutral, which may indicate that communication efforts have been inconsistent or insufficient. **8.1%** disagreed and **2.7%** strongly disagreed, suggesting some respondents feel that communication about challenges is inadequate.

The table also shows that public perceptions of accountability are mixed, with **37.84%** agreeing and **18.92%** strongly agreeing that government officials are held accountable for addressing procurement implementation challenges. This reflects **Public Accountability Theory**, which posits that government officials must be responsive to public concerns and be held accountable for inefficiencies. However, **29.73%** of respondents were neutral, indicating some uncertainty about whether accountability measures are consistently applied. **8.1%** disagreed and **5.4%** strongly disagreed, reflecting scepticism about the effectiveness of accountability mechanisms in addressing procurement challenges.

Finally, a significant **51.4%** of respondents strongly agree, and **29.73%** agree that the government considers public recommendations for improving transparency in procurement processes. **Co-Governance Theory** posits that public participation in decision-making enhances transparency and improves governance outcomes. The high level of agreement suggests that the government is responsive to public feedback and actively incorporates citizen input into procurement processes. **13.5%** were neutral, indicating that some respondents may be unaware of how public recommendations are integrated. **2.7%** disagreed and **2.7%** strongly disagreed, suggesting that a small group perceives a lack of attention to public input.

The qualitative feedback from interviews with procurement officials and other stakeholders complements the survey findings, providing deeper insights into the challenges and responses associated with e-GP implementation.

Many respondents expressed frustration with the difficulties in accessing procurement information due to technical issues with the e-GP system. One public stakeholder noted:

"There have been times when the system is down, and we cannot access the procurement data. This has created a lot of frustration, especially when information is needed urgently."

This response echoes the survey finding that implementation challenges affect public access to procurement information, particularly when technical problems arise.

Several interviewees emphasized the effect of technical glitches during the system rollout on the availability and reliability of procurement data. One government official stated:

"We encountered several technical challenges when we first launched the system, which made it difficult for the public to access reliable data. Over time, we've worked to resolve these issues, but it was a significant hurdle in the beginning."

This aligns with the survey finding that technical problems have negatively impacted public access to procurement data, particularly during the early stages of implementation.

Despite these challenges, respondents also highlighted that efforts to address implementation issues have improved accessibility over time. One procurement officer mentioned:

"The government has been responsive to technical issues, and we've seen improvements in how accessible the data is. Training and system upgrades have made a difference."

This feedback is consistent with the survey data showing that efforts to address these challenges have positively impacted public access to procurement reports.

Some respondents appreciated the communication of implementation challenges by government officials, although they felt that more could be done. A respondent noted:

"While we hear about some of the challenges, there are still gaps in communication. It would be helpful if the government could provide more regular updates on what's being done to fix the issues."

This feedback reflects the survey findings, where some respondents agree that challenges are communicated, but others are neutral, suggesting room for improvement in transparency and communication.

Respondents had mixed perceptions regarding the accountability of public officials in addressing procurement challenges. One respondent commented:

"I think some officials are held accountable, but there's still a lack of clear consequences when things go wrong. More transparency is needed around how these issues are being handled."

This response mirrors the survey findings, where many respondents agree that officials are held accountable, but others are neutral or uncertain, indicating a perception gap regarding accountability.

On a more positive note, respondents recognized that the government has been open to public recommendations for improving transparency. One interviewee stated:

"The government has shown willingness to consider public feedback. We've seen some of our recommendations implemented, which is encouraging for the future of transparency in procurement."

This response aligns with the survey results showing strong agreement that public recommendations are considered in efforts to enhance transparency in the procurement process.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarises all findings in chapter four in accordance with the questions of the study, draws conclusions, suggests recommendations and also proposes a few areas for further study.

5.10 Summary of Findings

5.2 General Findings

This study explored how the implementation of e-GP systems has influenced transparency in procurement processes in public entities. The research findings reflect several key impacts of the e-GP system at the organisation.

These studies revealed that the access to procurement information was increased due to the e-GP system, as mentioned by most of the respondents. As many as 80.54% of the respondents come under "Strongly Agree" and "Agree" categories, meaning that e-GP enhances the transparency of the procurement reports by making procurement data more accessible and with more detail. The results also presented how procurement data became more timely and accurate due to the usage of the e-GP system. 75.65% of the respondents confirmed that procurement reports are disclosed faster and with minimal errors. In addition to that, the implementation of the e-GP system has contributed to the perceived decrease in corruption within the process. 81.04% of the respondents believed the e-GP system simplified the tracking and monitoring, enhancing accountability. At the same time, 81.04% of the respondents responded that the risk of corruption had reduced. Despite the positive results, this study found that the technical and implementation challenges remained common features impeding the full potential of the system. 81.08% responded that the implementation challenges impede, or did impede, the reliability and availability of procurement data for public viewing, especially at the start of the rollout. The results regarding government responsiveness to public feedback as an important driver in improving transparency were mixed. The

government considered public recommendations in 51.4%, which means that the contribution of the public had some influence on the process of procurement.

5.3 Summary and Discussion of Findings

The e-GP system has brought significant advancements in the transparency of public procurement processes, particularly within Uganda Civil Aviation Authority. However, its full potential is hampered by implementation challenges and technical limitations.

5.3.1 Improvement in Transparency and Accountability

The results show that the introduction of the e-GP system has led to an improvement in transparency by making procurement data more accessible and comprehensive. More than **80%** of respondents agreed that e-GP increased transparency by allowing easier access to procurement information. This reflects the theory that digital systems enhance transparency by reducing human involvement, which can be prone to manipulation, and increasing the traceability of actions taken during procurement. The improvement in the timeliness of procurement report disclosures also correlates with transparency, as faster reporting reduces the risk of information being concealed or altered. The study also demonstrated that the e-GP system improved accountability, with **81.04%** of respondents agreeing that it streamlined the tracking of procurement activities. This corresponds to the **public accountability theory**, which argues that e-GP systems create clearer records of procurement actions, making it easier to hold officials accountable for their decisions. The decreased risk of corruption, as noted by **81.04%** of respondents, further underscores the system's ability to promote ethical behaviour by reducing opportunities for under-the-table dealings and favouritism.

5.3.2 Implementation Challenges and Public Accessibility

Although the e-GP system significantly improved transparency, it also faced notable implementation challenges that limited its effectiveness. **81.08%** of respondents reported that technical issues negatively affected public access to procurement data. This finding is consistent with the **Diffusion of Innovations Theory**, which posits that technology adoption often faces resistance and technical challenges during its initial phases, affecting its overall performance. The findings highlight those technical

problems, including system downtimes and inconsistent data availability, were more prevalent during the early stages of the e-GP system's implementation. This is particularly concerning for transparency because reliable access to data is essential for public trust. Despite improvements in public accessibility as the system matured, there remained challenges in ensuring the system's consistent performance.

5.3.3 Public Participation and Government Responsiveness.

This study also established that the government was open to the public for suggestions on how to improve procurement. 51.4% of the respondents strongly agreed that the government considered the views of the public, and this falls in line with co-governance theory. Co-governance theory avers that citizens should be brought into decision-making for better governance outcomes. In this regard, taking into consideration the recommendation of the public is indicative of a government commitment to enhance transparency in procurement and increase the strengths of the procurement process. Nevertheless, there were still mixed perceptions about the responsiveness of the government to addressing the challenges in the e-GP system, because some respondents expressed that the communication regarding the challenges of the system was not consistent.

5.4 Conclusion

The implementation of the electronic government procurement has indeed set an environment that has greatly enhanced the state of transparency and accountability in the conduct of public procurement within the Uganda Civil Aviation Authority through the e-GP system. It has just made the procurement reports more accessible, full, and timely; this in turn has reduced corruption vulnerabilities and enhanced trust among the public. The system does not come without challenges. Technical and implementation issues persist in the effectiveness of transparency in several areas, such as the reliability of data access to the general public. However, this does not overlook the great responsiveness of the government in the implementation of public recommendations for improvement in areas of transparency. Though their handling of technical challenges and how they should inform the public does at points fall short.

5.5 Recommendations

Invest in Technical Infrastructure. To address the technical issues that hinder public access to procurement data, the government should invest in strengthening the e-GP system's infrastructure. This includes improving system reliability, reducing downtimes, and ensuring data consistency.

Training and Capacity Building. Continuous training of government officials on the use of the e-GP system is crucial for minimizing operational challenges. Additionally, public education campaigns should be initiated to enhance citizens' understanding of how to access and utilize procurement data.

Enhance Public Communication. The government should improve its communication strategies regarding system challenges and efforts to resolve them. Regular updates should be provided to the public to ensure transparency in how the government addresses issues related to the e-GP system.

Incorporate Public Feedback Mechanisms. Establishing formal mechanisms for incorporating public feedback into the e-GP system will ensure that the system continues to evolve in ways that meet the needs of all stakeholders. This includes regular consultation with both users and the general public to identify areas for improvement.

Strengthen Monitoring and Accountability Mechanisms. Monitoring and evaluation mechanisms should be enhanced to ensure that procurement processes are continuously reviewed for compliance and transparency. Public accountability should be enforced by increasing the visibility of procurement processes to all relevant stakeholders.

5.6 Areas for Further Study

Longitudinal Studies on e-GP Implementation

- Comparative Studies
- Impact of e-GP on Small and Medium Enterprises (SMEs)
- Evaluation of Public Awareness and Use

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

SECTION A: BIO DATA OF THE RESPONDENT

Instructions: Tick and fill in where necessary.

Gender of the Respondent.

Male.

Female.

The age bracket of the respondents.

18-27 Years

28-37 Years

38-47 Years

48-57 Years

58 & above

Level of Education

Diploma

Bachelors

Masters

PhD

Any other please specify.

Length of service in the organization.

0-5 years

5-10years

10-15years

20 & above

Department to which you belong.

Procurement

Legal

Finance

Public affairs

For any other please specify

INSTRUCTIONS.

In this part(s) that follow, you are required to rate your level of agreement with the questions. **5-Strongly Agree, 4-Agree, 3 - Neither Agree/Disagree, 2- Disagree, 1-Strongly Disagree.**

SECTION B: The impact of electronic government procurement systems on the transparency of procurement reports.

S/N	Impact of electronic government procurement systems on the transparency of procurement reports.	1	2	3	4	5
1	E-GP systems enhance the transparency of procurement reports by providing more accessible and detailed information.					
2	The accuracy of procurement data has improved since the adoption of e-GP systems.					

3	Electronic systems have improved the timeliness of procurement report disclosures.					
4	E-GP systems streamline the tracking and monitoring of procurement activities, making the process more transparent.					
5	Electronic procurement systems have increased the level of detail available in procurement reports.					
6	The risk of corruption in procurement processes has decreased due to the implementation of e-GP systems.					
7	Procurement reports generated by e-GP systems are generally comprehensive and easy to understand.					

SECTION C: Effect of electronic procurement cycle time on the timeliness of the procurement outcomes.

S/N	Effect of electronic procurement cycle time on the timeliness of the procurement outcomes.	1	2	3	4	5
1	Different types of e-Procurement cycles (e.g., e-tendering, e-auctions) influence the speed of the procurement process.					
2	The use of e-GP systems has led to faster procurement outcomes compared to traditional procurement methods.					

3	Delays in procurement processes have decreased since the adoption of electronic procurement system.					
4	The electronic government system has improved the on-time completion of procurement processes and deliverables					
5	The electronic government procurement system enables faster decision making and approvals in the procurement process.					
6	Timeliness of procurement outcomes is directly linked to the speed of the electronic procurement cycle.					

In case there are any other effects of electronic procurement cycle time on the timeliness of the procurement outcomes other than the ones mentioned above, please specify.

SECTION D: Effect of implementation challenges on public accessibility and disclosure in government procurement process.

S/N	Effect of implementation challenges on public accessibility and disclosure in government procurement processes.	1	2	3	4	5
1	Implementation challenges of the electronic system have impacted the public's ability to access procurement information.					

2	Technical issues during the electronic government system roll-out have affected the availability and reliability of procurement data for public viewing.					
3	Efforts to address implementation challenges have improved public accessibility to procurement reports.					
4	The challenges faced in the implementation of procurement processes are clearly communicated to the public.					
5	The public perceives government officials as being held accountable for addressing procurement implementation challenges.					
6	Recommendations from the public regarding improving transparency in procurement processes are considered by the government.					

In case there are any other implementation challenges on public accessibility and disclosure in government procurement processes other than the ones mentioned above, please specify.

Thank you for your cooperation and responses.