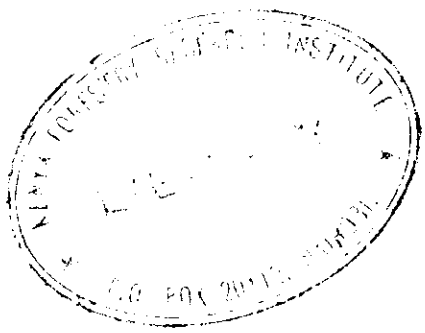

CAUSES OF DELAY IN THE PUBLIC SECTOR PROCUREMENT

CENTRAL GOVERNMENT

KAKAMEGA DISTRICT

A STUDY INTO CAUSES OF DELAY IN THE PUBLIC SECTOR PROCUREMENT(CENTRAL GOVERNMENT) IN KAKAMEGA DISTRICT

A RESEARCH PAPER UNDERTAKEN AND PRESENTED BY:

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AS A PARTIAL FULFILMENT FOR THE AWARD OF FINAL DIPLOMA IN SUPPLIES MANAGEMENT

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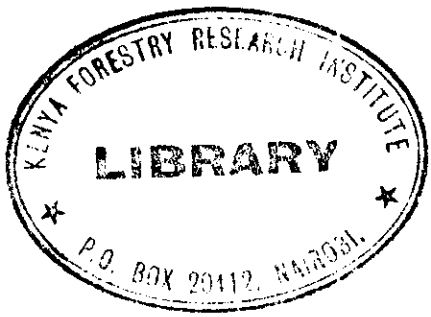

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CHAPTER SIX

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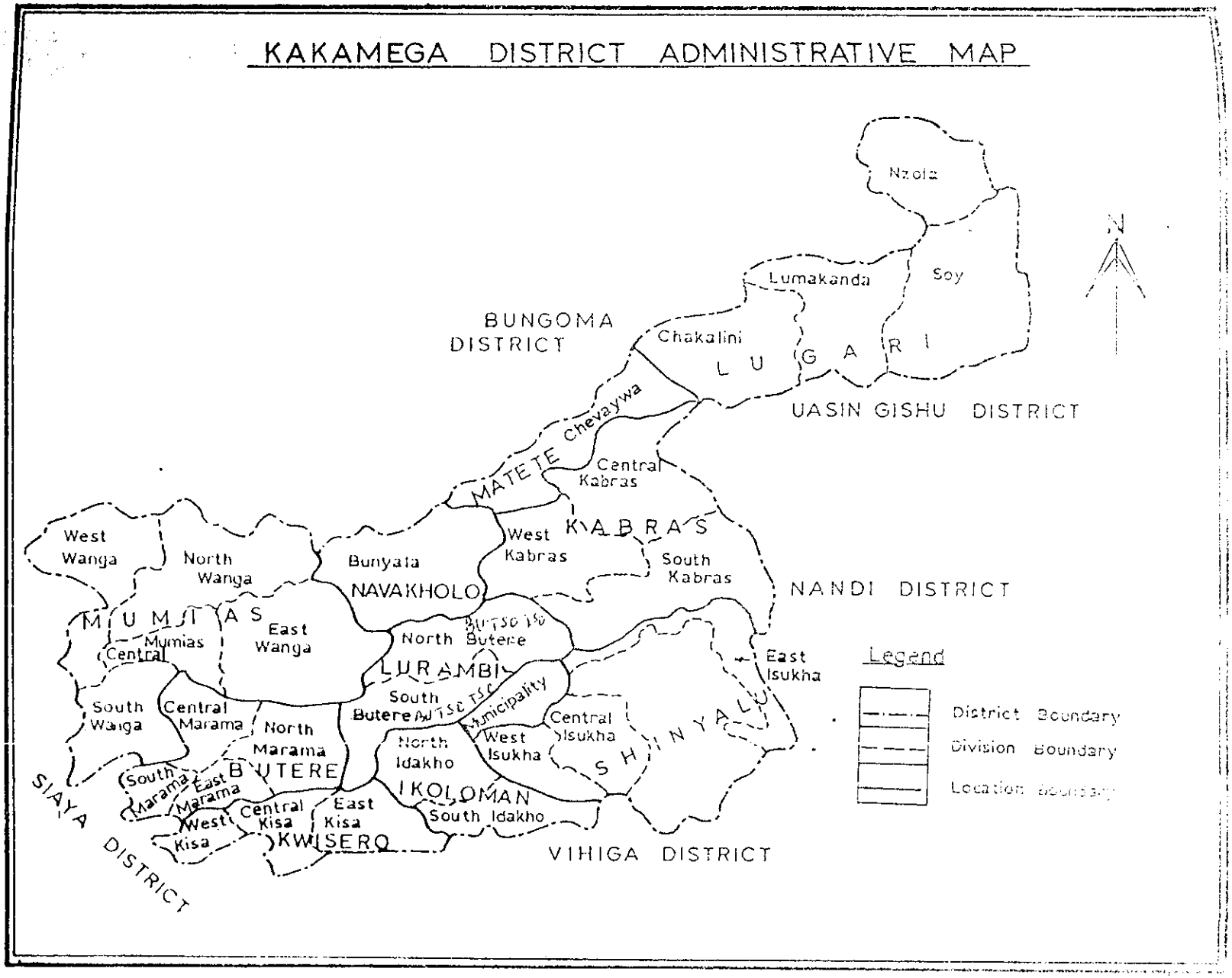
LIST OF ABBREVIATIONS

AIE.	Authority to Incur Expenditure
D.C.	District Commissioner
DSO.	District Supplies Officer
DTB.	District Tender Board
KShs.	Kenya Shillings
MoPW	Ministry of Public Works
MENR.	Ministry of Environment & Natural Resources
CSO	Chief Supplies Officer
SSO	Senior Supplies Officer
SO.I	Supplies Officer I
SO II	Supplies Officer II
SA.	Supplies Assistant
SSM.	Senior Storeman
SM.I	Storeman Grade I
SM II	Storeman Grade II
DDC.	District Development Committee
MSCU	Medical Supplies Co-ordinaing Unit
DSM III	Diploma in Supplies Management Part III

MAP OF KAKAMEGA DISTRICT AND ITS PROFILE

KAKAMEGA DISTRICT ADMINISTRATIVE MAP



PHYSICAL DESCIPTION

Location and Size

Kakamega District is one of the four districts making up Western Province. It is bordered by Busia and Siaya Districts to the West and South-West, Bungoma and Uasin-Gishu to the north and north-east; Nandi to the east and Vihiga District to the south. The latter was recently carved out of the old Kakamega District. With an approximate area measuring 2,963 sq. km (including the forest area in Shinyalu Division of 322 sq. km), it is now one of the smallest districts in the province. It is positioned between longitudes 34^0 20' and 35^0E and latitudes 0^0 15' and 1^0N (See Map No.1).

Table 1.1

Area of the District by Division

Division	Area (sq. km)
Lugari	535
Butere	201
Kwisero	568
Mumias	191
Lurambi	139
Ikolomani	531
Shinyalu	363
Kabras	160
Navakholo	160
Matete	85
Municipality	47
Total	**2,963**

Source: District Commissioner's Office, Kakamega, 1993

- Forest area of 322 Square Kilometres included in Shinyalu Division.

The largest division is Mumias followed by Lugari and Shinyalu although the latter's size includes an unpopulated area of the forest without which it would measure the same in size as Butere i.e. at 201 sq. km. The municipality is the smallest administrative division, measuring 47 sq. km., followed by the recently created Matere Divison which is 85 sq. km.

TOPOGRAPHY AND GEOLOGY

The altitudes of Kakamega ranges for 1,250 metres to 2,000 metres above sea level. The district has two physiographic units, namely the southern hilly belt made up of rugged grandties rising in places to 1,950 metres above sea level penaplain is slightly with remnants of denudation at Kakunga nad Kambiri. The Nandi Escarpment forms a prominent feature on the district's easter border, with its main scarp rising form the general elevation of 1,700-2,000 metres within one kilometre. The north easter corner where River Nzoia cuts the scarp, the elevation is 1,460 metres while downstream near Mumias, 45 km from the scarp the elevation is 1,260 metres making the slope between the scarp and Mumias 4.4 m per km. From Mumias 37 km downstream downwards, the elevation decreased to 1,160 m a slope of 2.7 m per km.

There are three main rivers in the district. The Nzoia River, with its main tributary, the Lusumu and its sub-tributary, the Viratsi and the Isiukhu, which originates form the Cherenganini Hills in Trans-Nzoia and flows South-westerly. It forms a natural boundary between Bungoma and Kakamega districts. The Yala River flows westerly fron Nandi Escarpm,ents. The rock formations belong to the Nyanzian and Kavirondo formations in the basin of Lake Victoria which are also some of the oldest rocks in Kenya. The Kavirondian System largely underlies Ikolomani, Kwisero, parts of Mumias and in Butere it has colerite intrusions. The Nyanzian Systems found in most of Shinyaly, Municipality (where it is associated

with gold-bearing quartzes), east of Kabras and some parts of Kwisero Division. The granite spread covers most of Mumias, Lurambi and Kabras Divisions, Kvaywa location and the northern tip of Lugari Division.

The basement system underlies Lumakanda location. Save for the basement system, the best and fertile mix of the Kavirondian, Nyanzian and granitic rock of rocks according to parent rock, that is the granites and granodiorite, the mustone and claystones and other parent rocks is most appropriate for Kakamega district. Most of the soils formed have been elached witha ge, heavy rains and continuous use without proper conservation and enrichment measures and the district is not therefore wholly highly potential.

Climate

Rainfall: The movement of the air masses between the two temperature belts in the northern and southern hemsipheres within the intertropical convergent zone provides two rainy seasons in the distric, named long rains and short rains. The long rains start in March and end in June with the peak in May. The short rains commences in July and end in September with a peak in August. Other months receive normal rainfall with drier month being December, January and February as shown in Table 1.2.

Rainfall in Kakamega district as is in other areas within the equatorial belt varies from place to place and the main factors contributing to this variation is altitude. Generally, rainfall varies from 1,000 mm to 2,400 mm from the lower parts pof the district to the higher parts. The central parts of the district receives better rainfall than the northern part comprising of Lugari division. While the central part of the district has no clear distrivution between the two rainy seasons, the norther part of the district has a distinct dry and wet spell. Most rainfall received in the district come in form of heavy afternoon showers with occasional thruderstorms. These showers/storms often continue into the night.

The table also shows that between 1988 and 1992 the total rainfall for the district varied between 2606 mm in 1988 and 1933.3 mm in 1992. In the last five years the long term mean of 2006.4 mm of rainfall was exceeded only in two years namely 1988 and 1991. The variation from the long-term mean in 1988 was positive, 31.1% as compared to negative 3.6% in 1992. From the fore-going analysis it appears that 1988 was not a normal year in the district in terms of rainfall.

Table 1.2

Mean Monthly Rainfall (mm)

Month	Long Term Monthly Mean	1988	1989	1990	1991	1992
January	76.1	157.6	16.9	116.2	129.3	26.6
February	100.6	55.4	173.6	173.6	87.6	85.1
March	160.6	193.4	192.1	192.1	203.0	45.2
April	299.9	502.6	227.5	227.5	196.4	346.5
May	271.3	260.7	169.4	169.4	469.3	207.0
June	148.8	130.6	74.4	74.4	95.2	427.0
July	155.9	293.6	87.4	87.4	92.9	162.2
August	238.6	415.8	429.9	429.9	210.2	179.8
September	166.5	290.1	130.0	130.0	118.6	133.2
October	172.2	186.8	119.3	119.3	247.9	154.0
November	134.7	124.8	178.4	178.4	112.0	96.0
December	81.2	24.6	53.9	53.9	85.2	70.7
Annual Total	2006.4	2163.6	1978.4	1952.1	2047.6	1933.3

Source: Meteological Station, Kakamega, 1993

Note: The Mean Annual Rainfall total for 5 years is 2,109 mm. The Long Term Monthly Mean Rainfall above was calculated for a period of 10 years from between 1983-1992.

Temperature: Temperatures vary between mean maxima of 26^0C and 32^0C and mean minima of 11^0C and 16^0C. (See Table No. 1.3). Temperatures in eastern parts are 18^0-20^0C while the rest experience temperatures under 20.5^0C.

The district has amean annual pan evaporation range of 1,600 mm to 2,100 mm. Humidity is high and evaporation relatively low and only for the lowest parts is the annual average evaporation more than 1800 mm. Kakamega's climate is good for crops such as bananas, nappier grass, beans sugar-cane and horticultural crops. Adequate rainfall means that water availability is not a critical concern to the population

Table 1.3

Mean Monthly Temperatures (Centrigade)

Month	**Long Term Monthly Mean**	**Mean**	**Monthly**	**Tempe-ratures**		
		1988	**1989**	**1990**	**1991**	**1991**
January	21.0	21.0	20.2	21.1	20.7	21.9
February	21.5	21.3	21.2	20.9	21.5	21.5
March	21.9	21.3	21.2	20.7	22.0	22.9
April	21.0.20.5	21.0	20.4	18.7	21.0	21.3
May	19.9	20.6	20.0	20.4	20.5	21.3
June	19.2	19.8	18.3	19.1	20.1	20.5
July	19.6	18.3	19.3	18.7	19.1	19.0
August	19.9	19.8	19.6	18.7	19.1	20.6
September	20.4	19.7	19.7	19.5	19.9	26.6
October	20.4	20.7	20.5	19.7	19.7	26.6
November	20.5	20.4	20.9	20.1	20.3	27.1
December	20.6	20.7	20.3	19.9	20.4	26.8
Mean Annual	**20.5**	**20.1**	**20.1**	**19.8**	**20.4**	**23.0**

Source: Meteorological Station, Kakamega 1993

NB: The Mean Annual Temperature for 5 years is 20.5 degrees centigrade while the Long Term Monthly Mean Temperatures were calculated for a period of 13 years, i.e from 1980-1992.

But there are also adverse effects caused by this type of climate. Examples are the high incidence of diseases such as malaria, uper respiratory and tract ailments and the fungus diseases in plants and animals. Through continuous heavy showers and run-off, soil nutrients are lost. It encourages the breeding of cetern animal and plant pests. Heavy rainfall also cripples motor transportation on most of earth surfaced roads in the district. The southern parts of the district, including Ikolomani, Shinyalu and Kwisero divisions without distinct dry period have two cropping seasons per year ehile in the north, single cropping of mainze, beans and horticulture is practiced.

Administrative and Political Units

Kakamega district has 11 administrative divisions, with a total of 33 location and 128 sub-locations. The divisions are Khwisero, Butere, Mumias, Ikolomani, Shinyalu, Municipality, Kabras, Lurambi, Lugari, Navakholo,and Matete.

There are seven partliamentary constituencies: namely, Ikolomani, Malava, Lugari, Shinyalu, Lurambi, Mumias and Butere. Whereas all other constiencies are formed along divisional administrative boundaries, Lurambi and Butere constiuencies have a combination of two or more administrative divisions. Lurambi constiuency for example, is comprised of Lurambi, Municipality and Navakholo divisions while Butere constituency is composed of Butere and Kwhisero divisions.

A total 50 wards exist under three local authorities of Kakamega County Council. Kakamega Municipality and Mumias Town Council as shown in Table 1.4. The electoral wards, while the Kakamega Municipality Council has 13 electoral wards. It should be noted that there are presently 36 county councillors, 9 town councillors for Mumias Town and 17 Municipality Councillors including those nominated.

Table 1.4

Locations, Sub-Locations and Local Authority Areas by Divisions

Division	Location	Sub-Location	Electoral Areas
Ikolomani	2	11	2
Shinyalu	3	15	3
Lurambi	3	9	3
Navakholo	2	7	0
Municipality	1	3	13
Kabras	4	13	3
Lugari	4	11	4
Matete	2	4	0
Mumias	5	25	**13
Butere	4	16	5
Kwisero	3	14	4
Total (11)	**33**	**128**	**50**

Source: District Commissioner's Office, Kakamega, 1993.

** Mumias Town has 9 electoral areas out of the 13 shown in Table 1.4.

ACKNOWLEDGEMENTS

This research was a solo effort. I am indebted to many people who assisted me in one way or another.

I am particularly grateful to Mr. Jefwa Ngombo my research lecturer for his useful teaching and step by step guidance, Mr. J.D. Katamo, my lecturer in Supplies Management as well as my supervisor in the field.

Aknowledgement is also made to Mr. T.F. Wamalwa the District Supplies Officer, Kakamega, for his cooperation in this exercise.

I cannot forget to thank the eight head of departments including their supplies staff of Ministry of Environment & Natural Resources, Ministry of Education, Ministry of Health (Provincial General Hospital in Particular), Ministry of Agriculture and Police Department for their useful procurement information for use in this research.

I also thank Ms Mary M. Mudaki without whose secretarial and typing assistance, this paper would not have been possible.

Finally, I thank my wife and children for the patience and prayers they maintained for me while I was away during this DSM III course.

DEDICATION

Dedicated to my wife Decimah, daughters Claudia, Philister, Rumona, Annet and my son Gideon.

CHAPTER ONE

1.0.0 INTRODUCTION

The main purpose of this research paper was to establish the causes of delay in public sector procurement, Central Government, Kakamega district.

Procurement of goods and services was decetralized from the headquarters of Ministries to the districts in July 1983. The procurement procedures were then re-examined in order to align them with the District Focus for Rural Development Strategy thereby aiming at facilitating development activities in the district through efficient and effective procurement of goods and services[1].

In order to achieve the above procurement objective, District Tender Board Secretariats were established. Right now the districts are having the services of Senior Supplies Officers including Chief Supplies Officer in large and provincial district headquarters who are responsible for the effective procurement of goods and services through the Tender Board Secretariats they head.

In addition, District Commissioners who are the Chairmen of the District Tender Boards have been empowered to countersign contracts on behalf of Treasury for any project in the district. Before this empowerment, one had to go to Nairobi to have such contracts countersigned by Treasury. District Departmental heads have also been empowered to sign such contracts on behalf of their accounting officers.

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[1] *District Focus for Rural Development Strategy (Revised 1987), Office of the President*

In spite of the efforts made by the government under the District Focus for Rural Developmnet Strategy to meet public demand for goods and services, departments in Kakamega district still continue to experience delay in procurement of goods and services. There are constant delays in procurement of goods and services as revealed by a research carried out two years ago[2].

This research paper had the aim of establishing the possible causes of delay in procurement of goods and services including those which had been found with a view to estblishing whether they still existed and others found elsewhere to establish whether they also existed in Kakamega district.

1.1.0 **LIMITATIONS**

I had planned to commence my investigations from the District Tender Board Secretariat at the District Commissioner's office. This could not be possible because the DSO and his staff were busy finalizing the processing of tenders for 1995/96 financial year. The DSO said he could only be ready for me after one week. I complied and went to other departments after which I would return to finish with the District Commissioner's office.

My efforts to obtain payment records from 1990/91 to 1993-95 from the District Accountant to establish how fast suppliers are paid was not possible since the records could not be traced in the archives. I only managed to obtain payment records for 1994/95 financial year. This was obviously not enough data for analysis of trend. It therefore leaves room for other researchers to establish whether payment to suppliers invoices contributed to the delay in procurement of goods and services.

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[2] *Causes of delay in procurement of construction materials for Rural Development Projects in Kakamega district, by Thomas O. Obae, March 1993*

In the Ministry of Water Development records for budgeted funds for 1991/92 could not be traced despite my several efforts to obtain them to establish the state of funding for that year and in the Ministry of Education I could not get estimated and allocated funds for 1990/91.

Data on the performance of suppliers was not enough since in the departments I visited most orders did not have corresponding delivery notes from suppliers and the counter receipt vouchers (S13).

I had therefore to consider only those orders which had relevant information for measuring the performance of suppliers like delivery notes and S13 (Counter Receipt Vouchers). Further research should be carried out on this variable.

1.2.0 **BACKGROUND**

The public sector procurement system is quite comprehensive, involving rules, regulation, procedures and methods which must be followed in order to minimize public recentment in awarding tenders for government contracts. The efficiency and effectiveness of provision of services to the public by the Government. Partly depends on an efficient and effective procurement system.

All public procurement of goods and services including construction works must result from placing of open tenders or quotations. This is subject to approval of the appropriate Tender Board before orders can be placed to the successful bidders. In the case of districts, which is the subject of this research, the appropriate Tender Board is the District Tender Board, whose Chairman is the District Commissioner and the District Supplies Officer is the Secretary.

The District Supplies Officer is also responsible for the District Tender Board Secretariat. While exercising the functions of this secretariat on procurement matters, he is required to ensure that Heads of departments submit to him their requirements for consolidatation into a master list of requirements before annual tenders are advertised by him by April of the current year for contracts commencing as from July of the next financial year. There have been cases where this requirement is not strictly followed and the result has been late advertisement of tenders.

After tenders which were advertised are received, they are opened by the District Commissioner, District Supplies Officer and three members of the Tender Board. The tender documents duly opened and initialed are handed over to the Supplies Officer for commercial evaluation. Where procurement involves items of a technical nature, technical officers are also involved for carrying out technical evaluation after which they submit to the District Supplies Officer for inclusion of his commercial evaluation comments and eventual submission to the District Tender Board for adjudication.

After adjudication of tenders by the DTB and the selection of a contractor, letters of award are send to the successful bidders together with the Contract Agreement. The District Commissioner signs Contract Agreement on behalf of Treasury.

It is after the contracts for the district tenders have been signed that circulars are sent to heads of departments and sections in the distict. This is the circular which is used by the departments and sections when placing orders for their requirements.

There have been some delays at some stages in the tendering process such as at advertising, adjudication and the stage leading to award of the contract, there by resulting into late procurements by departments and sections.

To keep in line with economic changes the government has also increased procurement ceillings so that procurement of goods and services is not delayed. These ceillings give flexibility at every level of purchase, a summary of which is as follows:

0 - 3000.00	Per single item - cash
3000.00 - 5000.00	Per single item - written order
5000.00 - 30 000.00	Per single item - obtain at leaset THREE Quotations without reference to a Tender Board
30 000.00 - 300 000.00	Per single item - at least FIVE Quotations subject to approval by a Tender Board Committee
300 000.00 - 2 000 000.00	Per single item - Open Tender or if urgent seek the approval of the Chariman of the relevant Tender Board to invite TEN Quotations instead of open tenders.
2 000 000.00 - Infinity	Recommended to CTB for adjudication and approval

This circular gives flexibility in as far as procurement is concerned so that delays to meet public demand for goods and services is not experienced[3]. However, delays in procurement are still experienced by departments in the district.

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[3] *Treasury Circular No.13 of 23 September 1993*

1.3.0 PROBLEM STATEMENT

There is delay in public sector procurement of goods and services, Central Government, Kakamega district. This was revealed by a research which was carried out there two years ago[4].

Also official correspondence in the provincial administration and internal security revealed that the officers involved in the management of supplies services where procurement features most in the districts had not carried out their responsibilities to the expectation of the government. As a result, implementation of projects in the district had not been properly carried out[5].

1.4.0 RESEARCH OBJECTIVE

This research was carried out with objective of establishing the causes of delay in public sector procurement in Kakamega district, in addition to others which had been found existing there and elsewhere and to ascertain whether they still exist or feature there. Then the results would enable me to suggest recommendation to the government so that the problem may be minimized for the benefit of the public.

1.5.0 HYPOTHESES

Delay in public sector procurement, Central Government, Kakamega district may be attributed to the following:-

i) The District Supplies Officer's failure to maintain planned dates and time in the tendering process,

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[4]*Causes of delay in procurement of construction materials for Rural Development Funded Projects in Kakamega district, Thomas O. Obae, March 1995*

[5]*Guidelines in Supplies Management in the district (June 1991)*

ii) Inadequate Supplies Personnel causing delay in processing of tenders,

iii) Inadequate financial allocations and late receipt of AIE,

iv) Late payment to suppliers invoices,

v) Inadequate transport facilities

vi) Unreliable suppliers who do not fulfill thier delivery promises,

vii) Availability of supply on the local market,

viii) Applications for price variations

CHAPTER TWO

2.0.0 LITERATURE REVIEW

Research on causes of delay in procurement in public sector has been carried out in Kajiado district. It had relevant factors which also feature in the topic of my reseearch in Kakamega district.

Public sector covers nationalised industries, local authorities, state corporations and central government. In my research, however, I limited myself to the central government in Kakamega district.

The most recent research carried out in Kajiado district by Mr. Mwau established that:

a) Annual tenders were not advertised at a planned time period,

b) Adjudication on tenders took longer than expected,

c) Allocated funds were less than budgeted funds and that there were late receipt of AIE and this led to delay in procurement,

d) According to the researcher, settlement of suppliers' bills was not that serious especially for the year 1990/91, 191/92 and 1993/94 and

e) Transport was inadequate due to many transport requisitions which were not honoured.

COMMENTS

The research established late procurement by comparing the time planned for advertisement of district annual tenders with the actual time tenders were advertised, the planned duration of adjudication process and the actual duration, the planned date for awarding contracts and the actual date the contracts were awarded.

The research observed that annual tenders in Kajiado district were advertised late leading to late adjudication of tenders.

He tried to find the relationship between tender advertisement delay and delay in adjudication of tenders, the result was that there was no correlation since he got a figure of 0.013. Siginificant correlation is normally between 0 and 1. He established that late advertisement did not lead to delay in adjudication of tenders. Hence there was need to investigate this also in Kakamega district.

With the above observation, I set myself to investigate into the tendering process in the same way to establish whether planned dates and time durations at every tendering stage were adhered to in Kakemega district.

I also set to investigate into the funding situation, payment of supplieers bills, transport provision for procurement services, Supplies Personnel establishments and actual applications of price variations, supplier delivery performance and availability of supply on the local market to establish their effect on procurement of goods and services.

Mr. Nderitu also undertook a similar research in Kajiado district but on causes of delay in procuring materials for constrction for construction projects in 1 August 1994. He had same findings as Mwau's.

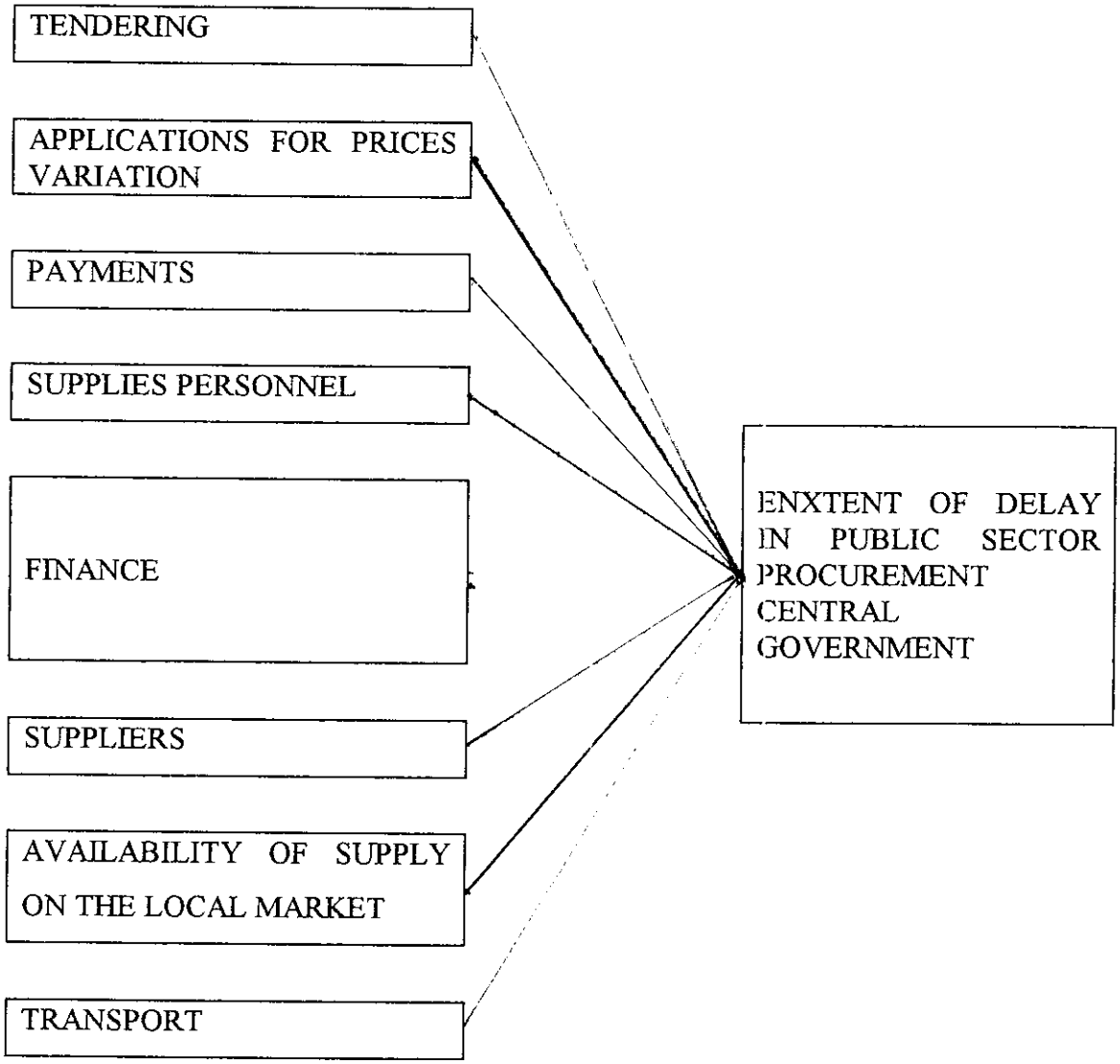
Also Mr. Obae, in March 1993 in Kakamega district carried out research to establish the causes of delay in procurement of construction materials for Rural Development Funded Projects. He had findings like those of Mwau and Nderitu in Kajiado though his findings also included price validation and shortfall in Supplies Personnel as other causes of delay in procurement.

This research paper is to establish whether the same causes found in Kajiado also feature in Kakamega. Also this research paper is to establish whether the causes of delay in procurement found by Obae still exist in Kakamega district.

CHAPTER III

3.0.0 THEORETICAL PERSPECTIVE

A schematic Diagram



TENDERING

In the context of procurement of goods and services, tendering is the process of placing open tenders or quotations to the public and receiving their responses in the form of offers for the supply of goods and services on terms such as prices, delivery etc.

Several stages are involved before an order can be placed with the successful bidder. For example there are three main stages such as advertising, adjudication by the relevant Tender Board and finally award of the contract. In the public sector and at the district level, in this study, the relevant Tender Board is call the District Tender Board (DTB).

At each of the three stages of tendering mentioned, these is a planned or set duration in days given as a guideline. The effectiveness of the procurement officer is measured against these set durations. If a longer duration than planned is taken, then complaints may be heard from the departments and sections which use the resultant contracts to place their orders.

The tendering process has been planned such that there is a set validity period in which offers from potential suppliers must last. Sometimes these periods are not adhered to by the district supplies officer. These difference between planned time and the actual time taken is one of the reasons of this study.

APPLICATION FOR PRICE VARIATIONS

This is a situation where contractors for various economic reasons necessitating an increase in price of goods and services, ask for price increase.

It is a government requirement that when a contractor makes such representation for price variation, he should give prompt notice to the government of the occurance on which he proposes to base his claim.

In such situations, the District Supplies Officer validates the price by having various suppliers who competed in the same tender to try again. If any of them happens to maintain his old price, or if their price increase turns out to be lower than the current supplier, then their prices will be recommended to the DTB to deliberate and approve as necessary for new price. Within this period of price validation, the former contract remains suspended until approval of the new price. The time lag between the receipt of application and the actual time new prices are approved is a delay in procurement. The fewer the applications the better and vice versa.

PAYMENTS

Purchase orders, before they are taken to suppliers, they are committed to ensure that by the time invoices are received from supplier, cash is available to pay them.

To also ensure that cash is available to facilitate payment of suppliers invoices, the District Accountant is required to ensure that reimbursements to top up the district cash fund is not delayed.

If suppliers are paid within the credit period of thirty days or even less, suppliers will be motivated and will be willing all the time to meet the orders placed with them without delay.

It should be noted that delaying payment is a cheap method of borrowing money. This should be minimized or forthright avoided where possible so that the supplier do not keep a record of poor "customer performance" similar to that of the buyer's "Vendor Rating Scheme"[6].

Depending on the contract terms, prompt payments can result in the government benefiting from cash discounts associated with such payment. Also if suppliers are not paid in time, may overwork the procurement officer in charge who may be forced many times to negotiate for extended credit periods - this may even weaken his negotiating ability for better credit terms.

A situation where a supplier may dilly darly with the order because he has not received payment for previous deliveries should be avoided.

SUPPLIES PERSONNEL

The decentralization of procurement to the districts under the responsibility of the District Commissioner calls for efficiency and effectiveness on the District Supplies Officer who is in-charge of the procurement function in the district. It therefore follows that he should have the number of suppliers staff as required by the establishment. A short fall in the number of the required staff may affect the rate of processing the tender documents, thereby contributing to delays in procurement of goods and services.

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[6] *H.K. Compton 3rd Edition (1985) Supplies and Materials Management pg. 257*

The perceived importance of the District Supplies Office is felt and recognised by all heads of departments who expect prompt procurement decisions communications from the Districts Supplies Office. The procurement services required from the districts supplies office have increased in thier intensity and complexity. This calls for a need to have an adequate number of competent Supplies Personnel to handle the procurement workload[7].

FINANCE

The public sector procurement is made possible by using funds from local tax revenue, foreign grants and loans, domestic borrowing, return from investment and appropriation in-aid. These funds are maintained in Exchequer Account by the Treasury in a form of fund called Consolidated Fund.

It is from this account that the Treasury issues Treasury warrants to accounting officers in the ministries and accounting officers in turn allocate funds to various votes and then issue Authorities to Incur Expenditures (AIE) to their heads of departments as the money allocated to them for use in the financial year which starts 1st July and ends on 30 June of the following year.

The AIEs are required to be in the districts by 15 July but sometimes they delay and arrive late resulting in late procurements. Also the money allocated is not as per the budgeted amount and this means the same procurements which were intended may be delayed. The quantities of goods and services to be procured will only depend on the allocated funds.

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[7]*Peter Bailey, Farmer, Purchasing Principles and Management Page 315 and 317 6th Edition*

Adequate funds ensures good supplier/buyer relationship since payment to suppliers will be timely. This will reduce the purchase price due to discounts offered by the suppliers and other benefits like supplier giving priority to the buyer in periods of scarcity of supplies and thereby reduce complaints from users associated with delayed procurements.

SUPPLIERS

If the right source of supply is selected by the District Tender Board, then terms such as delivery promised would be fulfilled. However it may be until a supplier starts to deliver against orders placed with him that his delivery performance will be known.

Timing is one of the variables which determine the choice of a supplier. He will be judged on his prompt and adequate quotations, reliable deliverty times, ease of contact with persons in authority at supply source, technical advice and service availability of test facilities and willingness to hold stock etc.

Supplier's finacial stability is also an important variable to consider since it indicates supply assurance and on time delivery.

Sometimes some suppliers quote deliveries which they cannot achieve. This may be a move just to secure an order. Such a supplier is not serious and may contribute to delay in procurement of goods and services.

AVAILABILITY OF SUPPLY ON THE LOCAL MARKET

Availability of goods and services as and when required will ensure demand targets are effectively met. Sometimes it may happen that requirements are not

with contracted supplier as and when needed. This will result in sourcing beyond local market such as going to a neighbouring district. This is likely to result in delayed procurement of the affected item.

Shortages of supply on the local market can be indicated by incidences when an item was obtained from outside the district, and number of orders delayed due to shortages of an item on the local market.

TRANPORT

Arrangement for transport should be part of the price package where buying organization does not have its own transport.

The inadequacy of transport at the buyer's organization may cause delay in procurement. This can be reflected by the total number of requisitions for transport not honoured when requests were made by the supplies department.

Lack of transport may also be indicated by the number of vehicles which are in serviceable condition in proportion to the total number of vehicles allocated to assist in the procurement of goods and services.

3.1.0 VARIABLES STUDIED

Dependent Variable

This is the variable that states the delay in procurement.

Variable	Indicator	Scale
Delay in procurement	Extent of delay	Number of days delayed

Independent Variables

These are the variables that cause change in the dependent variable.

Variable	Indicator	Scale
1. Tendering	1. Difference between planned date for advertising and actual date advertising made	Number of days
	2. Difference between planned time for adjudication of tender and actual time taken	Number of days
	3. Difference between planned date for awarding tender and actual time tender awarded	Number of days
2. Application for price variations	1. Number of applications in the contract file	Number of applications per year
	2. Quotations for price validation	
3. Payments	Bills paid in time against total number of bills	Number of bills
4. Supplies Personnel	Establishment number against actual	Number of personnel
5. Finance	1. Budgeted estimates against actual allocation	Amount of funds shortfall
	2. Normal times for receipt of AIEs against actual time AIE received	Number of days AIE delayed

Variable	Indicator	Scale
6. Suppliers	Delivery date promised against actual date delivery made	No. of days delivery delayed
7. Availability of supply on the local market	Total number of orders against number of orders affected by non-availability at the time of presenting the order	Number of orders not met or met late
8. Transport	1. Total number of Transport Requisitions against number of requisitions approved	No. of requisitions
	2. Number of vehicles allocated against number of vehicles in serviceable conditions	No.of vehicles

CHAPTER FOUR

4.00 METHODOLOGY

A survey type of research was carried out. The population of study were Government departmentes in Kakamega district.

Sample Method

Out of 18 departments in the district 8 were chosen for the purpose of study. These are the departments that transact a large volume of procurement of goods and services in the district. This is about 45% of the population.

DATA COLLECTION

Primary data was the major source of information. Personal interview was used to obtain information where records were not available from the heads of departments in Kakamega district.

INTERVIEWS

This was carried out face to face with the officers responsible for supplies functions and results were recorded in data collection forms. The interview revealed that delay in procurement was caused by most of the underlying factors in my hypothesis.

QUESTIONAIRE

The questionaire I had prepared was issued to all the 8 departments mentioned. The questionaire sought data on Supplies Personnel, tendering, finance, suppliers, tansport and shortages of supply in the local market.

SECONDARY DATA

Data was obtained from records of tender files, DTB Agenda and Minute files and Contract files. These enabled me to establish when tenders are advertised, adjudicated and awarded. They also enabled me to establish the number of application for price variations over five years from 90/91 to 94/95 to enable a trend to be established.

The order files to find out when suppliers receive orders and acknowledge them whether they fulfill their delivery promises. This was established by dates supplier receives the order and his promised delivery time against the actual delivery time. Information as to delivery was obtained from the goods received notes (S13)

Forward budget files and AIE files to compare with printed estimates amounts to establish the funding position.

Payment vouchers, votebooks, cash books and voucher movement registers to establish the speed of settling suppliers bills.

DAT A ANALYSIS

The research design was descriptive. Therefore pie charts tables, bar charts, histograms and scatter graphs have been used.

A pie chart and a histogram was used show the existence of delay in procurement. The pie chart shows the relative delay in procurement among the 8 department where survey was carried out by questionair. The histogram shows percentage delay in procurement against perntage departments categorically (as per appendix C Table 1)

Bar charts were used to show the extent of delay in procurement by tendering process and also to show the application for price variations effects on procurement for six and four year respectively.

A scatter graph was used to show the relationship between delay in procurement and shortfall in Supplies Personnel, delay in procurement and shortfall in funding and delay in procurement relationship with late receipt of AIE.

A Table was used to show that suppliers never kept their delivery promises thereby causing delay in procurement. A histogram was also used to show percentage shortfall in transport and percentage orders affected by shortage of supply on the local market against percentage departments.

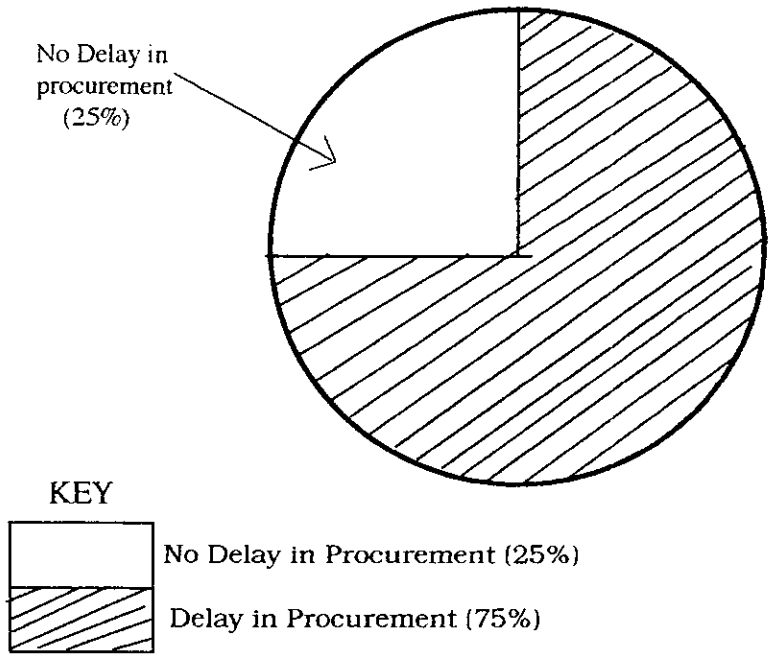
CHAPTER FIVE

5.00 FINDINGS AND PRESENTATION

DEPENDENT VARIABLE

Establishment of Delay in ~~Documents~~ PROCUREMENTS

In order to establish if there was any delay in procurement of goods and services a sample of 8 departments out of 18 departments in the district was selected . The pie-chart below shows the relative delay in procurement as per the survey carried out in the eight departments.



The above Pie-Chart shows that there was delay in procurement of goods and services in Kakamega district (reference Appendix C , table 1)

It was further established that the eight departments sampled out for study to find out whether there was any delay in procurement of goods and services , experienced delay in procurement in varying percentages as per the bar graph shown.

A SUMMARY OF THE PERCENTAGE DEPARTMENTS AGAINST PERCENTAGE DELAY IN PROCUREMENTS

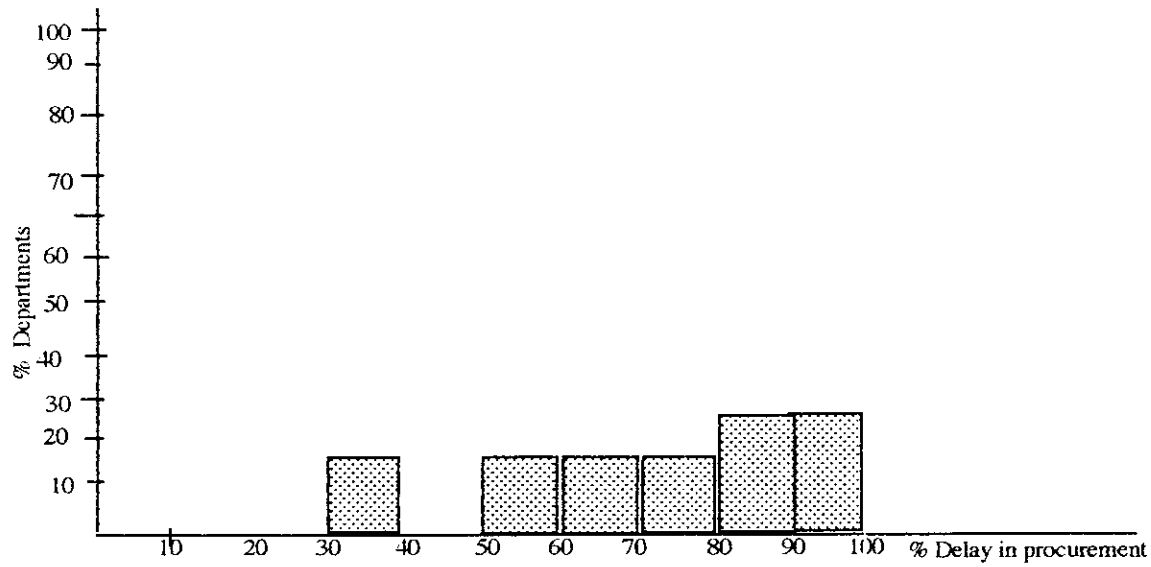


Figure 2

The above bar graph shows the percentage depaetments against percentage delay in procurement. 4 Departments in the category of 30-40 , 60-70 and 70-80 experienced delay in procurement of between 30% and 80% and also 4 Departments experienced delay in procurement of between 80% and 100% (Ref. Appendix C table 1)

EXTENT OF DELAY IN ADVERTISING TENDERS 90-91 TO 95-96(Shown in days)

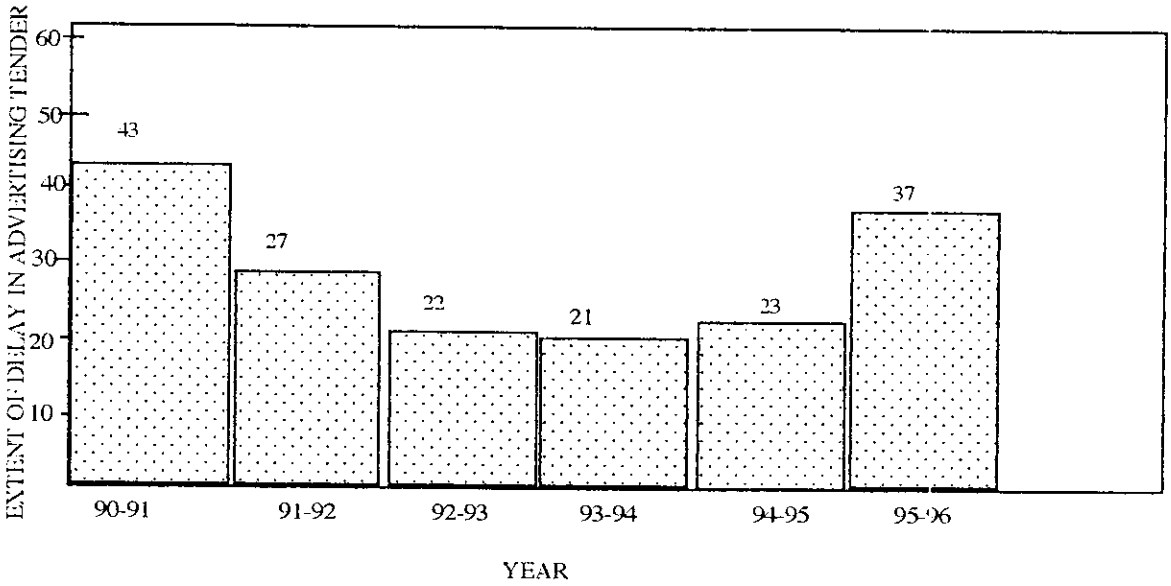


FIGURE 3

The above bar chart represents the extent of delay in advertising the annual tenders .Annual tenders are supposed to be advertised by the 15th April of each year , but in the research carried out in Kakamega showed showed a deviation from from this planned date . As a result procurement based on annual tenders was delayed due to late advertisement of tenders (See Appendix C table 2).

EXTENT OF DELAY IN TENDER ADJUDICATION

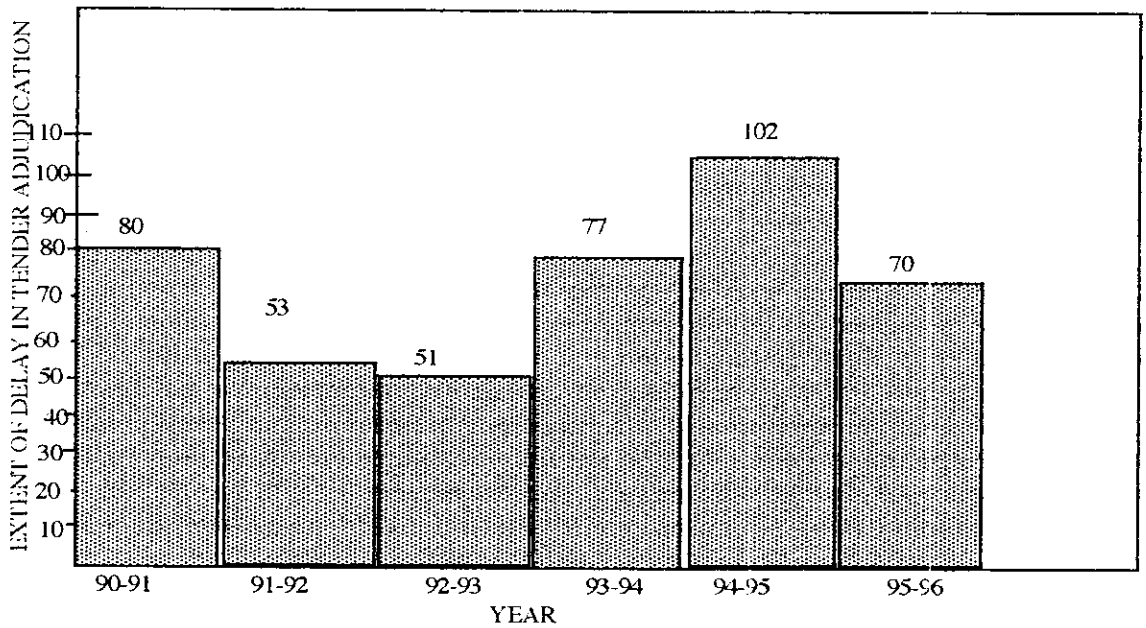


FIGURE 4

In my findings , I established the existence of delayed adjudication of annual tenders for district term contracts .The planned time for adjudication is 21 days but the Kakamega DTB was taking more days as seen from the above bar chart (Ref. Append C table 3) .This contributed to delays in procurement experienced by by departments in the district.

EXTENT OF DELAY IN AWARDING TENDERS

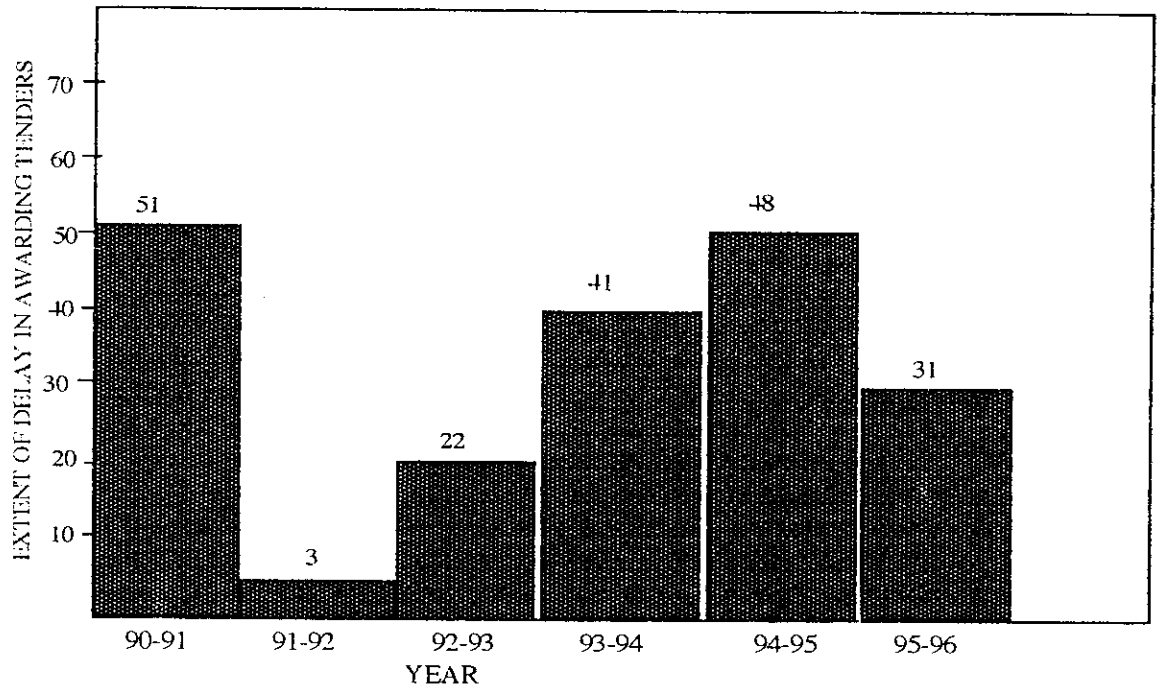


FIGURE 5

The planned time for awarding the district term contracts is by 1st July of each financial year .However , In my investigation I established that out of the five years examined , 90-91 to 95-96 only 91-92 tenders were awarded with delay of only three days . However , The overall trend shows that tenders are concluded late.This contributes to delay in procurement which is supposed to commence as from 1st July .(see Appendix C table 4)

APPLICATION FOR PRICE VARIATIONS

I have intended to investigate the trend of applications for price variation over a period of five years but it was not possible to obtain records for 94-95 financial year. This left me with only 90-91 - 93-94 financial years . The results are as the graph overleaf:

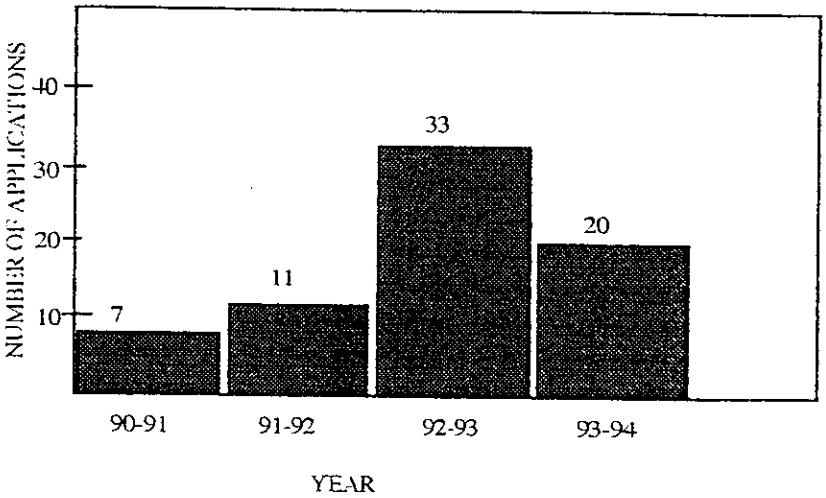


FIGURE 6

From the above bar chart it can be seen that there more applications for price variation in 92-93 than any other year studied . There were fewer applications for price variation in the year 90-91. Information from the District Supplies Officer indicated that in 92-93 there was high inflation rate and this adversely affected the district term contracts .The items affected by these applications were mainly food-stuff, building and construction materials and staff uniforms.

Before price increase was affected ,it had to be presemted to to the Tender Board for adjudication. Validation of prices was communicatedto all tenderers who had participated in the original tender and they were required to confirm whether their initially quoted prices were stil valid.

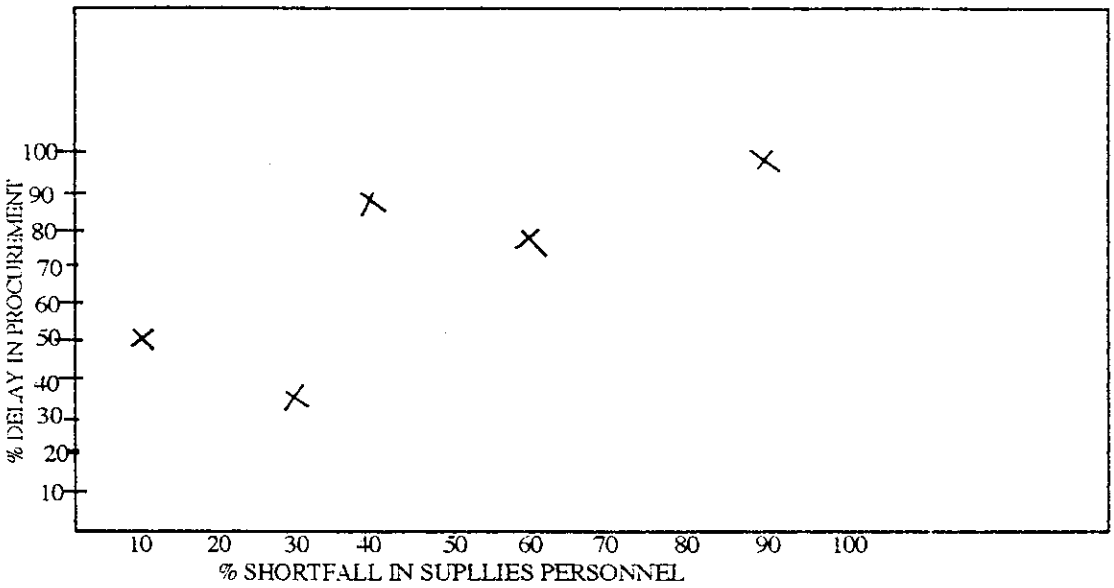
After this information as to prices was obtained they were re-eva;uated with a view to establish the justification of the requested prices increase by the contractor. Then this was presented to the Tender Board for adjudication. Because of this process of price validation most procurements were delayed. This is so because once a contractor applies for price variation, the contract is suspended until the contractor receives confirmation in writing that his prices increase request has been approved by the government (See Appendix C Table 5 for number of applications per year studied).

PAYMENTS

I had wanted to investigate the performance of the District Treasury on settling suppliers or merchant vouchers over a period of five years, but I was not availed the records for 1990/91 to 1993/94 financial years. The only payment record found in the archives was for 1994/95 financial year. Going by it alone, one would conclude that there was no problem with payment since the District Treasury was able to pay 75% of the vouchers in time in 1994/95 financial year (See Table No. 6 Appendix C). It is therefore impossible to analyse data on payment using only one year.

SUPPLIES PERSONNEL

Shortfall in the number of supplies personnel also contributed to delay in procurement.This was established by comparing the supplies personnel establishment and the actual number in place in each of the 8 departments . The scatter graph below shows the relationship.



It was discovered while analysing the effect of a shortfall of Supplies Personnel on procurement that the District Supplies Officer's office delayed in preparing tender documents for adjudication due to a shortfall in Supplies Personnel. The office had a shortfall in the number of Supplies Personnel of 14%. Earlier on in the questionnaire the DSO had indicated that lack of enough Supplies Personnel had never caused a delay in procurement of goods and services. In personal interview, after I had extracted information from records of tenders and DTB Minute files, I enquired why it was taking too long a time to adjudicate on tenders and the reason was "inadequate Supplies Personnel". Instead of taking the planned time of 21 days the adjudication took more days and Supplies Personnel shortfall was one major reason - hence a delayed procurement of goods and services.

Looking at Table 7 in the appendix, one would think that since Ministry of Agriculture had no shortfall in the number of Supplies Personnel, the department never experienced any delay in procurement. This is to the contrary. The only storeman complained of being overworked and in the questionnaire he had actually indicated that he had one time experienced delay in procurement due to there being no enough Supplies Personnel.

Police Department never experienced any delay in procurement though they had a shortfall of Supplies Personnel of 33%. The reason was that their work is essential services and sometimes other personnel came in to assist the Supplies Personnel.

The number of departments out of eight departments which experienced delay in procurement due to a shortfall in the number of Supplies Personnel were the district Commissioner's office, Public Works, Education, Health and Agriculture. This is 63% of the departments studied. However, the overall

shortfall of Supplies Personnel in the district is 41% since there is only 43 number of Supplies Personnel against establishment of 73. The shortfall represents all the Grades of Supplies Personnel required in the district from the grade of Senior Supplies Officer down to Storeman (For more information see Appendix C Table 7).

FINANCES

To establish whether finance had any effect on procurement delay, budgeted funds were compared with allocated funds. There was a shortfall in funding such that allocated funds were less than budgeted funds in varying percentages in the eight departments. The departments which experienced procurement delay attributed to shortfall in allocated funds were Water Development, Public Works, Environments and Natural Resources, Education and Agriculture. This represents 62% of the departments' studied. Those which did not experience delay in procurement attributes to a shortfall in funds were DC's office Health and Police Departments, representing 38% of the departments studied. Table 8 in Appendix C summarizes the relationship between procurement delay and funds shortfall. Also the scatter graph as per figure 8 depicts the pattern of this relationship.

Also late receipt of AIE contributed to procurement delay as can be seen from scatter graph figure 9. The only departments which never experience delay in procurement attributed to late receipt of AIE were the DC's office and Police Department (Ref. Appendix C Table 8 ii)

SUPPLIERS

Examination of the responses from the questionnaires issued to the eight departments surveyed revealed that delay in procurement attributed to suppliers not fulfilling their delivery promises affected 50% of the departments namely, 8 & 33

FIGURE 7

The scatter graph underleaf shows that there was a relationship between delay in procurement and shortfall in number of supplies in personnel .This confirms research carried out by Abae Thomas , March 1993.

RELATIONSHIP BETWEEN PROCUREMENT ; DELAY AND FUNDS SHORTFALL SCATTER GRAPH

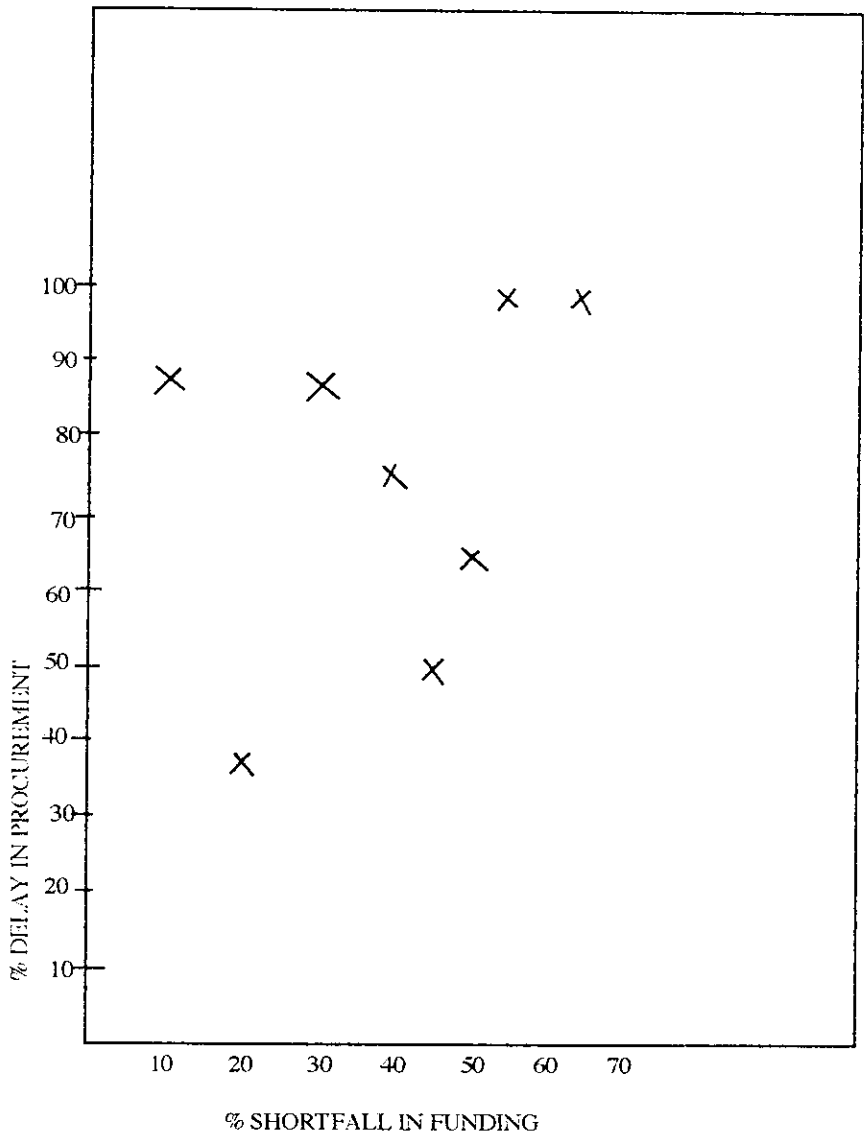


FIGURE 8

The above scatter graph shows that thereis some relationship betweeen a shortfall in funding and delay in procurement .It also shows some positive correlation .Since all the departments were not affected by a shortfall in the funds , The scatter graph cannot show a perfect positive correlation coefficient (i.e +1) . This appropriately +0.4 correlation coefficient.

SCATTER GRAPH SHOWING RELATIONSHIP BETWEEN DELAY IN PROCUREMENT AND LATE RECEIPTS OF AIE

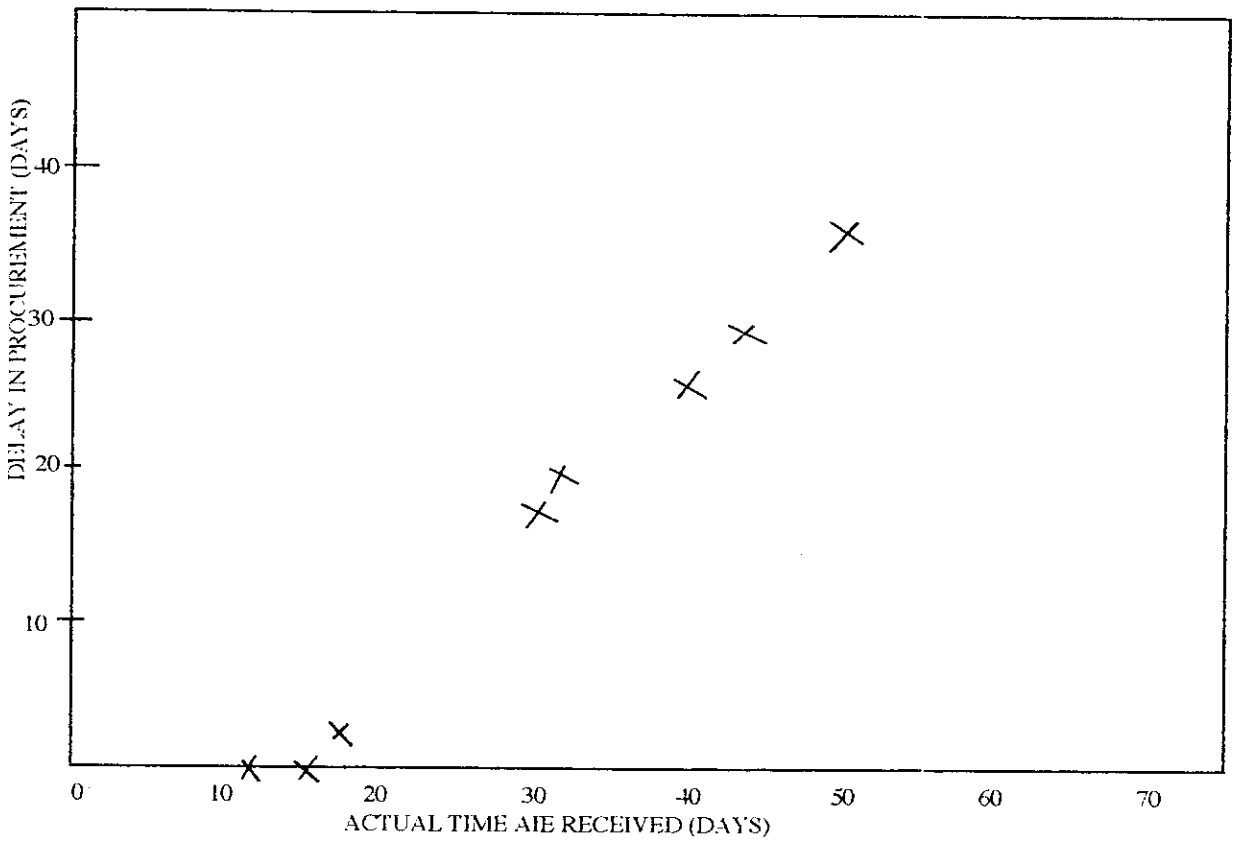


FIGURE 9

The pattern on the above scatter graph shows there was delay in procurement caused by late receipt of AIE . Instead of departments receiving AIE's in the first 15 days of July . Procurement could not commence until AIE's are received . Only 2 departments out of 8 received AIE in time and these were the DC's office and Police Department , and were therefore not affected by the late receipt of the AIE . The relationship between procurement delay and late receipts of AIE on the above scatter graph shows almost a perfect positive correlation coefficient approximately 0.9 (Ref. Appendix C table 8 (2))

AVAILABILITY OF SUPPLY ON THE LOCAL MARKET

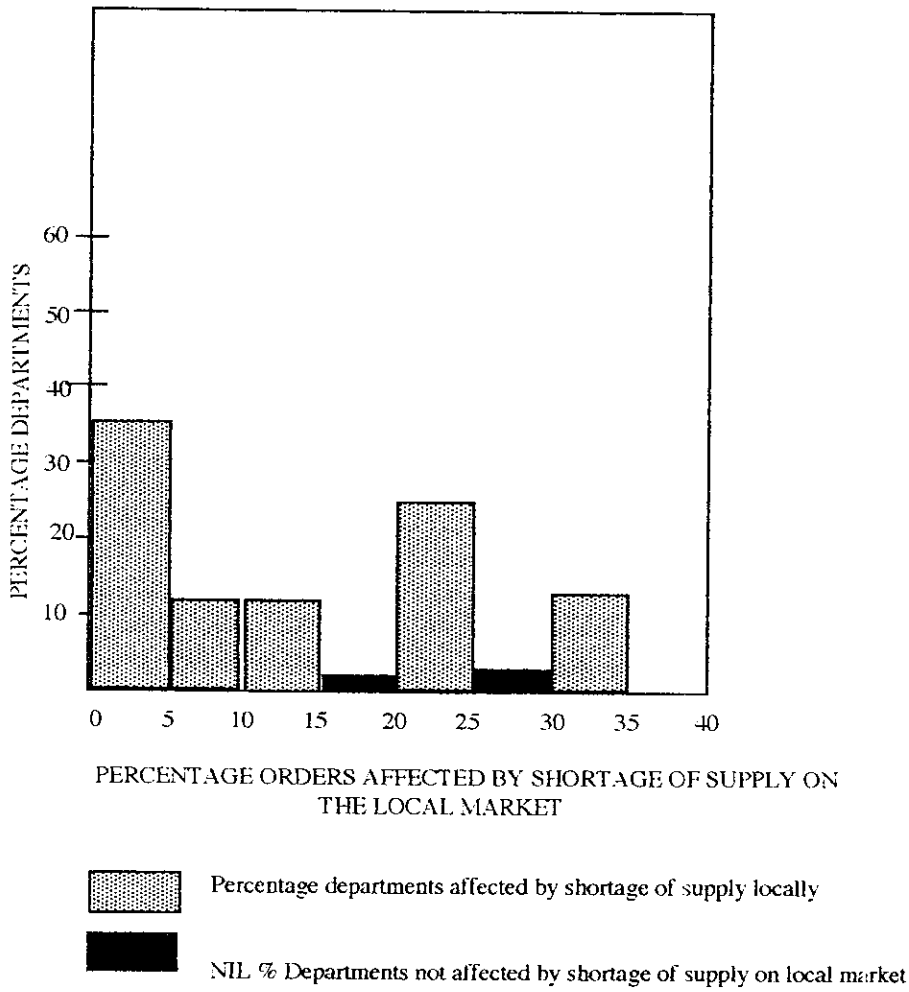
It was established that 5 departments out of 8 studied experienced delay in procurement attributed to shortage of supply on the local market . This is approximately 63% of the departments . However the situation was not a severe one since delay in procurement was below 50% (For details use Appendix C table 12)

The bar chart below shows the percentage of orders affected by shortage of supply against percentage departments.

Environment and Natural Resources, Education, Health and Agriculture. However, after examining a sample of orders placed with the suppliers in each of the eight departments, it was established that deliveries against some orders were not made in time as per the supplier's promise and this affected all the eight departments at varying rates as per the table below.

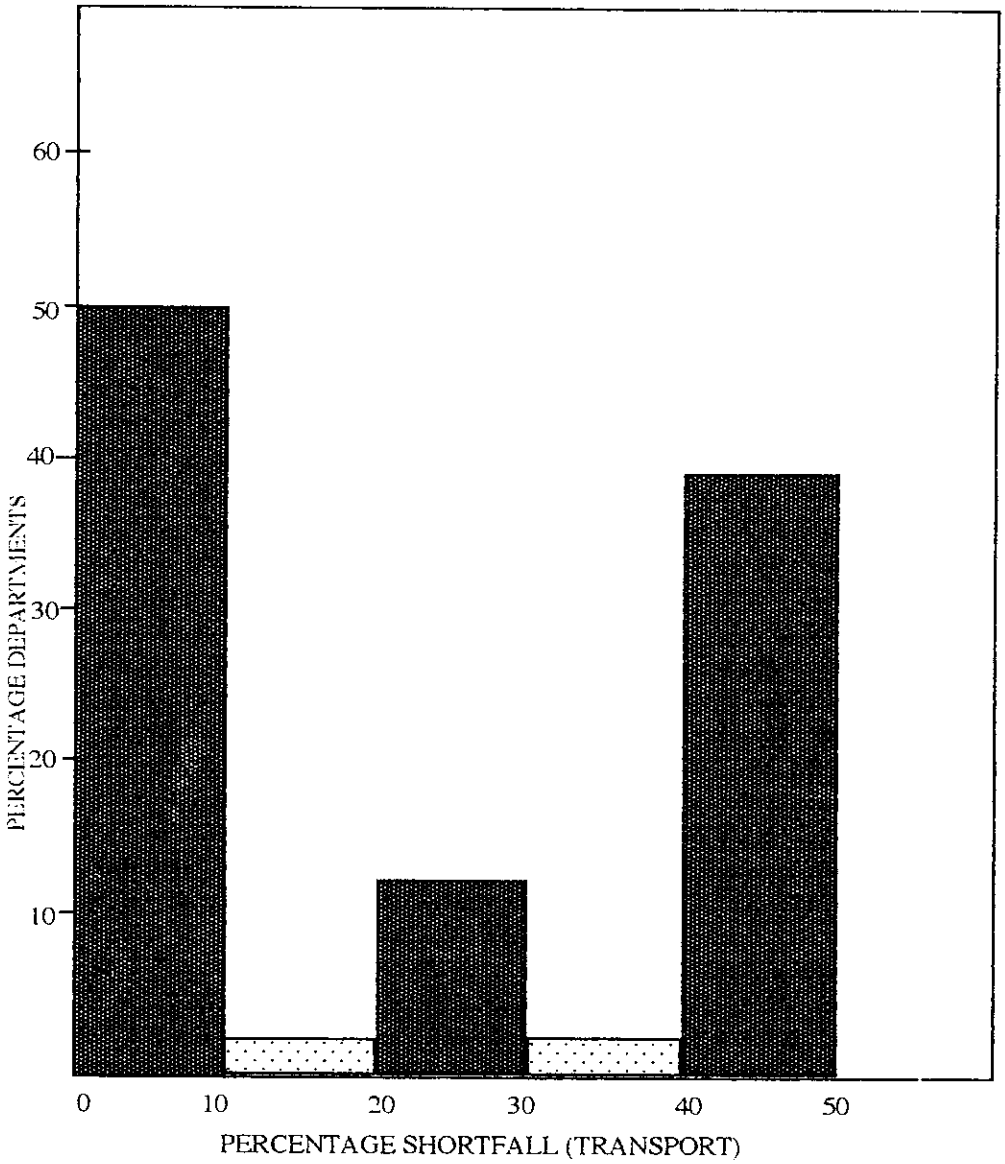
Supplier Delivery Promise	DC's Office %	Water Devt. %	Public Works %	MENR %	Education %	Health %	Agri. %	Police %
Fulfilled	33	29	14	20	20	56	20	54
Not Fulfilled	67	71	86	80	80	44	80	46

SOURCE: Orders placed with suppliers 1991 to 1995 Kakamega district



TRANSPORT

Out of 8 departments studied , I exeperienced delay in procurements attributed to a shortfall in transport facilities , (For Details refer to Appendix C table 11) . The figure below shows percentage shortfall in transport against percentage departments .Data from D.C's office , Health and Agriculture were not availed for ascertainment of allocated and serviceable vehicles , but had indicated that they did not have enough vehicles in the transport pool and this caused delay in procurement whenever there arose such need.



% Departments delayed by transport shortfall

% No transport shortfall

CHAPTER SIX

A SUMMARY AND CONCLUSIONS

The factors underlying the extent of delay in public sector procurement in Kakamega district did not affect all the departments studied in the same way. Some of the departments experienced delay in procurement more than others.

The most affected were Health and Agriculture which experienced 100% delay in procurement, meaning they were affected by all the underlying factors that had been hypothesised.

The least affected was Police Department. It experienced a delay in procurement of 38% only.

On average, Kakamega district experienced delay in procurement of 75% during the financial years of 1990/91 to 1994/95.

There were more application for price variation in the year 1992/93 as was found out at the District Tender Board Secretariat. This was attributed to price increases on contracted items due to transportation costs associated with non-availability of supply in the local market and general fluctuation of market prices of commodities as a result of the inflation in that period. The year which experienced fewer applications for price variation was 1990/91.

There was no enough information on payment of suppliers invoices and therefore more research is required in this area.

Five departments had a shortfall in Supplies Personnel and this contributed to delay in procurement of goods and services. The only department of goods and services. The only department which categorically denied having experienced delay in procurement attributed to a shortfall in Supplies Personnel was the Police Department, though they had a shortfall in Supplies Personnel of 33%.

Department of Water Development and Forest Department of the Ministry of Environment & Natural Resources never experienced delay in procurement attributed to a Supplies Personnel shortfall.

A shortfall in financing and late receipt of AIE contributed to delay in procurement in Kakamega district also as had been found out in Kajiado district by another researcher on similar topic. The average financing across the departments was found to fluctuate year by year. 1990/91, 1992/93 experienced a lower average in financing shortfall in the district. Though this average was based on the eight departments were Water Development, Public works, Environment & Natural Resources, Education and Agriculture.

The financial shortfall did not cause delay in procurement at District Commissioner's office, Ministry of Health (Provincial General Hospital) and the Police Department.

The above confirm the same finding by Mr Mwau and Nderi in their research undertaken in Kajiado district, but at the same time contradicts their findings since some departments in Kakamega district did not experience delay in procurement attributed to financial shortfall, may be due to efficiency in the use of the financial resource, but still, I suggest more research to be carried out on financing.

On supplier delivery performance, some cases were established where orders were not supplied in time as per their delivery promise. This contributed to delay in procurement of goods and services. Mr Kairu had the same findings when he carried out research at medical supply coordinating unit in Nairobi, that late receipts of drugs were attributed to suppliers not honouring their delivery promises.

Though inadequate transport contributed to delay in procurement in Kakamega district, data available was not sufficient. More research should be carried out on this variable.

Non-availability of supply on the local market affected a few items such as cypress timber, spinach and some motor vehicle spare parts for earth moving equipment. Delay in procurement due to this was not very serious since it was below 50%.

Tendering as a process or procedure did not contribute to delay in procurement. Instead the time taken to advertise tenders, adjudicate on them and their award contributed to the delay in procurement. this finding concurs with the findings of Mr Mwau and Mr. Nderi in their research in Kajiado. Therefore the practice of DSOs I not adhering to planned time in tendering causes delays in procurement of goods and services.

B. RECOMMENDATIONS

Tendering

The District Supplies Officer should endeavour to adhere to planned dates and duration at every stage of tendering. It should not appear that when by any reason tenders are advertised late, also adjudication of tenders takes a longer time than planned for communicating the Board's decision to user departments and sections. At every stage in tendering, there should be some flexibility exercised by the District Tender Board. This is an internal factor which can be controlled.

Applications for Price Variation

Since applications for price variations may be attributed to the economic changes in the commercial environment, the DSO's should try to speed up price validation so that delays in procurements are minimized.

Supplies Personnel

Deployment should be as per the establishment of various grading to avoid ineffectiveness in the processing of tenders, processing of receipts of goods and payment approvals.

Finance

Officers in procurement offices within the district should practice forecasting so that they can come up with attainable plans based on migre financial resources. Since allocations of funds come in quarters, the procurement plans should also be of shorter terms for operations and longer term for development.

Based on these plans and the budgets, allocations of funds should be the same as budgeted estimates. This is to suggest that allocation of funds should as much as possible match the budgets so that all procurements planned for can be realised.

Suppliers

Effective evaluation of potential suppliers should be undertaken so that only those with satisfactory delivery performance are considered for future contracts.

Transport

Transport being a link between supplier and buyer, delays in procurement attributed to lack of transport should be avoided by allocating the Supplies Departments with their own transport. This would be a good move especially in those departments with a large volume of procurment and supply workload. If the department does not have adequate transport facility, the price package may include transport when signing contracts of supply of goods and services.

If there is an independent transport department, it should give priority to the Supplies Department in as far as distribution of quotations to potential suppliers is concerned as well as when goods have to be collected from suppliers. There should also be an effective maintenance of vehicles.

Availability of Supply on the Local Market

Those responsible for procurement should forecast for supply requirements so as to know under what range of stock they may require buffer stock. This may minimize delay in procurement which will result in demands being met timely.

Payments

Prompt settlement of suppliers' invoices should be encouraged as long as there are funds. This will avoid situations where suppliers refuse to honour orders demanding payment for previous deliveries. District Accountants should continue to ensure availability of cash at the District Treasury by making timely reimbursement requests to Treasury.

Government Training Institute,
P.O. Box 84027,
MOMBASA.

31-7-1995

DEPARTMENT .....

RESPONDENT: DESIGNATION:.....

Dear Sir/Madam,

RE: QUESTIONAIRE

I am a student at the above mentioned Training Institute, undertaking a Diploma in Supplies Management Part III. I am carrying out research on the causes of delay in Public Sector Procurement.

Please assist me by answering the questions below. Your response will be used for research purpose only.

A SUPPLIES PERSONNEL

1. Please fill the table below, on the number of supplies personnel in your department.

Designation	No Required As per the Establish-ment	Actual Number in place	Academic Qualifi-cation	Experience	Professional Qualifica-tion	Qualified Staff
C.S.O						
S.S.O						
SOI						
SOII						
SA						
SSM						
SMI						
SMII						

2. Is the number of supplies personnel in place enough to complete supplies workload in time? Yes ☐ No ☐

3. Are there instances when purchase of supplies (items) delayed becuase of not having enough supplies personnel?

Yes ☐ No ☐

B SUPPLIERS

Do Supplier always deliver goods within the required time?

Yes ☐ No ☐

If No, approximately how many days late do they take tc deliver the orders?

(i) Approximately less than 5 days ☐

(ii) Approximately more than 5 days but less than 10 days ☐

(iii) Approximately more than 10 days ☐

C TRANSPORT

1. How many vehicles are allocated to the department?

2. How many are in serviceable condition?

3. How many requisitions for transport, if any did you make in

1990/91.....How many were not approved?.....

1991/92..... " " " " .....

1992/93..... " " " " .....

1993/94..... " " " " .....

1994/95..... " " " " .....

4. Are there cases when you failed to procure supplies (items) in time due to lack of transport? Yes ☐ No ☐

D FINANCE

1. Does the department receive AIE in time? Yes ☐ No ☐

2. Please fill the table below on the dates of receipt of AIE

Financial Year	Expected Date	Date AIE Actually arrived	
90/91			
91/92			
92/93			
93/94			
94/95			

3. Does late receipt of AIE delay your procurement? Yes ☐ No ☐

E TENDERING

1. How do you identify your suppliers?

   (a) By open tender only ☐

   (b) By open tender and quotation ☐

   (c) By Quotation only ☐

2. What is your validity period for tender supposed to be?

   (i) Less than 90 days ☐

   (ii) 90 days ☐

   (iii) Between 90 days and 120 days ☐

3. How long is the processing of tender supposed to take at the following stages.

   (i) Advertisement.....days

   (ii) Evaluation (both commercial & Technical).....Days

   (iii) Adjudication by the DTB.....Days

   (iv) Award of Contract .....Days

4. When are you required to initiate the tendering process for the District annual tenders

   April ☐ May ☐ June ☐

   Any time after the previous term contract.

F. SHORTAGES

1. Are there incidences when you have experienced shortage of supply in the District? Yes ☐ No ☐

   If yes what items were affected?

Item Description	Year	Days	Reason for Shortage

2. Did you eventually find the item? Yes ☐ No ☐

If yes, from which district did it come?.....

If No (i.e. if an item was never delivered due to shortage) fill this table for no of order not met due to shortage of supply.

Year	Total No of orders	No of Orders not met due to shortage	Any other reason
90/91			
91/92			
92/93			
93/94			
94/95			

Appendix A

BRIEF SUMMARY - RESPONSES AS PER THE QUESTIONAIR

SUMPLE UNITS	DEPENDANT VARIABLE (Y)			CAUSES OF DELAY IN PUBLIC SECTOR														
	Extend of Delay in Public Sector Procurement			INDEPENDENT VARIABLES (X)														
				Tendering Process		Supplies Personnel		Finance		Payment		Tranport		Shortages		Supplies		Application for Price Variations		
				X1		X2		X3		X4		X5		X6		X7		X8		Key
	No. Yes	No. No	%	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes = 1
																				No = 0
DC's Office	4	4	50	1			0	1	0	1		1			0		0	1		
Water Dev'ment	5	3	63	1		1	0	1		1		1			0		0	1		
Public Works	7	1	88	1				1		1		1					0	1		
MENR	7	1	88	1		1	0	1		1		1		1				1		
Education	8	0	100	1		1				1		1		1				1		
Health (PGH)	6	2	75	1		1		1	0	1		1		1		1		1		
Agriculture	8	0	100	1						1		1	0	1		1		1		
Police Dept.	3	5	38	1			0		0	1					0	1	0	1		
Total Extend of Delay	48	16	75																	

Appendix B (i)

DETAILED SUMMARY SCHEDULE

CAUSES OF DELAY IN PUBLIC SECTOR PROCUREMENT

SAMPLE UNIT	TENDER ADVERTISING			TENDER ADJUDICATION AND COMMUNICATION TO DEPTS.			TENDER AWARD			SIGNING OF CONTRACT AGREEMENT		
Annual Tender for	Planned Date	Time Taken	Reason	Planned Time	Time Taken	Reason	Planned Date	Time	Reason	Planned	Time	Reason
1990/91	15.4.90	43 days	No funds	21 days	80 days	Inadequate S/Personnel	1.7.90	51 days	Shortage of stationery	14 days	10	]Suppliers]based at]Kisumu]
1991/92	15.4.91	27 days	"	"	53 days	"	1.7.91	3 days	"	"	12	
1992/93	15.4.93	22 days	"	"	51 days	"	1.7.92	22 days	"	"	8	]]Suppliers]based at]Kakamega]]]
1993/94	15.4.93	21 days	"	"	77 days	"	1.7.93	41 days	"	"	9	
1994/95	15.4.94	23 days	"	"	102 days	Shortage of stationery	1.7.94	48 days	"	"	6	
1995/96	15.4.95	37 days	Administrative changes	"	70 days	"	1.7.95	31 days	Dublicating m/n b/down		5	

Appendix B *(ii)*

YEAR	(ii) APPLICATION FOR PRICE VARIATION			(iii) PAYMENT				
	Number of Applications	**Contracts Affected**	**Reason**	**Year**	**Total No. of Vouchers**	**Total No. of Vouchers paid in time**	**No. of Invoices paid late**	**Reason**
1990/91	7		Price increase in transport cost due to shortage locally	1990/91	No data	No data	No data	
1991/92	11		Fluctuation of market price	1991/92	"	"	"	
1992/93	33		Various and as above	1992/93	"	"	"	
1993/94	20		"	1993/94	"	"	"	]Required examination]and also due to audit]queries
1994/95			"	1994/95	7714	5765	1949	

Appendix B (iv)

SUPPLIES PERSONNEL

DESIGNATION SAMPLE UNITS	DC's OFFICE			WATER DEVELOPMENT			PUBLIC WORKS			MENR		
	Establish-ment	In Place	Shortfall	Establishment	In Place	Shortfall	Establishment	In Place	Shortfall	Establishment	In Place	Shortfall
Chief Supplies Office	1	1	0	0	0	0	0	0	0	0	0	0
Senior Supplies Office	1	0	1	0	0	0	0	0	0	0	0	0
Supplies Officer I	1	0	1	0	0	0	0	0	0	0	0	0
Supplies Officer II	2	0	2	0	0	0	1	1	0	0	0	0
Supplies Assistant	2	3	0	1	1	0	5	3	2	0	0	0
Senior Storeman	1	1	0	0	0	0	5	0	5	0	0	0
Store Man Grade I	4	4	0	1	1	0	9	5	4	1	1	0
Storeman Grade II	2	3	0	1	2	0	10	6	4	0	0	0
TOTAL												

B(iv) cont.

EDUCATION			HEALTH			AGRICULTURE			POLICE			TOTAL IN SAMPLE		
Establish-ment	In Place	Shortfall	Establish-ment	In place	Shortfal l	Establish-ment	In place	Shortfall	Establish ment	In place	Short-fall	Establish-ment	In place	Shortfall
0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
0	0	0	1	0	1	0	0	0	0	0	0	2	0	2
0	0	0	1	1	0	0	0	0	1	0	1	5	2	3
0	0	0	1	1	0	0	0	0	1	1	0	10	9	1
0	0	0	2	0	0	0	0	0	1	0	1	9	1	8
1	1	0	4	2	2	1	1	0	1	1	0	22	16	6
4	0	4	4	1	3	0	0	0	2	2	0	23	14	9
												73	43	30

Appendix B (v)

FINANCE - ACTUAL FIGURES

SAMPLE UNITS/YEAR	1990/91			1991/92		
	Budgeted Funds Kshs	**Allocated Funds Kshs**	**Short Fall**	**Budgeted Funds Kshs**	**Allocated Funds Kshs.**	**Shortfall**
DC's Office	5 828 420.00	1 991 000.00		6 505 960.00	2 031 600.00	
Ministry of Water Development	9 879 120.00	8 878 100.00			8 141 500.00	
Ministry of Public Works	4 034 000.00	2 915 700.00		52 734 000.00	2 511 210.00	
MENR	15 493 080.00	948 140.00		16 289 360.00	2 076 260.00	
Ministry ofEducation	---	---		800 000.00	700 000.00	
Ministry of Heallth	40 518 000.00	32 602 580.00		80 082 060.00	38 899 000.00	
Ministry of Agriculture	15 007 580.00	10 844 500.00		16 988 080.00	15 879 440.00	
Police Department	5 000 000.00	2 255 324.00		10 000 000.00	3 163 676.00	

RECEIPT OF AIE

B (V) cont.

1992/93			1993/94			1994/95		
Budgeted Funds Kshs	**Allocated Funds Kshs**	**Short Fall**	**Budgeted Funds Kshs**	**Budgeted Funds Kshs**	**Shortfall**	**Budgeted Funds Kshs**	**Allocated Funds Kshs.**	**Short-fall**
7 006 740.00	3 742 060.00		35 421 820.00	10 815 200.00		37 344 080.00	19 004 780.00	
28 153 000.00	26 201 200.00		23 288 300.00	7 216 780.00		23 548 300.00	10 581 820.00	
75 015 360.00	5 970 660.00		74 249 189.00	31 867 930.00		106 340 560.00	93 325 950.00	
12 617 460.00	1 020 100.00		2 811 460.00	2 427 300.00		3 830 740.00	2 669 540.00	
800 000.00	800 000.00		900 000.00	800 000.00		900 000.00	900 000.00	
52 748 620.00	43 892 640.00		86 929 160.00	47 810 488.00		84 471 500.00	46 271 468.00	
30 395 200.00	19 878 700.00		11 828 160.00	3 039 200.00		42 710 640.00	17 581 860.00	
6 000 000.00	5 756 409.00		6 429 058.00	6 000 000.00		10 635 120.00	8 898 665.00	

Appendix B (vi)

FINANCE - ROUNDED FIGURE

BUDGETED FUNDS ALLOCATED AND SHORTFALL (MILLIONS)

Year	90/91			1991/92			1992/93			1993/94			1994/95		
Sample Units	**Budget-ed**	**Allocat-ed**	**% Short-fall**	**Budget-ed**	**Allocat-ed**	**% Short-fall**	**Budge-ted**	**Allocat-ed**	**% Short-fall**	**Budget-ed**	**Allocat-ed**	**% Shortf-all**	**Budget-ed**	**Allocat-ed**	**% Short-fall**
DC's Office	5.8	1..9	67	6.5	2.0	69	7.0	3.7	47	35.4	10.8	69	37.3	19.0	49
Water Dev't	9.8	8.8	10	--	8.1	--	28.1	26.2	7	23.2	7.2	69	23.5	10.5	55
Public Works	4.0	2.9	28	52.0	2.5	95	75.0	5.9	92	74.2	31.8	57	106.3	93.3	12
MENR	15.4	0.9	94	16.0	2.0	88	12.0	1.0	92	2.8	2.4	14	2.8	2.6	32
Education	--	--	--	0.8	0.7	13	0.8	0.8	0	0.9	0.8	11	2.0	0.9	55
Health	40.0	32.0	20	80.0	38.0	53	52.7	43.8	17	86.9	47.8	45	84.4	46.2	45
Agriculture	15.0	10.0	33	16.9	15.8	7	30.3	19.8	35	11.8	3.0	97	42.7	17.5	59
Police Dept.	5.0	2.2	56	10.0	3.0	70	6.0	5.7	5	6.4	6.0	6	10.6	8.8	17

Appendix B(vii)

LATE RECEIPTS OF AIE

Year	90/91			1991/92			1992/93			1993/94			1994/95		
Sample Units	**Expected Time**	**Actual Time**	**Time Taken -- (Days)**	**Expected Time**	**Actual Time**	**Time taken (Days)**	**Expected Time**	**Actual Time**	**Time Taken (Days)**	**Expected Time**	**Actual Time**	**Time Taken (Days)**	**Expecte Time**	**Actual Time**	**Time Taken (Days)**
DC's Office	15.7.90	15.7.90	--	15.7.91	15.7.91	--	15.7.92	15.7.92	--	15.7.93	15.7.93	--	15.7.94	15.7.94	--
Water Dev't	"	--	--	"	1.8.91	17	"	24.7.92	10	"	3.8.93	20	12.8.94	12.8.94	28
Public Works	"	16.7.90	1	"	16.8.91	31	"	12.7.92	--	"	26.8.93	41	1.8.94	1.8.94	17
MENR	"	18.7.90	4	"	9.9.91	56	"	7.8.92	23	"	29.7.93	15	2.8.94	2.8.94	18
Education	"	"	4	"	17.7.91	--	"	19.7.92	5	"	8.8.93	24	19.8.94	19.8.94	-- 35
Health	"	15.7.90	--	"	14.7.91	--	"	11.7.92	--	"	10.8.93	--	18.7.94	18.7.94	3
Agriculture	"	4.8.90	20	"	28.7.91	14	"	6.8.92	22	"	15.8.93	31	12.8.94	12.8.94	28
Police Dept.	"	6.7.90	--	"	11.7.91	--	"	9.7.92	--	"	--8.7.93	--	12.7.94	12.7.94	--

Appendix B(viii)

SUPPPLIERS

Sample Unit	LPO/LSO	Item Description	Date Order Sent to Supplier	Date Delivery Promised	Date Actual Delivery Made	Extent of Delay (Days)	Percentage Delay		
							Total N. of LPOs/LSOs	Delayed No. of LPOs/LSOs	Percentage Delay
DC's Office	B113895	Tyres & Tubes	30.5.95	3.0.5..95	7.6.95	7 Days			
	B113900	Tyres & Tubes	16.6.95	16.6.95	16.6.95	--			
	B113868	Car Battery	9.3.95	9.3.95	28.3.95	12 Days			
	B113882	Petrol Regular	3..5..95	3.5.95	8..5..95	5 Days			
	B113892	"	30.5.95	30.3.95	30.5.95	--			
	B113881	"	24.4.95	24.4.95	24.4.95	--	12 Days	8	67%
	B113877	"	5.4.95	5.4.95	5.4.95	--			
	B113872	"	24.3.95	24.3.95	27.3.95	3 Days			
	B113870	"	15.3.95	15.3.95	17.3.95	2 Days			
	B113864	"	17.2.95	17.2.95	20.2.95	3 Days			
	B952377	"	13.10.95	13.10.94	20.10.94	7 Days			
	B95360	"	8.8.95	8.8.94	12.8.94	4 Days			
Water Dev'ment	B628515	Water Treatment Chemicals	31.3.93	31.3.93	31.4.93				
	B380137	Water Pipes fitting	7.1.93	7.1.93	16.3.93	68 Days			
	B897734	Aluminium sulphate	27.5.94	27.5.94	27.5.94		7	5	71%
	B824737	Water Pipes & Fittings	19.9.94	24.1.94	24.1.94	15 Days			
	C129906	Water Pipes & Fittings	19.5.94	9.5.94	19.5.94	20 Days			
	S_{12}-831748	Drawer Locks	7..5.93	7.5.93	7.5.93	13 Days			
	S_{12}-831747	Stationery	7..5.93	7.5.93	7.5.93	14 Days			

Appendix B(viii) Continued

Sample Unit	LPO/LSO	Item Description	Date Order Sent to Supplier	Date Delivery Promised	Date Actual Delivery Made	Extension of Delay (Days)	Percentage Delay		
							Total No. of LPS/LSOs	Number of LPOs/LSos	Percentage Delay %
Public Works	049014	HT Twisted Bars 12 mm	9.2.95	9.2.95	27.2.95	18 Days			
	049013	Timber Cypress 100mm x 50 mm	2.2.95	2.2.95	2.2.95	--			
	344448	Petrol Regular	27.1.94	27.1.94	21.2.95	25 Days			
	049007	Diesel	20.12.94	20.12.94	6.1.95	17 Days			
	482182	Props Posts 4 m	15.11.94	15.11.94	15.11.94	--			
	482168	Timber cypress	12.10.94	12.10.95	Net supplied - shortage				
	482179	Tubes size 900 x 20	26.10.94	26.10.94	8.11.94	13 Days			
	482152	Diesel	8.2.94	8.2.94	26.4.94	108 Days]			
	344443	Diesel	25.10.93	25.3.94	23.11.93	29 Days]			
	B419786	Diesel	13.9.93	13.9.93	4.10.93	21 Days]			
	344440	Cement	9.12.92	9.12.92	2.2.93	55 Days]	14	12	86%
	B482172	Twisted Bars 16 mm x 20	17.10.94	17.10.94	29.10.94	12 Days]			
	C048680	Petrol Super	13.3.95	13.3.95	14.6.95	92 Days]			
	B682012	Timber Cypress 225 mm x 25mm	27.1093		25.11.93	28 Days]			
MENR	A754035	Fertilisers & Insecticide	6.9.90	10.9.90	17.9.90	7 Days			
	B422214	Hard Board/ System	20.3.92	20.3.92	25.3.92	5 Days			
	B814668	Ballast 14 mm	17.10.94	21.10.94	Supplier untraceable				

Appendix B(viii) Continued

Sample Unit	LPO/LSO	Item Description	Date Order Sent to Supplier	Date Delivery Promised	Date Actual Delivery Made	Extension of Delay (Days)	Percentage Delay		
							Total No. of LPS/LSOs	Number of LPOs/LSos	Percentage Delay %
MENR	B814656	Spare parts	20.9.94	20.9.94	LPO	Returned			
	C113668	Watering cans	7.4.95	7.4.95		LPO returned			
	B482238	Flat sheet	10.4.95	LPO	Returned				
	B707573	Fuel	21.1.94	24.10.94	LPO returned				
	B814653	Polythene tubes	24.8.94	31.8.94	31.8.94	--			
	C1136660	Cement	10.3.95	29.3.95	29.3.95	--			
	B215714	Great Coats	21.8.91	22.8.91	Not delivered		10	8	80%
Education	SMP19/1/59	UHT Milk	1.7.95	3.7.95	31.7.95	28 Days			
	S12-945842	Stationery	3.3.95	3.3.95	10.3.95	7 Days			
	C049963	Stationery	9.5.95	15.5.95	15.5.95	--	5	4	80%
	637298	Stationery	19.1.93	19.1.93	25.1.95	6 Days			
	637299	Stationery	4.2.93	4.2.93	15.2.93	9 Days			
Health	C114124	Cleaning materials	6.4.95	6.5.95	6.5.95				
	951567	"	25.7.94	25.5.95	25.7.95	--			
	516781	"	11.8.92	11.8.92	11.8.92	--			
	344590	"	18.2.92	18.8.92	18.8.92	--			
	C114111	Electrical fittings	22.3.95	22.3.95	22.3.95	--			
	B344551	Medical Supplies	1.11.91	1.11.91	1.11.91	--			

Appenix B(viii) Cont.

Sample Unit	LPO/LSO	Item Description	Date Order Sent to Supplier	Date Delivery Promised	Date Actual Delivery Made	Extension of Delay (Days)	Percentage Delay		
							Total No. of LPS/LSOs	Number of LPOs/LSos	Percentage Delay %
Health	B481687	Cleaning materials	30.3.92	30.3.95	30.3.95				
	B048786	Electrical fittings	11.1.95	11.1.95	11.1.95				
	C0408762	"	12.10.94	12.10.94	12.10.94				
	B526591	Mercury Bullos 160 w 28	9.10.92	9.10.92	21.10.92				
	C114182	Medical supplies	7.7.95	7.7.95	Supplier failed to meet the orders		]		
	047060	Food stuff	7.11.94	9.11.94	"	"	]		
	987783	Sugar	10.1.95	12.1.94	"	"	]		
	049052	Cocoa & B/band	7.11.94	9.11.94	"	"	]		
	909476	Liver	6.11.94	9.11.94	"	"	]		
	987782	Charcoal	13.7.94	15.7.94	"	"	]	10	8	80%
Agriculture	B909144	Posts	20.6.94	20.6.94	Not delivered				
	B909145	Typres & tubes	6.5.94	6.5.94	10.5.94				
	B909102	Timber	18.3.94	18.3.94	12.4.94				
	B824198	Knapsach Sprayer	3.10.94	3.10.94	3.10.94				
	B24199	3 disk tractor plough	3.10.94	3.10.94	3.10.94				
	B943200	Spareparts	8.2.94	8.2.94	Not deliverd (1)				
	B909104	Paint	16.3.94	16.3.94	" (1)				
	B824123	Stationery	15.4.94	15.4.94	" (1)				
	B824126	Nails ordinary	26.2.94	26.4.94	" (1)		10	8	80%
	B909112	DAP & C.A.N	6.4.94	6.4.94	" (1)				

Appendix B (viii) Cont.		Item Description	Date order sent to Suppliers	Date Delivery promised	Date Actual Delivery Made	Extent of Delay	Total No. of LPS/LSOs	Number of LPOs/LSos	Percentage Delay %
Police	C114658	T/writer manual	9.6.95	9.6.95	12.6.95	3 Days			
	C114656	Canon cartridge	24.5.95	24.5.95	19.6.95	25 Days			
	B681766	Cement	16.2.95	16.2.95	16.2.95	--			
	B681762	Building materials	6.1.95	6.1.95	6.1.95	--			
	B681752	Cement	11.10.95	11.10.95	11.10.95	--			
	B423878	Fencing wire	27.7.94	27.7.94	27.7.94	--			
	B527464	Typing papers	16.12.92	16.12.93	10.2.93	55 Days			
	B527490	Water fittings	11.8.93	13.8.93	Not delivered				
	B527491	Electric fittings	11.8.93	13.8.93	"				
	B423811	Black Bitumen	14.7.92	14.7.92	14.7.92	--			
	B344459	Red Oxide	14.7.92	25.3.92	25.3.92	--			
	B172680	Timber 4" x 2"	18.11.91	18.11.91	18.11.91	--	13	6	46%
	B172669	Cedar posts	25.9.91	1.10.91	1.10.91	6 Days			

Appendix B (ix)

TRANSPORT

	No. of Vehicles Allocated	No. of Serviceable Vehicles	Shortfall	Percentage Shortfall
DC's Office	--	--	Use pool vehicles	Use poool vehicles
Water Development	4	3	1	25%
Public Works	10	6	4	40%
MENR	9	5	4	44%
Education	5	3	2	40%
Health (PGH)	--	--	Use pool vehicles	Use pool vehicles
Agriculture	--	--	"	
Police	2	2	--	0%

Appendix B (x)

AVAILABILTY OF SUPPLY ON THE LOCAL MARKET

Sample Units	Total No. of Orders	No. of Orders Affected by Shortage	Percentage Shortage	No. of Days Delayed Due to Shortage	Eventually Supplied	Not Supplied	Eventual Source of Supply	Year of Shortage	Reason
DC's Office	12	0	0	N/A	N/A	N/A	N/A	N/A	N/A
Water Development	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A
Public Works	14	1	7	28 Days	Yes	--	Uasin Gishu District	1993	Supplier did not have the items
MENR	10	1	10	120 Days	Yes	--	Sub-Branch Nairobi	1994	Not availabe at S/Branch Kakamega
Education	5	1	20	90 Days	Yes	--	Uasin Gishu District	1994	Drought affected supply of school milk
Health (PGH)	16	5	31	12 Days	Order cancelled	No	Quotations		Unavailable supplier
Agriculture	10	2	20	28 Days	Yes	--	Kakamega	1994	Shortage on the local market
Police	13	0	0	N/A	N/A	N/A	N/A	N/A	Make quick arrangements due essentialit of services.
Total	87	10							
Overall Percentage shortage		12%							

Appendix c

Table 1

DEPENDENT VARIABLE - EXTENT OF DELAY IN PUBLIC SECTOR PROCUREMENT

A Summary of Percentage Department Against Percentage Delay in Procurement

Percentage Delay	No. of Depts	Cum. No. of Depts.	Percentage Depts.
30-40	1	1	12.50
40-50	0	1	0.00
50-60	1	2	12.50
60-70	1	3	12.50
70-80	1	4	12.50
80-90	2	6	25.00
90-100	2	8	25.00
			100.00

***Source**: Summary of the Questionaire issued to Departments in Kakamega District*

INDEPENDENT VARIABLES

Tendering: Source:DTD Secretariat Tenders & Minutes

Trend of Delay over Five Years

Table 2

Extend of Delay in Advertising Tenders

Year	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Time Taken (Days)	43	27	22	21	23	37

Table 3

Extend of Delay in Adjudicating Tenders

Year	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Time Taken (Days)	80	53	51	77	102	70

Table 4

Extent of Delay in Awarding Tenders

Year	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Time Taken (Days)	51	3	22	41	48	31

Table 5

Trend: Applications For Price Variations

Year	1990/91	1991/92	1992/93	1993/94	1994/95
No of Applications	7	11	33	20	No record

Source: Contracts Files at DTB Secretariat, Kakamega District

Table 6

PAYMENTS

Total Number of Merchant Vouchers and Vouchers Paid in Time

Year	Total No. of Vouchers	No. of Voucher Paid in Time	Percentage No of Voucher Paid in Time
1990/91	Record not available	Record not available	Record not available
1991/92	"	"	"
1992/93	"	"	"
1993/94	"	"	"
1994/95	7714	5765	75%

Source: Voucher Movement Registers to Cash Office

Table 7

SUPPLIES PERSONNEL

Percentage Shortfall in Supplies Personnel Against Delay in Procurement

Sample Units	% Shortfall in Supplies Personnel	% Procurement Delay
DC's Office	14	50
Water Development	Nil	63
Public Works	50	88
MENRI	Nil	88
Education	80	100
Health	61	75
Agriculture	Nil	100
Police Department	33	38

Source: *Extract From Record of Personal Interview*

FINANCE

Table 8

Percentage Delay in Procurement against Percentage Shortfall in Funds Relationship

% Shortfall in Funds	49	55	12	32	55	45	59	17
% Delay in Procurement	50	63	88	88	100	75	100	38

Table 9

Delay in Procurement against Late Receipt of AIE Relationship (1994/95)

Time AIE Expected (Days)	15	15	15	15	15	15	15	15
Actual Time AIE Received (Days)	15	42	32	33	50	18	43	12
Delay in Procurement (Days)	0	27	17	18	35	3	28	0
	DC's Office							Police

Table 10

Suppliers (% Delay by Suppliers)

Sample Units	Total No. of LPOs/LSOs	No. of LPOs/LSOs Delayed	Percentage Delay
DC's Office	12	8	67
Water Development	7	5	71
Public Works	14	12	86
MENR	10	8	80
Education	5	4	80
Health	16	7	44
Agriculture	10	8	80
Police	13	6	46
Total	87	58	67

Table 11

Shortfall in Transport Facilities Per Department

Sample Units	No. of Vehicles Allocated	No. of Serviceable Vehicles	Percentage Shortfall
DC's Office	Use pool vehicle	Use pool vehicles	Not ascertained
Water Development	4	3	25%
Public Works	10	6	40%
MENR	9	5	44%
Education	5	3	40%
Health	Use pool vehicle	Use pool vehicles	Not ascertained
Agriculture	"	"	"
Police	2	2	0%

Source: Extract from Order Files in the Departments and date from Questionaire

Percentage Transport Shortfall	No. of Departments	Cum. of Departments	Percentage Departments
0-10	4	4	50.00
10-20	0	4	0.00
20-30	1	5	12.50
30-40	0	5	0.00
40-50	3	8	37.50
			100.00

Table 12

Availability of Supply on the Local Market

Sample Units	Total No. of Orders Placed	No. of Orders Affected by Shortage	Percentage Shortage
DC's Office	12	No shortage	No Shortage
Water Development	7	No shortage	No Shortage
Public Works	14	1	7%
MENRI	10	1	10%
Education	5	1	20%
Health	16	5	31%
Agriculture	10	2	20%
Police	13	No shortage	No Shortage

Source: From Raw Data in the Questionaire

Percentage Orders Affected by Shortage of Supply	No. of Departments	Cumulative No. of Departments	Percentage Departments
0-5	3	3	37.50
5-10	1	4	12.50
10-15	1	5	12.50
15-20	0	5	0.00
20-25	2	7	25.00
25-30	0	7	0.00
30-35	1	8	12.50
			100.00

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