

**THE EFFECT OF CORRUPTION ON REAL TIME PROCUREMENT OF  
SERVICES IN WAKISO DISTRICT**

**A CASE STUDY OF WAKISO LOCAL GOVERNMENT**

**BY**

**SSEWAKIRYANGA G. WILLIAM**

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TECHNICAL EXAMINATIONS BOARD**

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## **DECLARATION**

I, Ssewakiryanga G. William declare that the work presented in this proposal is my original work with all its contents compiled and produced out of my efforts under the guidance of my supervisor. It has never been presented for any award in any university/institution and where the work of other authors has been consulted, due acknowledgement has been made.

Signature.....

Date.....

**APPROVAL**

This is to certify that this proposal was written by Ssewakiryanga G. William on the topic entitled “**The effect of corruption on real time procurement of services in Wakiso District, a case study of Wakiso District Local Government**” under my supervision and it is now ready for submission to Uganda Business and Technical Examinations Board with my approval.

**SUPERVISOR;** .....

Signature.....

Date.....

## **DEDICATION**

This research proposal is dedicated to my beloved father Mr. Ssekamate John Bosco, mother Mrs. Nagawa Rosette, my brother Ssebuliba Martin and my sister Nakamate Sandra for their guidance, moral and financial support they have wholeheartedly rendered to me towards the success of this research and my Education. May the Almighty God bless you abundantly.

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I thank the Almighty God for His faithfulness throughout my studies. Without Him, I would not have been able to make it this far.

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## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter presents the background of the study, statement of the problem, objectives of the study for both general and specific objectives, research questions, scope of the study, and the significance of the study.

#### 1.1 Background of the study.

Burguet and Che (2004) demonstrated the role of corruption through studying the competitive procurement administered by a corrupt agent who is willing to manipulate his evaluation of contract proposals in exchange for bribes. The authors argue that the inefficiency cost of bribery is in the same order of magnitude as the agent's manipulation capacity. With complete information and no corruption, the efficient firm will win the contract. If the agent has little manipulation power, corruption does not disrupt allocation efficiency but simply makes the efficient firm compete aggressively.

Arozamena and Weinschelbaum (2009) show that the existence of corruption makes an honest bidder behave more aggressively. In their research, the authors provided theoretical model for the effects of corruption on the behavior of honest bidders in sealed-bid auctions that are mainly used during public procurement tenders.

Arozamena and Weinschelbaum (2009) have also established that corruption hurts honest bidders, whereas the members of the coalition (the auctioneer and the favored bidder) always have a positive expected surplus to be divided between them. The effect of corruption on competition in procurement was also investigated by Compte, Lambert-Mogiliansky, and Verdier (2005).

Burton (2005) believes that public procurement is the central instrument to assist the efficient management of public resources. It supports the works and services of the government and can cover all acquisitions, including stationery, furniture, temporary office staff as complex and high cost areas such as construction project, aircraft carriers, and other private financial initiative



projects. Public procurement is a function of government, which is the most prone to corruption, especially in developing countries, where there is insufficient transparency and competition. In the research of Basheka (2011) it is mentioned that due to negative consequences of corruption, its determinants are explored by political scientists, sociologists, economists, psychologists and others. In our research, we are going to investigate mainly the economic determinants, but also partially the political determinants of corruption in public procurement.

Wakiso District is a district in the Central Region of Uganda that partly encircles Kampala, Uganda's capital city. The town of Wakiso is the site of the district headquarters. Wakiso District lies in the Central Region of the country, bordering with Nakaseke District and Luweero District to the north, Mukono District to the east, Kalangala District in Lake Victoria to the south, Mpigi District to the southwest and Mityana District to the northwest. Wakiso, where the district headquarters are located, lies approximately 20 kilometres (12 mi), by road, northwest of Kampala, the capital of Uganda and the largest city in the country. The coordinates of the district are: 00 24N, 32 29E.

## **1.2 Statement of the Problem**

Daily Monitor Thursday August 13<sup>th</sup> 2020, cited procurement flaws in district, some districts do not follow procurement standards and often awarded contracts to companies that could not handle the tasks. The report indicated that there is lack of appropriate checks and balances in procurement processes and award of contracts in districts.

Despite the fact that all local governments have procurement departments (districts like Wakiso inclusive), which are guided by proper procurement standards, dubious companies still win tenders and provide substandard services. This could be due to corruption tendencies which award contracts to such companies unlawfully.

This study therefore, seeks to establish the effect of corruption on real time procurement of services using Wakiso District as the case study.

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The main objective will be to assess the effect of corruption on real time procurement in Wakiso district.

#### **1.3.2 Specific Objectives**

- i. To find out the causes of increasing corruption among procurement departments in Wakiso District
- ii. To find out the possible ways of reducing corruption during real time procurement in Wakiso District

### **1.4 Research Questions**

- i. What are the causes of increasing corruption among procurement departments in Wakiso District?
- ii. What are the possible ways of reducing corruption during real time procurement in Wakiso District?

### **1.5 Scope of the study**

#### **1.5.1 Geographical Scope**

The study will be conducted in Wakiso district head quarter which is located in Wakiso District along Hoima road, approximately 20km away from Kampala city Centre.

#### **1.5.2 Time Scope**

The study will be conducted within a period of 6 months that is being effective from April, 2020 up to October, 2020.

### **1.6 Significance of the study**

1. This study will provide valuable information to various stakeholders such as researchers as they conduct studies and other related topics.

2. The findings of the study will equally enable managers to formulate e-procurement policies that will ensure a positive impact on strategic performance of their firms.
3. The findings of this study will also enable organizations to understand the benefits they will get from successful implementation of e-procurement strategies as well as the various challenges that they face in fighting corruption during the process of awarding tenders.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents a review of the related literature by other Researchers and Authors in line with the corruption and real time procurement. Its major purpose is to examine what has already been established regarding this area of study.

#### 2.1 Influence of buyer/supplier collaboration on Organizational performance

According to (Avery 1999) E-procurement software can manage many purchasing related tasks automatically including order placement, catalog management, payment reporting and transaction so more time and focus can be dedicated to other activities to be more responsive to the market. The supplier has customized catalog for the buyer that is usually stored in e-commerce server website so the buyer has access to the catalog. The policies for purchasing are predefined in the system of the buyer to avoid incorrect purchase (Avery 1999). In case an unauthorized order was put on the supplier, the e-procurement software refuses to proceed. All the records are kept in the system so any transaction process can be trailed. E-procurement systems can work with different suppliers on condition that the back-end ERP system of the supplier is integrated with the buyer back-end ERP system (Avery 1999). However, these systems have their own drawbacks. Mostly Maintenance Repair and Operations (MRO) items are purchased via e-procurement since the integration of direct items is a tremendous task to accomplish due to the fact that many different processes and activities need to be integrated. Improving the performance of supply chain contributes to greater value creation for the customer, and includes both intangible (e.g. capacity utilization) and tangible (e.g. cost) factors (Croom & Jones 2007, Presutti 2003). So a value creation perspective is pivotal in enhancing supply chain performance.

According to Turban, Lee, King, and Chung 2000) General Electric's (GE's) Trading Process Network (TPN) is a good example of buyer/supplier collaboration by employing e-sourcing. Purchasing department asks for proposal on the internet from suppliers which have been prequalified beforehand then suppliers bid. After analyzing the responses, the buyer negotiates

and places and order with the chosen supplier. TPN also processes the transactions automatically so the operational processes are taken care of automatically which lead to reduction of OPC. Turban E, Lee J, King D, Chung MH believe TPN affect the supplier selection and the components of contract agreement of the purchasing process (Turban, Lee, King, and Chung 2000). ERP software providers added e-procurement capabilities to their systems now that they have recognized the benefits of e-procurement. GE's Trading Process helped reduction in material costs by finding new supplier that earned GE 5% to 20% cost reduction. Benefits of TPN is the reduction of sourcing cycle time by 25 to 30%, shrinking time-to – market by 10 to 15%, reduction of time to market leads to the reduction of inventory and trapped capital asset related costs like storage costs and tax.

### **Causes of Corruption**

According to Tanzi (1998) an analysis of the causes of corruption by using a cross-country dataset faces not only the causality problem, but as well another problem. Since corruption is not easily measured, indices on corruption are usually based on surveys which capture the perceived level of corruption in a country, such as Transparency International's Corruption Perception Index (CPI). But this perception, as mentioned before, differs between countries. This is due to cultural differences as well as historical differences between countries. The effect, a change in tax rates or regulations has on the level of corruption, varies therefore between countries. The same regulation introduced in Russia might increase corruption there whereas it has no significant impact on the level of corruption, if introduced in a Scandinavian country. Nevertheless we can draw some conclusions about the causes of corruption out of the empirical results. Several findings are significant and also robust to including control variables like the GDP per capita. Furthermore the authors often used in their sample size countries with a similar cultural background and which are geographically closely located.

### **Size and Structure of Government**

While La Porta et al. (1999) find a positive relationship between total government transfers and subsidies relative to GDP, Adsera et al. (2003) report a negative correlation. Lambsdorff (2006) points out the risk of reverse causality when regressing corruption on government expenditure, since countries with high levels of corruption might not be effective in generating financial

resources. Other factors might be more relevant and reliable in explaining the connection between government size and corruption.

Elliott (1997) finds a negative correlation between corruption and level of government expenditure in her sample of 83 countries and shows that in the 16 most corrupt countries in the dataset, the average share of government consumption is 11 percent below the average of the total sample. She points out that it is not the size of the government itself, but the type of government activity determines the level of corruption. Restricting the competition by trade restrictions for example, will lead to higher economic rents and thus higher and possibly more illegal rent-seeking activity. Goel and Nelson (2010) come to a similar conclusion by investigating 100 countries. They show that large public sectors are associated with lower corruption levels. The results also show that some forms of governmental activity, especially those of regulatory nature, have the opposite effect by giving corrupt officials more opportunities for illegal behavior.

Kotera et al. (2010) shed light on the role of democracy in this context. They find proof that in countries with high democracy levels, an increase in government size can decrease the level of corruption, while it will do the opposite, if democracy is weak. These results can be explained by the monitoring of government officials: In countries with functioning democratic institutions, politicians are monitored by the media and by free election, causing them to obtain from corrupt behavior. If these institutions are weak, a higher level of government involvement will cause the opposite, since there are more opportunities for e.g. bribes and few sanctions (Kotera et al., 2010).

### **Democracy and the Political System**

According to Kaufman and Kraay (2016) democracy and political system are very important in predicting corruption levels. This becomes even clearer when looking at the correlation between the level of voice and accountability and control of corruption in 192 countries in 2014, measured by Kaufman and Kraay (2016) for the World Bank. The former includes the extent of participation in selection of government while the latter reflects the citizens' perception of corruption. The plot shows a relatively strong correlation and so do several studies which

examine the relationship and mostly find evidence for democracy reducing corruption. Some important con-strains need to be accounted for though.

### **The Extent of Competition**

Paldam (2002) says that another factor influencing corruption is competition. Although some empirical analyses struggle with significance most of the findings state a negative correlation between the level of corruption and different proxies for the amount of competition. A frequent approach is the use of indicators of economic freedom, as used by Gold-smith (1999) or Paldam (2002). The use of such indices might be biased though, since they often already include the level of corruption, as Lambsdorff (2006) argues. This can be avoided by excluding the assessment of corruption from indices of economic freedom. Figure 3 provides a scatter plot of the CPI of 2015 and the 2015 In-dex of Economic Freedom by the Heritage Foundation, which is based on 9 variables including Fiscal Freedom, Business Freedom or Trade Freedom, while excluding the corruption variable. The data draws a clear picture: Lower levels of economic freedom are generally associated with more corruption.

Saha at al. (2009) use the same data for a more detailed analysis and come to a similar conclusion. In their cross-panel analyses of 100 countries, they also find that economic freedom reduces corruption and make an in interesting connection to de-mocracy: the higher the level of democracy, the stronger the effect.

Sandholtz and Gray (2003) investigate the connection between ties to international networks and corruption in a sample of 150 countries. They hypothesize, that membership in international organisations reduces corruption in two ways. The first way is through increased costs. A country with strong economic connections to other countries, has to compete with these. Since expected bribes can be seen as a form of tax, which adds to the local producer's costs, a country with widespread corrupt practices won't be able to compete, since the local producer's costs will be systematically higher.

## **Consequences of Corruption**

According to Lui, 1985 the economic impact of corruption has been discussed ambivalently in the last decades. Despite of the moral aspect, which unanimously condemns corruption, some economists claim that corruption has economically seen its advantages (e.g. Leff, 1964; Lui, 1985). They view corruption as opportunity to allocate scarce resources towards the companies with the highest willingness to pay and therefore to the most productive ones. Furthermore managers are able to avoid queuing and to pay so called "speed money" in order to cut the time needed for a bureaucratic process.

Lambsdorff (2006) claims that the empirical research shows a very clear result: Corruption reduces total investment. Total investment includes public as well as private investment. Whereas economists agree on the general impact of corruption on private investment, the effects of corruption on public investment are broadly disputed. We discuss the problems involved with public investment later on when we interpret the influence of corruption on government expenditures. The intuition how corruption affects private investment is quite simple. Private investors take into account that they have to bribe several officials in order to get the permits and licenses for their projects. This increases costs of private projects and time involved in it with the consequence of being less attractive. Therefore projects that would have been profitable without paying bribes do not get realised because of the bribes.

According to Mauro (1995) first studies dealing with this topic prove a general negative correlation between corruption and the ratio of investment on GDP, e.g. Mauro (1995). If the corruption index increases and thus improves by one-standard-deviation, the investment rate increases by 2.9 percent of the GDP. These results are disputed by several economists claiming that the effects depend on the form of corruption and its institutionalisation. They argue that not the absolute level of corruption affects investment but the predictability of corruption (World Bank, 1997; Campos et al., 1999). However Lambsdorff (2006) claims that it is rather the form of corruption - petty or grand corruption - that influences investor's behaviour. The author explains that grand corruption is preferred to petty corruption for several reasons: It is more efficient, because the investor just deals with one official and one bribe gets him everything he needs. Furthermore the perspective of getting insider information makes the bribe more valuable.



Grand corruption is probably more likely to be more predictable because the investor just deals with a single corrupt official or politician who is responsible for the whole procedure. Grand corruption often comes together with top-down corruption within the civil service because the corrupt official probably has to pay for fulfilling the bribe-payer's demands (Rose-Ackerman, 1999).

According to Barassi and Zhou (2012) after analysing the effects of corruption on private investment in general, it is worthwhile to have a look at capital inflows and Foreign Direct Investments (FDI). Empirical research shows similar results to the effects of corruption on total investment. In their analysis of 20 OECD source and 52 host countries from 1996 to 2003, Barassi and Zhou (2012) for example, find that corruption reduces the likelihood of FDI taking place in a country by about 3 percent, which is both statistically and economically significant. These results are in line with Egger and Winner (2006) who show that corruption deters FDI in their dataset of 21 home and 59 host countries. Interestingly, this effect is especially strong in developed countries, while less developed countries do not suffer as much, which indicates that FDI in non-OECD countries is mostly driven by other factors such as economic growth, as the authors explain.

Uhlenbruck et al., 2006 proved that the form of investment in a country changes due to corruption: Foreign investors tend to prefer joint-ventures or short-term investments in countries with a high level of corruption. The preference for joint-ventures is restricted to products with a simple production technology involved. The reasons for these findings are quite intuitive. In joint-ventures the foreign investors rely on the expertise and insider information of local companies in dealing with the corrupt bureaucracy. However this advantage gets lost, if it involves high-tech products, because the investor has to cope with theft of technology and property rights (Smarzyska/Wei, 2000; Uhlenbruck et al., 2006).

Rose-Ackerman, (1999) showed that a high level of corruption changes the structure of foreign capital inflow. Foreign investors tend to be careful to invest in a country with high corruption, because regular investment projects are inflexible and the investor cannot react quickly to changes. As we mentioned earlier investors tend to evade the risks by preferring short term investment, like bank loans (Rose-Ackerman, 1999). Countries with a high level of corruption

tend to have a higher level of political and economic instability. Bank loans are more flexible and can be withdrawn more quickly than regular investment. Instead of financing projects by attracting international investments corrupt countries have to finance their projects with loans. Wei (2000b) and Wei and Wu (2001) proved the theory that FDI is substituted by bank loans in a regression. This explains why corrupt countries tend to be more vulnerable to currency crises. The Asian Tiger states are a good example for the effects of corruption. In the nineties these states seemed to prove everyone wrong claiming that corruption hampers economic growth, because they seemed to combine high levels of corruption with strong economic growth. At the end of the nineties and the beginning of the new century these countries suffered a severe economic crisis accelerated by the fast withdrawal of foreign capital. This led to a destabilization of the whole economic system in Southeast-Asia.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter provides a detailed research methodology that shows how the study will be conducted in order to achieve the objectives of the research. This chapter highlights, describes and explains the study design, approach to the study, data collection methods, procedures and data analysis.

#### **3.1 Research design**

Marshall (1996) defines the case study research design as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. The study will employ this research design as a qualitative analysis which will involve careful and in-depth investigation of a particular unit or event under study for purposes of generalization. This research design will be chosen in order to provide information on this particular study and also have in-depth study in the area under investigation.

#### **3.2 Study population**

Mugenda, 1999 defines study population as a complete set of individuals, cases or objects sharing some common characteristics from which a study sample is taken for the purpose of data collection. In this research the study population will be 60 persons who will be selected from different departments such as Human resource and administration, IT department, Procurement and logistics, Accounts and Finance departments, Auditing departments, among others.

#### **3.3 Sampling procedure/technique**

According to Matthew (2012), sampling is the process of selecting a number of people or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group. The researcher will use random sampling technique in all units because he will have to select the best samples that would provide the most relevant

information. This technique will help the researcher to decide the useful respondents out of the total population to be included in the study without involving everyone.

### **3.4 Sample size**

This study will consider 50 respondents that will be selected from district departments such as human resource and administration, IT department, account and finance, Procurement and logistics department among others.

**Table 3.1 Showing sample size**

| <b>Department</b>                       | <b>Sample size</b> |
|-----------------------------------------|--------------------|
| Human resource and administration       | 8                  |
| IT department                           | 12                 |
| Account and finance                     | 5                  |
| Procurement and logistics               | 15                 |
| Auditing departments and casual workers | 10                 |
| <b>Total</b>                            | <b>50</b>          |

### **3.5 Sources of data**

The research data will be obtained from two sources namely; primary and secondary data.

#### **3.5.1 Primary source**

Primary data will be obtained through personal interviews with the respondents, observations and self- administered questionnaires.

#### **3.5.2 Secondary source**

Secondary data comprise of reviewed already published information, in this study the researcher will obtain information from Local Government Annual Reports, text books, among other documents available.

### **3.6 Data collection methods and instruments**

#### **3.7.1 Questionnaires**

According to Abuja (2001), a questionnaire is a document that contains a set of questions, answers to which are to be provided personally by the respondents. The questionnaires will be designed in strategic way comprising of statements to be agreed on by the respondents. This type of questionnaire shall require straight forward answers in order to save the researcher's time during research process.

#### **3.7.2 Observation**

Bruce (2001) cited that the use of an observation method is commonly associated with a qualitative research. Better to be called as a naturalistic observation, it aims at observing the flow of events or behaviors in their natural settings without intrusion. The procedures will be implemented under this research to try to accomplish the results on the study topic.

#### **3.6.2 Interview**

This is face to face interaction where the researcher directly asks the respondent different questions. This method will be employed to find information necessary from the groups more quickly just to allow individual self-expression.

### **3. 9 Data analysis and Presentation**

According to Lizzie and Jenny (2013), these are the steps taken to gather process and encode the acquired data. After collecting the responses from the field, the researcher will embark on data processing and data analysis. Data collected will be carefully edited centrally for completeness, accuracy, explained for easy presentation and understanding.

#### **3.9.1 Editing**

According to the Oxford Advanced Learner's Dictionary (2006), editing is to prepare a piece of writing for publication. Data editing will be involved thorough checking to establish errors and gaps. This is useful because it enables the researcher to eliminate the errors detected in the data

that will be collected. For instance, questionnaires will be thoroughly checked before and after being collected from the respondents that will be in the field and away from the field.

### **3.9.2 Tabulation**

Oxford Advanced Learner's Dictionary (2006), defines tabulation as the presentation of information using tables. Data tabulation will be involved using tables which present some of the data. Hence various tables will be used for easy interpretation and understanding of the data collected and information.

### **3.10. Ethical Considerations**

1. The researcher will attain an introductory letter from the institute to be used for accessing different targeted respondents.
2. The researcher will also obtain informed consent of the respondents on the arrival at the data collection sites.
3. The researcher will observe and respect the privacy, confidentiality and anonymity of all the participants and respondents in this study.

### **3.11 Anticipated Limitation of the study**

- i. **Disease Outbreak (Corona Virus);** The study might be blocked by the Pandemic of Corona Virus (Covid 19) since it is risky to interact with people during this corona period which might lead to delay and postponement of respondent's appointment. But the research will use mask and sanitizers when approaching respondents and make sure social distance is maintained.
- ii. A lot of money might be required in this study. This will involve buying data for internet, photocopying of articles, making phone calls, word processing, binding, transport. These will increase the cost of the study. But the researcher will get funding from the Guardians
- iii. There might be a threat of time limit and deadlines that need attention considering the fact that the study will be carried out alongside other activities like course works, lectures and tests as well. But the research will follow a time frame designed for the study in order to complete in time.