

**THE EFFECT OF PROCUREMENT PRACTICES ON THE ORGANISATIONAL  
PERFORMANCE OF THE MINISTRY OF WATER AND ENVIRONMENT (MWE)**

**BY**

**BRIDGET MBABAZI**

**REG. NO:13/MPP/2/014.**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF MASTERS DEGREE IN PUBLIC PROCUREMENT OF  
UGANDA MANAGEMENT INSTITUTE**

**JANUARY 2018**

## DECLARATION

I Bridget Mbabazi, hereby declare that, this is my original work and has not been presented to any university or institutions of higher learning for any academic award. Where secondary sources of information used in this work, have been acknowledged.

Date: \_\_\_\_\_

Bridget Mbabazi

.....

Signed

**APPROVAL**

This dissertation has been written under our supervision and has been submitted for the award of the degree of a Masters in Public Procurement.

**Signature:** .....

**DR. STELLA KYOHAIRWE**

**Date:** .....

**Signature:** .....

**ASSOC. PROF. GERALD KAGAMBIRWE KARYEIJIA**

**Date:** .....

## **DEDICATION**

This dissertation is dedicated to my family. My Late Father, Mr. Henry Rwamasasa Munyanganizi, my greatest cheer leader, who believed in education being one of the keys to success. To my Mother, Mrs. Constance Nganizi, for always praying for me. To my husband Edmund Akatukwatsa, for pushing me beyond limits I never imagined possible. To my children, Eriika Mbabazi, Edmund Bashaasha Junior and Emmanuel Akatukwatsa, may God protect and favor them to attain the best in life, to the Glory of His awesome name.

## **ACKNOWLEDGEMENT**

I wish to express my deep appreciation, and acknowledge the contribution of my supervisors Dr. Stella Kyohairwe and Assoc. Professor Gerald Kagambirwe Karyeija of Uganda Management Institute for their parental and academic guidance, commitment and willingness to help me complete this work. May God bless them abundantly.

I would like to sincerely recognize all my lecturers at UMI. These have sufficiently guided and equipped me with both theoretical and practical skills. I would also like to acknowledge the contribution of my classmates from whom I enjoyed fruitful discussions on many topics.

I acknowledge with gratitude the contributions and co-operation made by MWE Staff for their enthusiasm to provide the necessary information when I visited their respective desks during the research process. I thank those individuals who spared time to respond to the questionnaire their contribution to this study is invaluable.

My appreciation also goes to my friends, Richard Batamanye and Moses Sebyala who contributed directly and indirectly to making this research possible, my colleagues at work especially those who always stood in for me when I could not fully execute my duties.

**MAY GOD BLESS THEM ALL**

## TABLE OF CONTENTS

DECLARATION .....	i
APPROVAL .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
LIST OF TABLES .....	viii
LIST OF FIGURES .....	ix
LIST OF ACRONYMS .....	x
ABSTRACT .....	xi
<b>CHAPTER ONE INTRODUCTION: .....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 Background to the study .....	2
1.2.1 Historical Background .....	2
1.2.2 Theoretical Background .....	4
1.2.3 Conceptual Background .....	6
1.2.4 Contextual background .....	7
1.3 Statement of the problem .....	7
1.4 Purpose of the study .....	8
1.5 Specific Objectives .....	9
1.6 Research questions .....	9
1.7 Research Hypothesis .....	9
1.8 Conceptual framework .....	9
1.9 Scope of the study .....	11
1.9.1 Geographical scope .....	11
1.9.2 Time Scope .....	11
1.9.3 Content Scope .....	11
1.10 Justification of the study .....	12
1.11 Significance of the study .....	12
1.12 Operational Definition of key terms .....	13
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>15</b>
2.1 Introduction .....	15
2.2 Theoretical Review .....	15
2.3 Supplier selection and organizational performance .....	18
2.4 Procurement Planning and organizational Performance .....	20
2.5 Contracts Management and Organizational performance .....	23
2.6 Summary of Literature Review .....	26
<b>CHAPTER THREE METHODOLOGY .....</b>	<b>29</b>
3.1 Introduction .....	29
3.2 Research Design .....	29
3.3 Study Population .....	29

3.4 Sample Size Determination.....	30
3.5 Sampling techniques and procedure .....	30
3.6 Data Collection Methods .....	31
3.6.1 Questionnaire Survey .....	31
3.6.2 Interview .....	31
3.6.3 Documentary Review.....	32
3.7 Data collection instruments.....	32
3.7.1 Questionnaire .....	32
3.7.2 Interview Guide.....	33
3.7.3 Documentary Review Checklist.....	33
3.8 Quality control of Data Collection Instruments .....	33
3.8.1. Validity .....	33
3.8.2. Reliability .....	34
3.8.2 Data Collection Procedures .....	35
3.9 Data Analysis .....	35
3.9.1 Quantitative data analysis .....	35
3.9.2 Qualitative data analysis .....	36
3.10 Measurement of Variables .....	36
3.11 Ethical considerations .....	36

**CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS .....**

<b>RESULTS .....</b>	<b>38</b>
4.1 Introduction .....	38
4.2 Response rate.....	38
4.3 Background of the Respondents.....	39
4.3.1 Gender of the respondents .....	39
4.3.2 Age of the Respondents.....	40
4.3.3 Level of Education of the Respondents.....	41
4.3.4 Time spent working with MWE.....	42
4.4 Procurement Practices and Performance of Ministry of Water and Environment .....	43
4.4.1 Findings on performance of Ministry of Water and Environment.....	43
4.4.2 Findings on Supplier selection and performance of Ministry of Water and Environment .....	47
4.4.2.1 Correlation results for supplier selection and performance at MWE.....	51
4.4.2.2 Regression results for supplier selection and performance at MWE .....	52
4.4.2 Findings on procurement planning and performance of MWE .....	53
4.4.3.1 Correlation results on procurement planning and performance at MWE.....	57
4.4.3.2 Regression results for Procurement planning and performance at MWE .....	59
4.4.3 Findings on contract management and performance at MWE.....	59
4.4.4.1 Correlation results for contract management and performance at MWE.....	63
4.4.4.2 Regression results for contract management and performance at MWE .....	65

**CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS .....**

<b>RECOMMENDATIONS .....</b>	<b>66</b>
------------------------------	-----------

5.1 Introduction .....	66
5.2 Summary of findings .....	66
5.2.1 Supplier selection and performance of Ministry of Water and Environment.....	66
5.2.2 Procurement planning and performance of Ministry of Water and Environment ..	67
5.2.3 Contract management and performance of Ministry of Water and Environment...	67
5.3 Discussion of the study findings.....	67
5.3.1 Supplier selection and performance of Ministry of Water and Environment.....	67
5.3.2 Procurement Planning and performance of Ministry of Water and Environment ..	69
5.3.3 Contract management and performance of Ministry of Water and Environment...	70
5.4 Conclusions .....	72
5.4.1 Relationship between supplier selection and performance of Ministry of Water and Environment .....	72
5.4.2 Relationship between procurement planning and performance of Ministry Council Ministry .....	72
5.4.3 Relationship between contract management and performance of Ministry of Water and Environment.....	73
5.5 Recommendations.....	73
5.5.1 Relationship between supplier selection and performance of Ministry of Water and Environment .....	73
5.5.2 Relationship between Procurement planning and performance of Ministry of Water and Environment.....	74
5.5.3 Relationship between contract management and performance of Ministry of Water and Environment.....	74
5.6 Limitations of the study .....	74
5.7 Areas recommended for further study .....	75
REFERENCES .....	76
APPENDIX I: QUESTIONNAIRE FOR PROCUREMENT COMMITTEE MEMBERS AND SERVICE PROVIDERS AT MWE .....	i
APPENDIX II: INTERVIEW SCHEDULE FOR EXECUTIVE AND SENIOR MANAGEMENT AT MWE .....	i
APPENDIX III: DOCUMENTARY REVIEW CHECKLIST.....	i
APPENDIX IV: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION .....	i
APPENDIX V: INTRODUCTORY LETTER.....	i
APPENDIX VI: ANTI-PLAGIARISM REPORT.....	i



## LIST OF TABLES

Table 1: Sample Size Determination .....	30
Table 2: Content Validity Indices for the Questionnaire .....	34
Table 3: Reliability indices for the respective sections of the questionnaire .....	35
Table 4: Showing the response rate .....	38
Table 5: Descriptive Statistics on performance of MWE .....	44
Table 6: Descriptive Statistics on supplier selection at MWE .....	48
Table 7: Correlation results .....	51
Table 8: Correlation results .....	58
Table 9: Model summary .....	59
Table 10: Descriptive Statistics on adherence to contract management at MWE.....	60
Table 11: Model summary.....	65

## LIST OF FIGURES

Figure 1: Conceptual framework of the effect of procurement practices on Organizational performance .....	10
Figure 2: Gender of the respondents .....	39
Figure 3: Showing age of the respondents .....	40
Figure 4: Showing the level of education of the respondents .....	41
Figure 5: Showing the Time spent working with MWE .....	42

## LIST OF ACRONYMS

BC	Before Christ
BOU	Bank of Uganda
GDP	Gross Domestic Product
IFMS	Integrated Financial Management System
MWE	Ministry of Water and Environment
NEMA	National Environment Management Authority
NWSC	National Water and Sewerage Corporation
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
PDEs	Procurement Disposal Entities
PPDA	Public Procurement Disposal Authority
SPSS	Statistical Package for Social Scientists
US	United States

## ABSTRACT

This study aimed at examining the relationship between procurement practices and performance of Ministry of Water and Environment. Specifically, this study was based on the following objectives: To assess the relationship between supplier selection, procurement planning, contract management and performance of Ministry of Water and Environment. This research was conducted as a correlational study primarily adopting both quantitative and qualitative approaches. The study used 69 as the study population and 45 respondents formed the sample size. These were selected using census and simple random sampling techniques. Descriptive statistics and inferential statistics were adopted in analyzing quantitative data. On the first objective, it was revealed that there is a significant relationship between supplier selection and performance of MWE (Pearson Correlation Coefficient value was 0.509). On the second objective, it was revealed that there is a significant relationship between procurement planning and performance of MWE (Pearson Correlation Coefficient value was 0.765). However, on the third objective, it was found out that there is no significant relationship between contract management and performance of MWE (Pearson Correlation Coefficient value was -0.543). It was concluded that procurement practices variables (supplier selection and procurement planning) positively influenced performance of MWE but not contract management. Thus, the researcher recommends that for purposes of promoting procurement practices and performance, MWE must strengthen contract management

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

This study assesses the relationship between procurement practices and performance of Ministry of Water and Environment. In this study, procurement practices were conceived as the independent variable and performance as the dependent variable. Procurement practices was measured in terms of supplier selection, procurement planning and contract management, while performance was measured in terms of balance of funds and activities, budget absorption, desired budget output and outcome. Today on average, Uganda spends 70 % of its budget on procurement (Tumutegyereize, 2013). Many public service organizations view efficient procurement practices as part of the approaches which cost more to the governments; however, coming up with solutions which are sustainable may less be costly when purchase lifecycle is considered. This is the basis as to why this study was conducted to understand the relationship between procurement practices and performance of government agencies using a case of Ministry of Water and Environment. This chapter thus explains the study background, the problem statement, the study purpose, research objectives, research questions and hypotheses as well as the conceptual framework, the significance of the study, justification of the study, study scope and operational definitions of terms.

## **1.2 Background to the study**

The background to the study comprises of the historical background of the variables that is procurement practices and organizational performance, the theoretical background covering the theory which guided the study, the conceptual background and contextual background.

### **1.2.1 Historical Background**

Historically, public procurement dates back to 2400 and 2800 BC when a procurement order of 50 containers of oil was made (Thai, 2001). Globally, Development Assistance Committee (2011) made an estimate for yearly public procurement value of goods and services and this amounted to over &2.5 billion. This represented over 16% on the GDP of Norway. According to Mahmood (2010), it is assumed that only public procurement accounts for 18.4% on the world's GDP. Therefore, it is from such grounds that procurement practices have been highly identified as some of the primary mechanisms that can be undertaken to improve on the management of public purchases and most countries have widely welcomed them (Mahmoud, 2010). Burt et al (2010) further acknowledges that procurement alone in a number of government organisations has been accountable to a big amount of expenses and its abuse has been costing the quality and quantity of services at the end. Budgets all over the world cater first on procurement but if controls are not followed, procurement has been used as a tool to defect the performance of a budget. This makes Government agency performance dependent on procurement practices including procurement planning, supplier selection and contract management. Thai (2004) further confirms that in countries like Norway, the above mentioned procurement practices have directly improved on delivery times, desired quality and increased absorption of funds set.

In developing countries, it was during the 19<sup>th</sup> Century when the practices of improving public procurement practices and its activities emerged. These practices for the last two

decades has gained much fame in public organizations due their importance in ensuring service quality, timely service delivery and meeting performance objectives (Kisseka, 2010). In African countries particularly, national governments makes purchases ranging between 9-13% annually. These demonstrate exactly why public procurements, its practices and activities are very much needs in the economic development of developing countries (Odhiambo&Kamau, 2003).

In Uganda, Public Procurement, its practices and activities account for over 70% of budget used in all agencies annually (Tumutegyereize, 2013). The budget vote for pprocurement costs over 20% of Uganda's budget (Mlinga, 2009). Most of this money were not going directly in purchasing goods and services but almost half of it was being wasted through procurement corruption and syndications (Basheka, 2008). This forced the government of Uganda to welcome the idea of World Bank to establish legal and institutional framework to ensure that procurement practices are well spelt out and penalties are put in place for non-adherences. This was done to ensure that service delivery and performance of government agencies improves (Odhiambo and Kamau, 2003). According to Basheka (2008) improving the public procurement through planning, supplier selection and contracting was found to have a substantial impact on performance. Such impacts would be realized in saving some money which was being lost, reducing on government expenditures which at the end created wealth and reduced poverty. Some studies, for example: Makabira and Waiganjo (2014); Mairura and Ombui (2015); and Nshemereirwe (2015) have carried out similar research on procurement practices and organizational performance and project performance respectively. However, research on how procurement practices relate to performance of particular has not been sufficiently carried out. The main purpose of the study therefore was to assess the relationship between procurement practices and performance of government agencies focusing on MWE.

### **1.2.2 Theoretical Background**

The institutional theory and Transaction Cost Economics Theory were used to guide this study. The institutional theory was advanced by Meyer & Rowan (1977) and Scott (2004). Many scholars define institution theory in different ways, however, Meyer and Rowan (1977) define institutionalized organizations as organizations which are ran by incorporated practices, process and process of doing things which are rational in nature. Rationalized institutions do not run on intuitions of some people rather they move on the prospects of the generally established mechanisms of doing things, therefore their performance is highly determined by the prevailing practices institutionalized. Kraft's (2007) further views institutional theory as a procedure policy-makers emphasize through formal and legal aspects of government structures. On the other hand, Scott (2004) looks at institutional theory in terms of organizational structure that sets the process of doing business in an organization. Such processes includes the norms, rules, regulations and routine guidelines, written and unwritten.

Scott (2004) further illustrates that all institutions have we call cultural cognitive elements plus regulative elements. These do not necessarily need to be written or unwritten. They are followed by given resources and resources which provides sense to life. Therefore, Scott (2004) sees the institution has based on three pillars, that is, regulatory, normative and cultural elements. These are cognitively integrated in daily work activities of employees in the organization. The regulatory pillar or element is the one which puts in place laws, rules and formal penalties, mores and sanctions. These are used as enforcement mechanisms which must be adhered with for purposes of compliance. For the element of normative, this explains the ways how things needs o be done in an organization, in short, it is about the norms. There is always a preferred way of doing things verses how they are done. Therefore, compliance



depends on social obligations. The cultural element centers on values that are shared, for instance, the symbols, beliefs and those values respected by all parties in the organization. In Uganda, public procurement is guided by the PPDA Act (2003), regulations and guidelines which are from time to time issued by the PPDA Ministry only and which must be complied with to the latter by all PDEs and providers (Strom 2000; Lupia 2003). Therefore, it is likely that public procurement practices can have an impact on performance because of the institution and in this case, MWE may fail to comply with the public procurement practices as it is given in the PPDA act 2003 and as amended in 2014 that can end up affecting performance.

Further, Transaction Cost Economics Theory was also adopted to guide this study. This theory was advanced by Commons (1931) and formalized by Coase (1937). According to the theory, the major emphasis was put on the cost involved in provision of goods or services especially in the market. The proponents argue that the market value of a product or services determines the cost of supply. As Mead and Gruneberg (2013) suggest, importance of supplier idea execution is another key procurement performance measure in supplier relationship management. Advanced procurement firms actively seek ideas from suppliers for revenue growth, cost savings among others. The ideas are tracked and their contribution to the firm's bottom line is measured. This helps to measure the department's ability to leverage intellect in the supply base. Another useful Key Performance Indicators (KPI) in operational performance is the procurement cycle time. This can be measured by the average time taken between requisition submission and placement of a purchase order. This can also be determined by the time taken from the start of sourcing process to the time of contract signing. The KPI is important in measuring the department's productivity (Sollish & Semanik, 2012). The aforementioned performance indicators are instrumental in establishing the connection between supplier appraisal and public procurement performance.

### **1.2.3 Conceptual Background**

This study was based majorly on two concepts and these include procurement practices and performance. In the first place, procurement means the general procedure used by the organization in obtaining goods, property and services after needs identification. Procurement practices in this case refer to activities laid down by the organization which must guide its procurement process (Thai, 2004). The whole process of procurement begins after needs identification and assessment. Therefore, procurement practices refers to the whole process right from planning procurement, selecting suppliers, risk assessment, managing procurement contracts, procurement control, procurement monitoring and evaluation. According to Thai (2004), public procurement practices can range from supplier selection process, procurement planning, soliciting, bidding process, tendering or contract management and procurement monitoring and evaluation. In this study therefore, procurement practices will be operationally limited to supplier selection, procurement planning and contract management.

According to Richard et al. (2009) organizations involved in service delivery, the measurement of improvement in performance calls for high quality service delivery, value for money, timely service delivery and reduced cost of service delivery. In this study, Organizational performance was limited to quality service delivery, timely service delivery and reduced cost. The above are main features and objectives of expending government or tax payers' money for any procurement. When the public pay their taxes, they expect that government will spend on provision of quality services. The timing of delivery of the services should be as and when required not after the need ceases to exist as is most public procurement projects and finally, the need to ensure value for money through efficiency in the use of public funds. Organizational performance in this study was operationally measured using value for money, timeliness, quality and customer satisfaction.

#### **1.2.4 Contextual background**

The Ministry of Water and Environment (MWE) is mandated with a duty to set policies and working standards as well as regulation of water related resources plus setting priorities in water development in Uganda. The ministry is supposed to ensure that it does the work of monitoring and evaluating different related sectors to ensure that they perform very well like the NWSC. The Ministry works hand in hand with three directorates and these include; Directorate of Water Resources Management (DWRM), Directorate of Water Development (DWD) and Directorate of Environmental Affairs (DEA). The ministry also works with three agencies including; NWSC, NEMA and NFA. In all these directorates and agencies, the PDU manages their procurement processes and activities to ensure improvement in performance. In undertaking these, MWE ensures that it follows procurements practices (MWE Strategic Plan, 2016) as stipulated in PPDA Act 2003 and these includes, supplier selection, procurement planning and contract management. These are done in the virtue to improve Organizational performance and service delivery. However, this has not been the case. For instance, according to PPDA guided compliance check report (2010-15) revealed that contract extensions were made in excess of the 15% provision provided for in the Act at MWE. In addition, according to MWE (2012), NWSC loses over UGX 70billions in water stolen and lost due to lack of attention. If this was not solved, it might consistently affect the quality of services offered by the organization. Depending on the above situation, it rendered the researcher to undertake this study to find out the extent to which Organizational performance is affected by procurement practices in MWE.

#### **1.3 Statement of the problem**

Procurement practices are assumed to have a significant impact on Organizational performance (Makabira and Waiganjo, 2014). It is this basis that the Procurement and

Disposal Unit (PDU) of MWE adopted the usage of different procurement practices including supplier selection, procurement planning and contract management as a way of fulfilling PPDA Act 2013. This is done in the virtue to realize timely and high quality service delivery as a way of improving Organizational performance. However, despite such efforts, the performance of MWE is still questioned. For instance, MWE is currently facing a number of problems locally and globally (MWE, 2008). Globally, there is ever increasing cost of delivering services, ever changing demography, hyped work standards and high world competition which pose serious challenges. Societal pressures are drivers of the almost universal search for better and cheaper water delivery services. Further, PPDA guided compliance check report (2010-15) revealed that contract extensions were made in excess of the 15% provision provided for in the Act at MWE. In addition, according to MWE (2012), NWSC loses over UGX 70billions in water stolen and lost due to lack of attention. This problem is attributed to a number of factors including procurement practices employed (PPDA guided compliance check report (2010-15). If this problem is not attended too, it may lead to destruction of MWE image in Uganda. Further, consistent reports on the complaints about the NWSC bills have been disseminated repeatedly (New Vision, 2016). Upon this basis, this study was undertaken to examine the effect of procurement practices on Organizational performance in terms of value for money, quality, timeliness and customer satisfaction in Ministry of Water and Environment.

#### **1.4 Purpose of the study**

The study purpose was to assess the effect of procurement practices on organizational performance of Ministry of Water and Environment.

### **1.5 Specific Objectives**

- i) To assess the effect of supplier selection on organizational performance of Ministry of Water and Environment
- ii) To examine the effect procurement planning on organizational performance of Ministry of Water and Environment
- iii) To establish the effect of contract management on organizational performance of Ministry of Water and Environment

### **1.6 Research questions**

- i) What is the effect of supplier selection on organizational performance of Ministry of Water and Environment?
- ii) What is the effect procurement planning on organizational performance of Ministry of Water and Environment?
- iii) What is the effect of contract management on organizational performance of Ministry of Water and Environment?

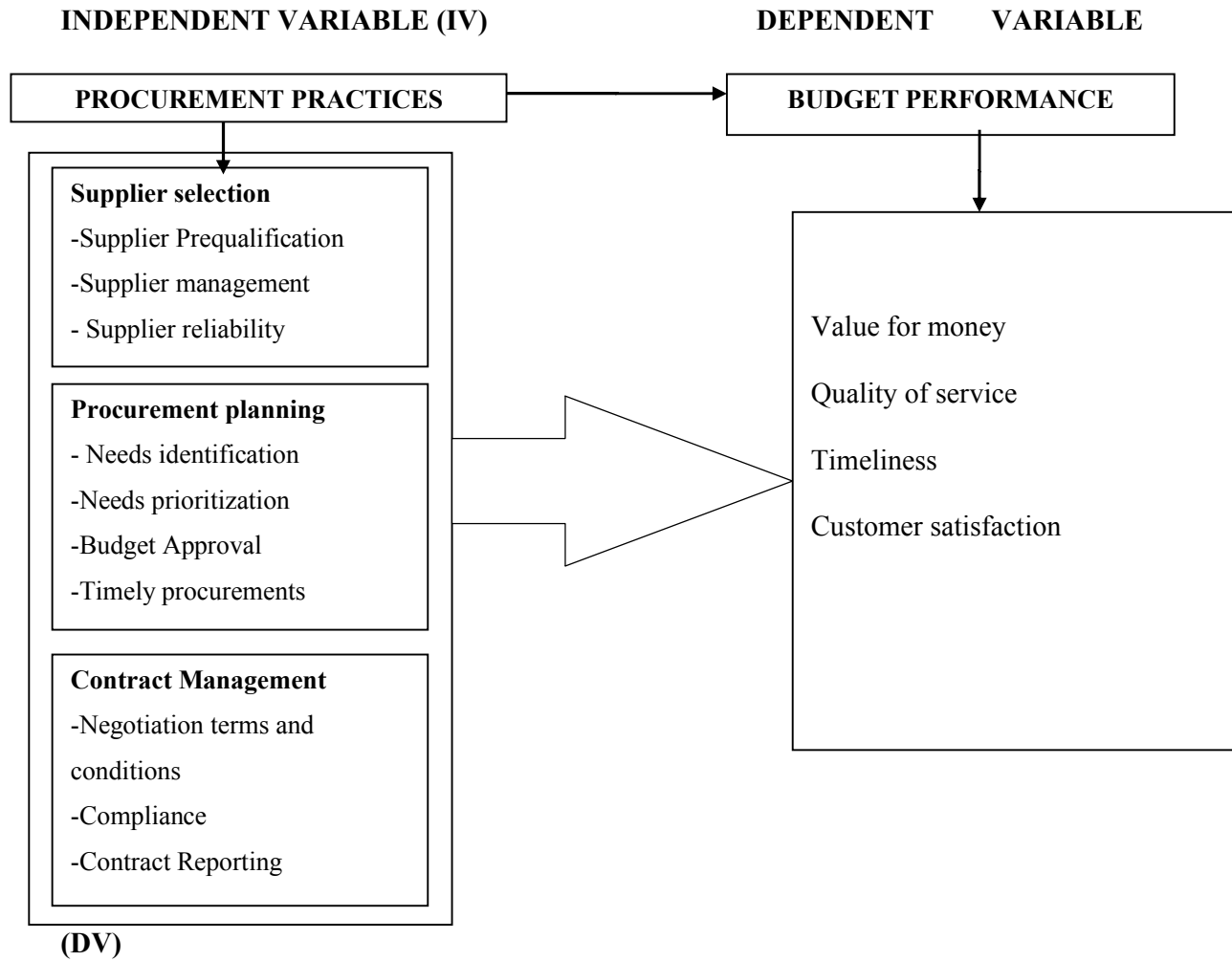
### **1.7 Research Hypothesis**

- i) Supplier selection has a significant effect on organizational performance
- ii) Procurement planning has a significant positive effect on organizational performance.
- iii) Contract management has a significant effect on organizational performance

### **1.8 Conceptual framework**

A conceptual framework is depicted in Figure 1.1 in which it is hypothesized that there is a relationship between procurement practices and organizational performance. It is conceptualized that procurement practices can be operationally defined as supplier selection,

procurement planning and contract management. The framework succinctly postulates that procurement practices have a relationship with value for money, quality, timeliness and customer satisfaction.



**Figure 1: Conceptual framework of the effect of procurement practices on Organizational performance**

*Source:* From literature (Arrow smith, & Hartley (2002); Agaba & Shipman, (2007); Witting, (1999).

From the conceptual framework in Figure 1 it was hypothesized that procurement practices have an effect on organizational performance. If the organization undertakes supplier

selection, procurement planning and contract management, this can influence organizational performance in terms of value for money, quality, timeliness and customer satisfaction. Therefore, the assumption from the conceptual framework is that non-compliance to procurement practices highlighted is related to underperforming of the corporation. In particular poor supplier selection and its dimensions of supplier prequalification, quality and supplier reliability or capability, poor procurement planning and poor contract management are related to underperformance of the organization (value for money, quality, timeliness and customer satisfaction) and vice versa. According to Arrow smith, & Hartley (2002); Agaba & Shipman, (2007); and Witting, (1999), they ascertained that, the performance of organizations relies heavily in the procurement practices employed in the organization.

### **1.9 Scope of the study**

This section explains the limitation of the study geographically, time scope and content wise.

#### **1.9.1 Geographical scope**

The study was conducted at the Ministry of Water and Environment Headquarters, Plot 21/28 Port Bell Road, Luzira, Nakawa Division, Kampala district, Uganda.

#### **1.9.2 Time Scope**

The study was based on information of the years 2012-2015 due to the fact that this is the period in which MWE lost over UGX 70billions in water stolen (MWE Annual Report, 2012)

#### **1.9.3 Content Scope**

The study focused on procurement practices and organizational performance in Ministry of Water and Environment. Procurement practices was limited to supplier selection, procurement planning and contract management. On the other hand, Organizational

performance was measured using value for money, quality, timeliness and customer satisfaction.

### **1.10 Justification of the study**

Most Government Agencies have unspent balances at year end and some projects continue to incur both costs and time overruns exceeding by large margins performance targets that had been agreed. Over recent years, a number of Government Agencies and LGs have consistently accumulated idle cash balances, as noted by the Auditor Report (2015), poor procurement planning and low execution of the procurement plan in 32 Government entities, led to procurements worth UGX 8,844,048,674 not being executed or being conducted outside the procurement plan. This caused budget overruns, created domestic arrears and unimplemented procurements affected Organizational performance with serious implications for service delivery and public infrastructure investments. According to PPDA Audit report on MWE for financial year 2014/15 reflected that despite the satisfactory performance noted of 85.3% there were exceptions like failure to adhere to timelines in the procurement plan for 27% of the contracts reviewed, failure to complete 21% of the sampled procurement within the contractual completion time and awarding of contracts above cost estimates without evidence of conducting market research and failure to pay providers in the contracted time in 38 % of contracts sampled. However, these problems have caused considerable concern but little empirical analysis has been conducted to assess the effect of procurement practice as the predictor variable on Organizational performance in MWE as one of the Government Agency and identify where the problem exactly lies.

### **1.11 Significance of the study**

To authorities, the study may be of much help to local authorities, contract committees, procurement staff and all those involved in public procurement to improve and appreciate the



public procurement function. Most local Governments have not fully embraced procurement practices the study will give a full insight in the main procurement practices.

To the Government of Uganda and MWE, this study may provide information and guide in designing policies that can improve and monitor the performance of government agencies. Through the recommendations after the study the findings may act as foundation for designing more policies to improve performance re-enforce the existing for compliance.

The Ministry of Finance planning and economic development, this study may benefit them as a source of information in relation to measures in improving budget utilization and absorption capacity of Agencies if the finding reveal that procurement practices have a significant effect on Organizational performance.

To PPDA, this study may provide lessons that may help PPDA to come up with measures to address problems resulting from poor procurement planning, supplier selection and contract management in government agencies if the findings show a positive relationship with Organizational performance.

The importance of conducting this study was to provide the bench marks under which procurement practices can be realized and Organizational performance in government agencies improved through the research findings and the recommendations there in

### **1.12 Operational Definition of key terms**

This section illustrates the definitions of the different research items as derived from the conceptual framework.

**Procurement practices-** these are regulations, procedures and guidelines that are used to ensure the procurement activity is run smoothly. This refers to procurement planning, competitive bidding, contract management and the legal framework.

**Supplier Selection:** in this study, this referred to the method of choosing suppliers in conducting the procurement function

**Procurement planning;** in this study, this meant the process of detailing procedures required in meeting the needs indentified. This spells out the procedure of selecting suppliers, contract management and procurement monitoring.

**Contract management;** this was refer to measures MWE follows to see that contracts awarded perform as set through.

**Quality of service:** This referred to the extent to which the work produced by procurement officers meets the standards set by procurement managers at MWE

**Timeliness:** This referred to the level of promptness in completing tasks like supply of water and fixing stolen or distorted water equipments by MWE

**Value for money:** this referred to the level at which the service providers are able to provide services that are relative to the funds given to them

**Customer satisfaction:** this referred to the level at which people using services of the organization are satisfied.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The study focused on practices in procurement and its performance. The review of literature was done as per the topic of the study using text books, journals, internet and documents about procurement practices and performance of Uganda and worldwide. This chapter is developed on the theory that guided the study as well as the study objectives.

#### **2.2 Theoretical Review**

The institutional theory and Transaction Cost Economics Theory were used to guide this study. The institutional theory was advanced by Meyer & Rowan (1977) and Scott (2004). Many scholars define institution theory in different ways, however, Meyer and Rowan (1977) define institutionalized organizations as organizations which are ran by incorporated practices, process and process of doing things which are rational in nature. Rationalized institutions do not run on intuitions of some people rather they move on the prospects of the generally established mechanisms of doing things, therefore their performance is highly determined by the prevailing practices institutionalized. Kraft's (2007) further views institutional theory as a procedure policy-makers emphasize through formal and legal aspects of government structures. On the other hand, Scott (2004) looks at institutional theory in terms of organizational structure that sets the process of doing business in an organization. Such processes includes the norms, rules, regulations and routine guidelines, written and unwritten.

Scott (2004) further illustrates that all institutions have we call cultural cognitive elements plus regulative elements. These do not necessarily need to be written or unwritten. They are followed by given resources and resources which provides sense to life. Therefore, Scott (2004) sees the institution has based on three pillars, that is, regulatory, normative and cultural elements. These are cognitively integrated in daily work activities of employees in the organization. The regulatory pillar or element is the one which puts in place laws, rules and formal penalties, mores and sanctions. These are used as enforcement mechanisms which must be adhered with for purposes of compliance. For the element of normative, this explains the ways how things needs o be done in an organization, in short, it is about the norms. There is always a preferred way of doing things verses how they are done. Therefore, compliance depends on social obligations. The cultural element centers on values that are shared, for instance, the symbols, beliefs and those values respected by all parties in the organization. In Uganda, public procurement is guided by the PPDA Act (2003), regulations and guidelines which must be adhered to by all stakeholders(Strom 2000; Lupia 2003). Therefore, it is likely that public procurement practices can have an impact on performance because of the institution and in this case, MWE may fail to comply with the public procurement practices as it is given in the PPDA act 2003 and as amended in 2014 that can end up affecting performance.

Archstone, (2007:12) affirms that “due to increasing supply consolidation, an organization’s overall performance and efficiency is more and more dependent on the capabilities of its suppliers”. Theor, (2009), confirms that in order to reduce costs and enhance budget success,one must manage supplier relationships, and this has been evidenced in the highly competitive sectors like automotive where supplier development is key. Thus, one of procurement’s key tasks is to select the best suppliers, in terms of value for money to work within the supply chain (Ford, 2006). In a nutshell, supplier selection has to be managed

properly if an organization is not only to reap value for money but also credibility from the public especially suppliers.

Further, Transaction Cost Economics Theory was also adopted to guide this study. This theory was advanced by Commons (1931) and formalized by Coase (1937). According to the theory, the major emphasis was put on the cost involved in provision of goods or services especially in the market. The proponents argue that the market value of a product or services determines the cost of supply. As Mead and Gruneberg (2013) suggest, importance of supplier idea execution is another key procurement performance measure in supplier relationship management. Advanced procurement firms actively seek ideas from suppliers for revenue growth, cost savings among others. The ideas are tracked and their contribution to the firm's bottom line is measured. This helps to measure the department's ability to leverage intellect in the supply base. Another useful Key Performance Indicators (KPI) in operational performance is the procurement cycle time. This can be measured by the average time taken between requisition submission and placement of a purchase order. This can also be determined by the time taken from the start of sourcing process to the time of contract signing. The KPI is important in measuring the department's productivity (Sollish & Semanik, 2012). The aforementioned performance indicators are instrumental in establishing the connection between supplier appraisal and public procurement performance. Therefore, it is likely that public procurement practices can have an impact on organizational performance because of the institution and in this case, MWE may fail to comply with the public procurement practices as given in the PPDA act 2003 and as amended in 2014 that can end up affecting organizational performance which is also rule and law bound.

### **2.3 Supplier selection and organizational performance**

Supplier selection has been primarily used by many organisations as a way of selecting competent suppliers that can guarantee that the value for money in the budget process is realised (Gonzalez and Quesada, 2004). Arrowsmith (2008) further argues that the quality of suppliers is a cornerstone to improved performance. It provides leverage to ensure that services are delivered as planned. The budget is implemented in time and with the required procedure. In line with Lyson (2000), quality of suppliers in the organisation is a primary factors for possession of competitive advantage over other suppliers.

Youssef et al (2006) explains that the essence of supplier selection is to reach to right suppliers. Right suppliers means that they have the quality required, they have the money to deliver in time and they have the experience in procurement service and management. Therefore, suppliers must be scanned and understand their price lists while comparing with a number of factors including market conditions. If the above criteria are met, it is easy to achieve the value for money, service quality and service reliability. Lyson (2000) further adds that in a bid to generate “value for money” procuring entities like Ministry Of Health, Ministry Of Works, Uganda Railway Corporation are switching to publishing notices as an appropriate method of selecting suppliers especially for the complex suppliers or works.

Oluka and Basheka (2012) as well reiterate that the major elements to effective contract management towards performance is having clear plans of managing a contract and developing appropriate methods of identifying non-adherence. The study was driven by persistently low compliance levels reported by the procurement Ministry as far as road construction projects are concerned. Data collection was done using a closed ended questionnaire and the study identified determinants for effective contract management but the study was only based on some public sectors and not MWE. Beijer (2012) in his study on

design of a performance measurement, he found out that without adhering to contract management process, it affects the utilization of budget funds and can lead to increased unspent balances. Beijer (2012) further asserts that quality and delivery as performance criteria of the budget to check the operational performance of contractor or suppliers, because these performance criteria can be used to both check and analyze contractor or suppliers.

In selecting suppliers, the buying organization must shortlist all sufficient bidders who are effective and possess the competence to afford the competition which other organisations possess as guided by the PPDA regulation (no.70 of 2003) points out that selecting bidder from shortlist bidders to be included on a shortlist can be identified from the register Ministry which as knowledge on the market, supplier experience which can be done through supplier pre-qualification for group of contracts that were done previously. To match budget utilisation measures and avoid losses, Branch (2001) ascertains that the organisation must endeavour to clearly assess the supplier's geographical location. This is an important characteristic that should be used by user departments when making suppliers evaluation. International procurement raises issues that in dealing with overseas suppliers, shipments are subject to dangers of interruption by accidents, strikes, acts of nature like earth quake (Amos, 2009).

Supplier selection further specifies how suppliers must be managed and this takes the whole process of vendor identification, vendor negotiation especially on prices they charge to supply and at the end select the best supplier or vendor. In this case, the vendor familiarizes themselves with the institution operating activities (Arthur,2009).Supplier management and the process certifying them calls for having evaluating and assessing suppliers especially in areas of service quality, delivery time, cost of service delivery, technical expertise and management capabilities (Krause et al, 2007).

Monczka et al (2008) further argue that for purposes of meeting budget estimates, supplier selection should be a continual process. This should be undertaken within purchasing departments and it makes a primary stage during prequalification of suppliers. The organisation needs to compare its budget and the price of suppliers. Therefore, Monczka et al. (2008) indicates that budget estimates should be done for each user department and interviews or surveys be done on the site of suppliers. This can be done by developing supplier appraisal forms which demonstrates the supplier capacity, financial capacity, quality elements, supplier organisational structure, the organisation processes and previous performance.

Archstone, (2007:12) affirms that “due to increasing supply consolidation, an organization’s overall performance and efficiency is more and more dependent on the capabilities of its suppliers”. Theor, (2009), confirms that one source to minimise costs and ensure budget success can be found in the sophisticated management of the relationships with suppliers, and this has been evidenced in the highly competitive sectors like automotive where a wide spectrum of managerial tools and technological aids have been developed. As a result, one of purchasing key activities is securing the best suppliers, in terms of value for money to operate within the supply chain (Ford, 2006). In a nutshell, supplier selection has to be managed properly if an organization is not only to reap value for money but also credibility from the public especially suppliers.

#### **2.4 Procurement Planning and organizational Performance**

According to Basheka (2008), performance is a pillar that is determined highly by procurement planning. He explains that user departments must be mobilized to come up with procurement plans at the start of each year and these can be integrated into the departmental budget. When a procurement plan is integrated with the budget capacity of the organization,



this determines the end results of a budget, especially meeting timely budget achievement. If these two are not integrated, the performance of the budget is always affected. Bourne (2005), further asserts that the performance of the organization depends on how the budget is implemented and procurement planning is part of the overall tools used in implementing the budget. This therefore means that user departments or internal stakeholders must be involved in the whole process of procurement management as this has a relationship with performance. According to Kanungo (2009), involvement of stakeholders in procurement activities like procurement planning provides substantial and upper hand in meeting procurement objectives and part of the objectives of procurement includes value for money and meeting performance. This means that if the process of planning is abused and some stakeholders are left out, it is exact answer that performance will be affected.

Basheka (2008) ascertains that procurement planning must start by prequalifying suppliers, assess their reliability and earlier performance. The plan well spell out the money required for the whole process of acquiring goods and services. The process must be followed from the first step to the end. Some public organizations tend to abuse this process and the abuse of the process means that the money that is going to be used in implementing the plan tends to increase since poor performing suppliers will be considered and this will directly mean double purchasing. This affects the performance. Monczka et al (2008) further argue that for purposes of meeting budget estimates, supplier selection should be a continual process. This should be undertaken within purchasing departments and it makes a primary stage during prequalification of suppliers. The organisation needs to compare its budget and the price of suppliers. Therefore, Monczka et al. (2008) indicates that budget estimates should be done for each user department and interviews or surveys be done on the site of suppliers. This can be done by developing supplier appraisal forms which demonstrates the supplier capacity,

financial capacity, quality elements, supplier organisational structure, the organisation processes and previous performance.

According to the Thai (2004), the overall process of procurement starts from realizing the need and identify the procurement requirements. This directly informs the invoice, inventory procedures, work plans, schedule of activities, project planning, capital required to operationalize the budget. Establishing the procurement requirements becomes the basis for ascertaining the survey done in the market for suppliers, their pricing, the new products on market, technological inputs or advancements, substitute goods, new supply sources, competitive nature and all environmental conditions that are likely to have an effect on supply market. (Karin et al. 2007) in his report which was done in government departments in Kenya, they found out that one of the single reasons for poor performance of Kenya is non-adherence to the procurement plans of different departments. Organizations failed to explain the stages of procurements and lacked proper need assessment of roles (Schlosser, 2003). This study will endeavor to assess whether this happens in Uganda.

Kanzira (2013) in his study on procurement practices and quality of service delivery in public institutions in Uganda found that procurement planning is matched with available funds and cash flow. However, disagreements between procurement and user departments occur in regard to cash allocation. Relatedly, Welikhe (2013) who conducted a similar study with Uganda National Examinations Board found out that UNEB procurement processes did not involve many staff in the procurement planning processes. Despite the previous studies reviewed above looking at planning in procurement and its impact on performance not all factors have been dealt with within MWE, this study therefore critically assessed the relationship between procurement planning and performance of MWE while bringing out exactly all attributes of procurement planning and performance as earlier mentioned.

## **2.5 Contracts Management and Organizational performance**

The performance of a budget is highly dependent on contract management (Mullins, 2003). Contract management refers to the procedure used by organizations in ensuring to the suppliers are monitored in courtesy of meeting the requirement of contracts (Garret & Rendon, 2005). Lyson & Gullingham (2006) further explain that contract means a legal documents which binds two parties while considering the capacity of each duty bearer. Contracts provide terms and obligations of each party among which may be price, milestones, deliverables and dispute resolution procedures (Oluka, 2012), Ntayi et al (2010) observes that contracts are meant to inculcate discipline, reduce incidence of non-compliance for the benefit of the parties involved.

Hinton (2003) in his study on the best practices in government: components of an effective contract monitoring system, he defines contract management is following the process of collection and analysis of information used in providing assurance that the contractor performs well by time agreed and ensure that contracts are delivered. Arrows (2010) further explains that key performance of dicators must be spelt out in the contract and these can be used in providing a basis for determining their compliance. These must be reported on a regular basis. Arrows (2010) further reported that managing contract is about continuous monitoring of whether services delivery is performing as per the contract plan, delivered in time preplanned and the penalties be provided to non-adherence in time. Therefore, if such are not complied on, the performance of a budget is affected.

Mturi (2013) established the sources of risk being the dangerous settings of operating environment. Suitable environment for operation determines contract performance and contract performance is primarily better performance of a budget. Mturi (2013) in his study of the whole lifecycle of managing contracts in public sector organizations, his findings

found that managing the lifecycle of a contract is an effective tool to manage risks and reduce losses in budget estimates. The author however did not provide the management aspect on operators side, and how contract administration deals with contractors, thus the research filled the gap through one of the objective which is to find out, how contract management influences performance while using MWE.

Oluka and Basheka (2012) as well assert that among the major elements to effective contract management towards performance is having clear plans of managing a contract and developing appropriate methods of indentifying non-adherence. The study was driven by persistently low compliance levels reported by the procurement Ministry as far as road construction projects are concerned. Data was collected using a closed ended questionnaire and the study identified determinants for effective contract management but the study was only based on some public sectors and not MWE. Beijer (2012) in his study on design of a performance measurement, he found out that without adhering to contract management process, it affects the utilization of budget funds and can lead to increased unspent balances. Beijer (2012) further asserts that quality and delivery as performance criteria of the budget to monitor the operational performance of contractor or suppliers, because these performance criteria can be used to both monitor and analyze contractor or suppliers.

Organizations through contract management processes can generate savings and have a competitive advantage over their competitors leading to budget full utilization and outcomes (Rendon, 2007 as cited by Nguyen, 2013). On the contrary, inefficient management of contracts leads to poor or unspent funds in budget. (Saxena, 2008 cited by Nguyen, 2013) which affect performance. In his study Hotterbeekx (2013) came up with a model for contract management that included relationship management, performance management and risk management to evaluate contract management maturity of the organization. Bourne (2005),

further asserts that the performance of the organization depends on how the budget is implemented and procurement planning is part of the overall tools used in implementing the budget. This therefore means that user departments or internal stakeholders must be involved in the whole process of procurement management as this has a relationship with performance. According to Kanungo (2009), involvement of stakeholders in procurement activities like procurement planning provides substantial and upper hand in meeting procurement objectives and part of the objectives of procurement includes value for money and meeting performance. This means that if the process of planning is abused and some stakeholders are left out, it is exact answer that performance will be affected.

In another study, Oluka (2013) made a theoretical examination of the challenges of procurement contract management and their implication on delivery of public services. The review concludes that contract management success is strongly influenced by what happens at tendering and award phase. Contract management should be a range planned from the start of the procurement process. This review however does not provide a detailed analysis of how the tendering phase affects contract management and thus performance. Mturi (2013)'s research titled "Assessment of effectiveness of procurement contracts management in public organizations in Tanzania, a case study of Kinondoni Municipal Council" highlighted problems of untimely deliveries, un-controlled variations to contracts and lack of functional professionalism. The implication here is that contract management should follow the set contractual timeframes and practitioners given continuous development annually to get the capacity to evaluate and forecast problems including remedial strategies. Despite different studies on contract management, not any has been able to relate to budget performance indicators and situation at MWE neither do they point out how contract management influences budget performance. This gap justified the need for this study at MWE. At the end

of the study, it was established that procurement planning had a positive relationship with the performance of MWE

## **2.6 Summary of Literature Review**

The literature first dwelt with supplier selection which is supposed to be done with accountability and procedures in procurement in public institutions which revealed that compliance would ensure efficient use of public funds if not practiced hence loss of public funds.

Despite the fact that a lot of previous studies have been done on the relationship between supplier selection and performance, most of them do not cover all factors employed by this study in operationalizing supplier selection and performance. Further, such studies fell short on explaining on what is happening in government setting in developing countries like Uganda and MWE in particular. Additionally, some of the literatures have indicated that it is not always the case as explained by theories that supplier selection promotes fairness, accountability and procedures in procurement in public institutions with the main aim of ensuring efficient use of public funds. However, studies revealed that it is sometimes not the case, since many organizations have been undertaking supplier selections effectively, and still experience losses of public funds and low utilization of budget funds. This study endeavored to assess whether supplier selection can have a significant effect on performance while using MWE in Uganda.

Although, ideal procurement planning and performance are the pinnacle of managing procurement , literature reviewed indicated that disagreements in resource allocation, less involvement staff in the procurement processes remain some of the critical challenges in the procurement planning and performance across public institutions in Uganda. Whereas a number of previous studies have been done on the relationship between procurement

planning and performance, most of them do not cover some issues handled by this study in operationalizing procurement planning and performance. Further, such studies fell short on explaining on what is happening in local government setting in developing countries like Uganda and MWE in particular. Additionally, some of the literatures have indicated that it is not always the case as explained by theories that procurement planning promotes fairness, accountability and procedures in procurement in public institutions with the main aim of ensuring efficient use of public funds. Studies reveal that on the contrary, sometimes many organizations have been compiling procurement plans on a timely basis, but still experience poor performance. This study endeavored to assess whether procurement planning can have a significant effect on performance using MWE in Uganda as an example.

Although, ideal procurement planning and performance are the pinnacle of managing procurement , literature reviewed indicated that disagreements in resource allocation, less involvement staff in the procurement processes remain some of the critical challenges in the procurement planning and performance across public institutions in Uganda. Whereas a number of previous studies have been done on the relationship between procurement planning and performance, most of them do not cover some issues handled by this study in operationalising procurement planning and performance. Further, such studies fell short on explaining on what is happening in local government setting in developing countries like Uganda and MWE in particular. Additionally, some of the literatures have indicated that it is not always the case as explained by theories that procurement planning promotes fairness, accountability and procedures in procurement in public institutions with the main aim of ensuring efficient use of public funds. Studies reveal that on the contrary, sometimes many organizations have been compiling procurement plans on a timely basis, but still experience poor performance. This study endeavored to assess whether procurement planning can have a significant effect on performance using MWE in Uganda as an example.

Despite the existence of several studies on procurement practices especially on contract management, these studies have neither been able to relate to performance of indicators and situation at MWE nor do they point out how contract management relates to performance. Although a lot of previous studies have been done on the relationship between contract management and performance, most of them do not cover all factors employed by this study in operationalising contract management and performance. Further, such studies fell short on explaining on what is happening in local government setting in developing countries like Uganda and MWE in particular. It stressed that some of these studies have been conducted in countries where they use different performance of indicators, having different levels of development, legal framework, and culture and work attitudes therefore not applicable here. This gap justifies the need for this study at MWE. In filling this gap, this study will endeavor to assess whether contract management can have a significant effect on performance while using MWE in Uganda.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter explain the whole process adopted in choosing research design used in the study. It also explains the process used in sampling respondents, data collection process, establishing validity and reliability and the procedures used in data collection. The chapter further explains the process of analyzing data and measuring variables as well as ethics safeguarded for research.

#### **3.2 Research Design**

This research was a correlation research (Saris and Revilla, 2015). It adopted both qualitative and quantitative approaches in determining relationships between variables used in the study. A correlation research design was used in this study to enable the researcher to find out the relationship between the study variables (Sekaran,2003).This type of research design was selected as ideal for this research because the study intends to identify predictive relationships by using correlations. The quantitative was adopted because the study is seeking to examine the procurement practices and performance of Government agencies a case of Ministry of Water and Environment. A qualitative approach enabled the researcher capture data that was left out by the quantitative approach as well as capturing in depth information on this study.

#### **3.3 Study Population**

MWE acted as the area for data collection. The study population consisted of 69 respondents (MWE Human Resource Manual, 2015).These consisted of 10 executive members,

10MWEtechnocrats and 38 MWE procurement staff. Executive members were preferred because they have the sole effort of overseeing procurement and delivery of services. MWE technocrats were used in this study because they have the powers to oversee how waste is managed in MWE.MWE procurement staff were chosen because they are involved in the procurement process. This population was selected from the key officers who directly interface with procurement processes including decision making and also convenient for the researcher to get data with ease.

### 3.4 Sample Size Determination

The process of sample size determination was done using Morgan and Krejcie (1970) table as demonstrated in Appendix IV. Table 2 below has more details.

**Table 1: Sample Size Determination**

<b>Population category</b>	<b>Access Population</b>	<b>Sample Size</b>	<b>Sampling Technique</b>
Executive	10	10	Census sampling
Senior management	10	10	Census sampling
MWE procurement unit	38	15	Simple Random sampling
Service providers	10	10	Census sampling
<b>Total</b>	<b>69</b>	<b>45</b>	

*Source: Primary Data, 2017*

### 3.5 Sampling techniques and procedure

Simple random and census sampling techniques were used in selecting quantitative samples. This method was chosen since it gives equal chance to respondent to participate and cheaper. The study respondents were divided up into categories as described in table 1 above. There were four categories of participants, i.e., executive members, MWE technocrats, service providers and MWE procurement committee members. The study used simple random

sampling technique to select MWE procurement committee members. Simple random sampling was used to choose procurement committee members. This technique was preferred because the sample of committee members is large and this will reduce on sampling biases (Mugenda&Mugenda, 2003).

Purposive sampling and census sampling were employed to select executive members, MWE technocrats and service providers respectively. Purposive sampling technique will be considered since they this is an effective technique in selecting small samples (Sekaran,2003). A census sampling was used to select community member representatives because all of their views were proved important to the study.

### **3.6 Data Collection Methods**

The data was collected from MWE by the researcher and assisted by research assistants for convenience and speed.

#### **3.6.1 Questionnaire Survey**

This method was used to collect primary data from procurement unit staff, and, it involved use a close ended questionnaire to allow easy correlation and regression of the respondents attitudinal disposition on the independent and dependant variables (Amin, 2005). Secondly the use of questionnaire was to allow busy respondents to fill at their convenient time. Finally, the questionnaire survey was preferred since it allows respondents to easily express views and opinions without fear or favor (Oso and Onen, 2008).

#### **3.6.2 Interview**

The study employed interview method. Interview method is defined to mean collecting data while asking respondents a number of questions when undertaking probing and prompting answers provided (Kathuri, 2004).The researcher obtained more information on procurement

practices and performance. This method enabled the researcher to have a chance in adopting questions, clarifying questions set and adopting languages appropriate (Sekaran, 2003). The interview method was used to collect primary data from executives, technocrats and service providers.

### **3.6.3 Documentary Review.**

The study here collected primary and secondary data guided by the documentary review checklist. The researcher had to review a number of documents for purposes of obtaining information which are related to the study. This method was used because it allows the researcher to have access to the data required at a convenient time (Oso& Onen,2008).list of documents reviewed in this study included; MWE Annual Reports, Performance Reports, Procurement Plans, Bidding Documents and Audit Reports.

## **3.7 Data collection instruments**

These are the tools for data collection (Mugenda and Mugenda, 2003). In this study, these included; Questionnaire and Interview guide. These were used because it was important to implement the data collection methods highlighted above.

### **3.7.1 Questionnaire**

This is the instrument of research which consists of research questions which are used to collect information from respondents (Amin, 2005). Questionnaires were used in collecting data from the procurement committee members in MWE. The questionnaire as appended in Appendix 1 was considered more than any other tool because it is said to have the capacity to obtain inform from a wide range of respondents in a shortest period of time. This was very effective for large numbers of respondents like the procurement committee members

(Sekaran, 2003). The question was designed using the likert-scale format with both open and close ended questions.

### **3.7.2 Interview Guide**

Interview guide is a qualitative data collection instrument used in collecting data while asking respondents a number of questions when undertaking probing and prompting answers provided (Kathuri, 2004). The type of interview guide considered for this study was a semi-structured interview guide which was used in conducting interviews with selected executives, technocrats and service providers. This tool was used because it allows probing and prompting study respondents which is essential for obtaining in-depth information. This was designed using open ended questioning structure that allowed respondents to provide their ideas and opinions recorded using a tape recorder.

### **3.7.3 Documentary Review Checklist**

This was prepared with a list of documents required for collecting data on procurement practices and performance of MWE. A list of documents reviewed in this study included; MWE Annual Reports, Performance Reports, Procurement Plans, Bidding Documents and Audit Reports. This tool was selected because it complemented very well on primary data collection tools. This was designed using the documents that were intended to be reviewed against the data the researcher wanted to access as indicated in Appendix (III).

## **3.8 Quality control of Data Collection Instruments**

### **3.8.1. Validity**

The validity of study instruments was determined using experts from both UMI and those from MWE. These were used in rating the relevancy of the study instruments. Here, expert

judgments were reached and all items had a content validity index of above 0.7 as recommended by Oso and Onen (2008). They were asked to rate the questions which they found relevant and those which they found irrelevant for the study. At the end, the questions which they rated as relevant were divided by the total number of items or questions. The content validity index was determined using a formula of those items which had been rated relevant over the total number of items. This meant that the content validity index of the tools was determined (Kothari, 1990). Below are the results in table 3.

**Table 2:** Content Validity Indices for the Questionnaire

Variable	Description	No. Of Items	Content validity index
Independent	Supplier selection	10	.888
	Procurement planning	10	.861
	Contract management	10	.776
Dependent	Organisational Performance	9	.845

*Source: Primary data (2017)*

According to CVI indicated in table 2 above, it is clear that all research variables qualified for data collection since they had a content validity Index above 0.7 as least recommended CVI in survey studies (Amin, 2004).

### **3.8.2. Reliability**

This was used to establishing whether the tools to be used were reliable enough and whether had the required consistency. This was done by pilot testing the researcher instruments before they were used. The pilot test was conducted in Makindye Division, an agency which has the same qualities like MWE. Two pilot tests were conducted and they were correlated. At the end, the whole possessed a Cronbach Alpha Coefficient of above 0.7 and this qualified them for this study as expressed in table 4 below:

**Table 3:** Reliability indices for the respective sections of the questionnaire

Variable	Description	No. of Items	Cronbach alpha
Independent	Supplier selection	10	.831
	Procurement planning	10	.767
	Contract management	10	.786
Dependent	Organisational Performance	9	.767

*Source: Primary data (2017)*

### **3.8.2 Data Collection Procedures**

The researcher obtained an introduction letter from Uganda Management institute after successful proposal defense and presented it to MWE to obtain approval and conduct the research. The researcher piloted the questionnaire on a sample of ten respondents and the interview guide on two respondents. The researcher then used the comments from these respondents to improve the questionnaire and interview guide. At this point, research assistants was recruited, trained on the ethical considerations. The researcher then made contact with the human resource office and directors to come up with agreeable schedule so that work is not affected. The data collection was carried out for a period of one week. In the event of any incompleteness of the data collecting exercise; the researcher rescheduled the appointments on consultation with the respondents. After data collection, data analysis was done and the report was made, which marked the final activity of the research process.

### **3.9 Data Analysis**

Data was analyzed both quantitatively and qualitatively (Mugenda and Mugenda 1999)

#### **3.9.1 Quantitative data analysis**

The study employed descriptive statistics in analysing quantitative data. Descriptive statistics adopted numerical data analytic instruments like measures of central tendency and measures

of dispersion. In this study, measures of central tendency used included the mean and measures of dispersion included standard deviation, percentage, and frequencies. These were statistically tabulated using Statistical Package for Social Scientists (SPSS). On the other the inferential statistics were used in creating relationship in the numerical data obtained using descriptive statistics. Here, a Pearson correlation and linear regression were used.

### **3.9.2 Qualitative data analysis**

Qualitatively, data was analyzed to answer the research questions. Here, the thematic and content analytical tools were used. Thematically, themes were created to allow easy analysis to allow short sentences to be developed. The content analysis was used in editing the data obtained and this was done by use of verbatims and quotations (Sekeran, 2003). The similarity of quantitative data and qualitative data was illustrated using thematic and content analytical tools.

### **3.10 Measurement of Variables**

Brymen& Bell (2007)explains that variables can be measured using nominal scale for names, ordinal scale for numbers and Likert scale for dimensions of independent and dependent variables. In this study therefore, nominal scale was used to define gender and education of the respondents. The ordinal scales were used to measure the age of the respondents and time spent working with MWE. The Likert scale was used to measure procurement practices and performance. These measures were employed since they were appropriate for the study variables.

### **3.11 Ethical considerations**

This study primarily safeguarded the privacy of respondents and their information was kept as confidential. For purposes of privacy, respondent's names were kept or silenced for



purposes of not denying the respondents to express their views confidently. The study also safeguarded voluntary participation where respondents were not required to answer a question if they did not feel like, and the researcher would not put the respondent under duress. (Mugenda&Mugenda, 2003). On the side of confidentiality, all respondents were promised that the information they were sharing was for study purposes (Amin, 2005).To ensure that there was no plagiarism in this study, all work used in this book were cited for and referenced. The researcher also went ahead to ensure that originality was ensure while using other people's work (Kothari, 2004).

## CHAPTER FOUR:

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter provides the study findings as they were obtained basing on the study aim of establishing the relationship between procurement practices and performance of Ministry of Water and Environment. The basis of presenting study findings was the study objectives. The chapter thus consists of response rate, respondent's bio-data, descriptive analysis and inferential analysis. Table 5 below shows the response rate in the study;

#### 4.2 Response rate

**Table 4:** Showing the response rate

<b>Respondents</b>	<b>Sample size</b>	<b>Frequency</b>	<b>Percentage</b>
Executive	10	7	70%
Senior management	10	7	70%
MWE procurement unit	15	13	86.7%
Service providers	10	10	100%
<b>Total</b>	<b>45</b>	<b>37</b>	<b>82.2%</b>

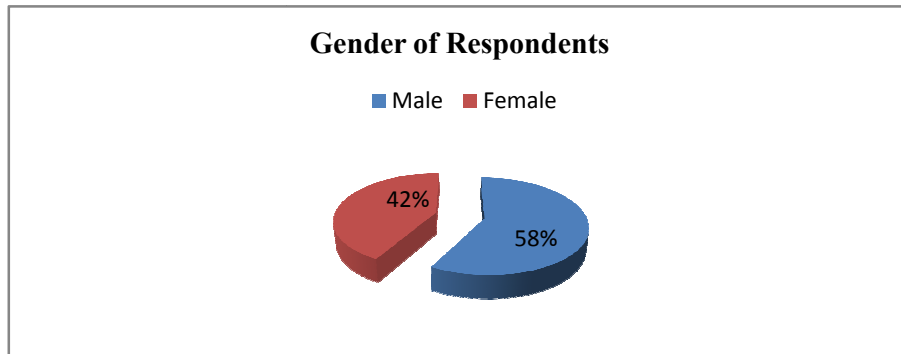
*Source: Primary data, 2017*

From table 4 above, it is clear that on the 45 respondents targeted, only 37 were able to respond to the study. Those 8 respondents who did not participate were out of place during the time of data collection and others did not fill the questionnaires properly. However, depending on Amin (2005), it is always important that the response rate reaches 70% to be representative enough. This meant that 82.2% of the response rate was considered enough for this study.

### 4.3 Background of the Respondents

In this section, analysis and implications are provided on respondent's sex, age, respondent's education levels and the time they had been working with MWE.

#### 4.3.1 Gender of the respondents

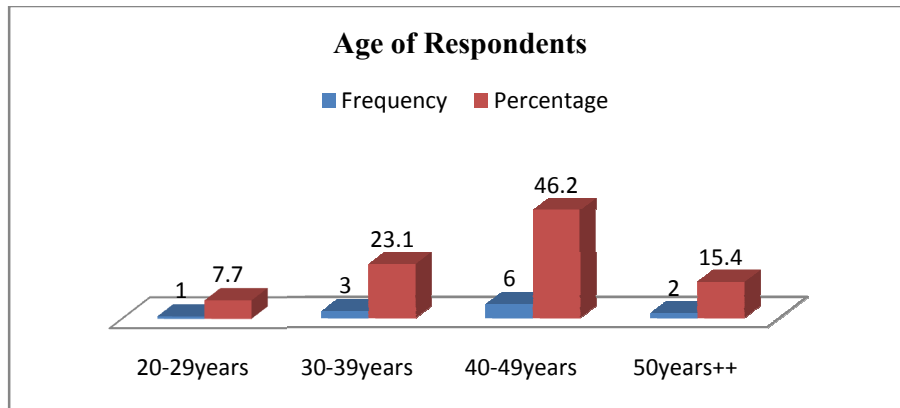


**Figure 2:** Gender of the respondents

*Source: Primary Data, 2017*

From figure 2, it is indicated that the study was conducted with male respondents who constituted 58%. Females on the other hand, constituted 42% of the respondents. On the contrary, looking at service providers, male respondents took the highest response, taking 69% of the respondents and with a smaller portion of 32% being female. Therefore, despite the gender disparities, the study managed to collect opinions from both sexes.

### 4.3.2 Age of the Respondents

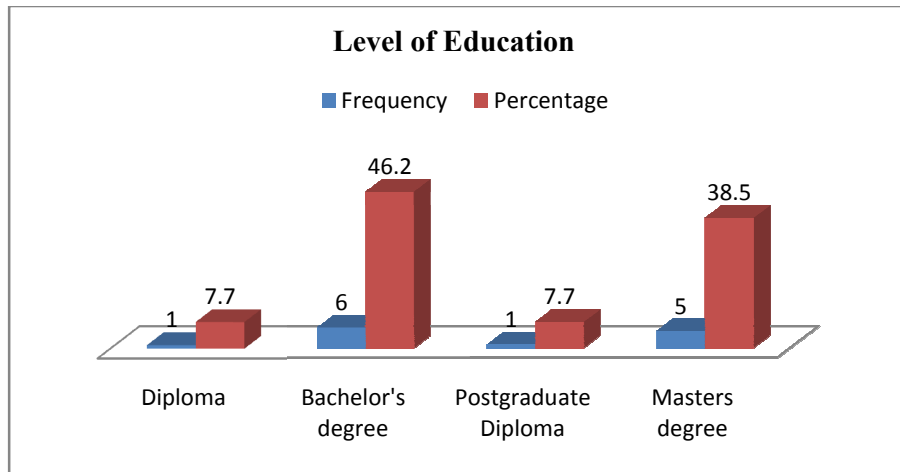


**Figure 3: Showing age of the respondents**

*Source: Primary Data, 2017*

From figure 3, it was found out that most of the respondents had 40-49years and these took the highest percentage of 46.2%. Those who were in the category of 30-39 totaled to 23.1%, 250years and above were represented by 15.4% and the first category of 20-29years was represented 7.7%. On the side of service providers, the study was mainly dominated by ages between 30-39years and these had 58%. 23% of the respondents had ages between 40-49years and the last category was above 50years with 19%. Therefore the above statistics tell us that the study was conducted mostly with people who were 30years and above and these were presumed to have the required experience for the study.

### 4.3.3 Level of Education of the Respondents



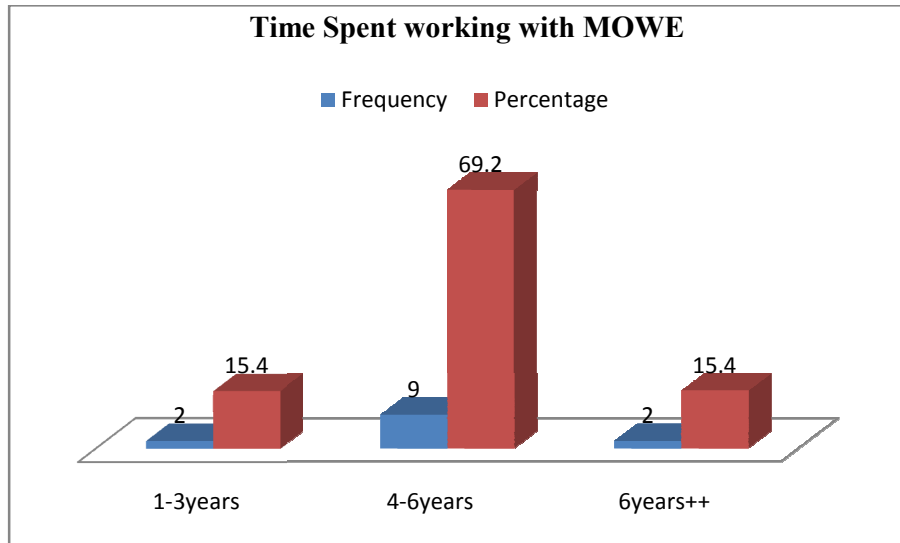
**Figure 4: Showing the level of education of the respondents**

*Source: Primary Data, 2017*

From figure 4 it was indicated that most of the respondents had attained a bachelor's degree and these constituted 46.2%. Those who had attained post-graduate diploma had with 7.7% of the respondents. 38.5% of the respondents had a Master's degree. The last category of 7.7% had a a diploma. On the other hand, from service providers, most of the respondents had a master's degree and these constituted 70% of the respondents, the remaining portion of 30% had a post-graduate diploma. Basing on the above findings, most of the respondents had a bachelor's degree and above, this means that the findings of the study were based on the people who had enough cognitive capacity to tell what was required for the study.

#### 4.3.4 Time spent working with MWE

Respondents were required to indicate for how long they had worked with MWE and their responses are what figure 5 indicates below.



**Figure 5: Showing the Time spent working with MWE**

Figure 5 above indicates that most of the respondents had worked in the service for over 4-6years and these took 69.2%. 15.4% had spent in service for 1-3years and 6years and above respectively. On the other hand, among the service providers, it was reported that most of the respondents constituted 80% who had spent in service for over 5years, those who had spent 3-4years constituted 20%. This therefore, means that the study was based on the people who had enough experience as far as procurement practices and performance of Ministry of Water and Environment was concerned because most of them had spent served beyond 3years in the six years MWE has existed.

#### **4.4 Procurement Practices and Performance of Ministry of Water and Environment**

In this section, the research findings were presented as per the objectives adopted in the study, these findings were thus obtained on supplier selection, procurement planning, contract management and performance of Ministry of Water and Environment. In this case therefore, to understand whether there is a relationship between procurement practices and performance of Ministry of Water and Environment, respondents were introduced to different pre-conceived statements as per each variable to listen to their views and below are the findings that were identified on each dimension.

##### **4.4.1 Findings on performance of Ministry of Water and Environment**

To understand the performance of MWE, Table 5 has more details;

**Table 5: Descriptive Statistics on performance of MWE**

Items	SD	D	N	A	A	Mean	Std Deviation
MWE performance is still hampered by corruption	27.6%	38%	13%	13%	7.8%	2.04	1.604
There are a lot of complaints about the quality of supplies in MWE	22.3%	47.3%	5.2%	11.8%	13%	2.17	1.282
Every Staff in MWE endeavors to optimally use resources on time in the attainment of the organizations objectives.	7.8%	36.8%	28.9%	14.4%	9.2%	2.25	1.195
MWE generates cost savings on most of its procurements. That is, it does less with fewer resources.	5.2%	35.5%	3.9%	21%	26.3%	2.33	1.506
Customers complain on the delays in service delays in MWE	11.8%	34.2%	30.2%	14.4%	6.5%	2.35	.926
Our supplies in MWE are done within the set time	2.6%	59%	26.3%	3.9%	7.8%	2.41	1.165
We have had delays in our procurement process in MWE	0%	10.5%	25.5%	36%	27%	4.31	.756
There is prompt service delivery in MWE	3%	3%	22.5%	40.5%	30%	4.38	.609
MWE has been able to achieve its intended objectives	14.4%	9.2%	28.9%	36.8%	7.8%	4.42	.467

*Source: Primary Data, 2017*

The results in table 5 showed that performance of MWE was still lacking compared to certain responses. Among the items that had means below 3.5 included;

Our supplies in MWE are done within the set time. This item was disagreed by most of the respondents (59%). This was tabulated with a mean of (2.41). Since the mean was below the threshold of 3.5, it is can be reached that there is still issues of late delivery of supplies in MWE. This was supported by several key informants who indicated that there are still delays



that are caused by a number of factors on the side of supplies and budget approvals. One of them was quoted saying:

*“MWE does not operate in isolation, we are a government institution which has to follow the bureaucracies involved, therefore, sometimes issues of time tend to catch up with us, however, we have been doing all our powers to ensure that we deliver in time....”* Key Informant II

The above finding implies that the performance of MWE as far as delivery of services in time is highly succumbed by issues of resources and late deliveries. This affects its entire performance.

Customers complain on the delays in service delivery in MWE. This item was disagreed by most of the respondents (34.2%). This was tabulated with a mean of (2.35). Since the mean was below the threshold of 3.5, it is can be reached that customer complaints on the delays in service delays in MWE has not been highly reported. On a related response, still, 47.3% of the respondents indicated that, ‘There are a lot of complaints about the quality of supplies in MWE’. This was reported with a mean score of (2.17). This meant that quality of supplies is not an issue in MWE’. The above responses are contrary to what some of the key informants indicated that a number of complaints are received on delays and quality of some supplies. It was quoted:

*“The issue of complaints cannot be avoided and it has been witnessed across a number of people and CSOs working with MWE...our complaints have been very much raised on the issues like late fixing of water damages, environment encroachment, pollution, deforestation...but these issues have been worked on tirelessly and we have so far not received much complaints recently....”* Key Informant I

The above finding implies that the biggest numbers of people receiving services from MWE are satisfied with its services and this partly explains the good performance of the organization. This is however, contrary to what some documents reviewed indicated. For instance, according to World Bank Report (2015) on water and environment management in Uganda, it pointed out that the quality of water supplies made do not reach the expectations of the people which has endangered service delivery.

MWE generates cost savings on most of its procurements. That is, it does less with fewer resources. This item was disagreed by most of the respondents (35.5%). This was tabulated with a mean of (2.33). Since the mean was below the threshold of 3.5, it can be reached that MWE does not generate cost savings on most of its procurements. The above finding implies that MWE does not use less with fewer resources which affects its budget performance. This is an area of poor performance. In another related response, it was found out that, 'Every Staff in MWE endeavors to optimally use resources on time in the attainment of the organizations objectives. This item was disagreed by most of the respondents (36.8%). This was tabulated with a mean core of (2.25). Since the mean was below the threshold of 3.5, it was concluded that can be reached that not every Staff in MWE is concerned with using resources optimally to attain organizations objectives but rather they look out to feed their interests first. The above finding implies that MWE does not use less with fewer resources which affects the achievement of its organizational objectives and the end of the day affects its performance.

MWE performance is still hampered by corruption. This item was disagreed by most of the respondents (38%). This was tabulated with a mean of (2.04). Since the mean was below the threshold of 3.5, it can be reached that issues of corruption are not prevalent in MWE. The above response was in line with what all key informants indicated. They reported that MWE

has not been highlighted in any serious corruption scandals in the country. It is an autonomous organization that does its work following respective procedures. It was quoted:

*“We have had no serious corruption scandals related with poor usage of government funds, we are an organization that does everything while following respective rules and regulations....”* Key Informant III

The above finding implies that corruption has not been reported in MWE, which means that service delivery has not been exacerbated by issues of abuses. This is however, contrary to what Transparency International Report (2014) indicated that there is poor usage of funds in MWE and its respective departments like NEMA and NWSC.

To further confirm good performance in MWE, it was found out that: MWE has been able to achieve its intended objectives (Mean=4.42); There is prompt service delivery in MWE (Mean=4.38); We have had delays in our procurement process in MWE (Mean=4.31). These implied that MWE has been able to achieve its intended objectives, met promptness in its service delivery, though it is still faced with some delays in its procurement process on the side of its suppliers in supply chain locally and internationally. On overall, the performance of MWE was highly supported by the annual reports reviewed at MWE (Annual Reports, 2014, 2015 and 2016). The results from qualitative findings seemed synonymous with what was established using quantitative findings since most of the respondents seemed to believe the performance of MWE was good.

#### **4.4.2 Findings on Supplier selection and performance of Ministry of Water and Environment**

To understand how suppliers are selected following right procedures and qualities at MWE, respondents were given different statements and their responses are what was computed. In the table below the Likert-scale was used in analyzing study findings like SD representing

Strongly Disagree; D representing Disagree; N was used to represent Not sure; A was used to represent Agree and SA was used for Strongly Agree. These scales were measured using percentages (%), mean scores and standard deviation. Table 6 below has more details;

**Table 6: Descriptive Statistics on supplier selection at MWE**

	Percentage responses (%)					Mean	Std. Deviation
	SD	D	N	A	SA		
MWE ensures that bid evaluation of bids is done in accordance with regulations made under PPDA	3.9%	3.9%	7.8%	44.7%	39.4%	3.53	1.021
MWE selects suppliers using the pre-qualified list	3.9%	2.6%	6.5%	53.9%	34.2%	3.57	1.181
MWE selects its suppliers using the request for quotations method	5.2%	11.8%	5.2%	42%	35.5%	3.73	.700
Process of bidding includes a formal bid receipt and a bid opening	2.6%	3.9%	7.8%	59%	26.3%	4.00	.699
All bidders adhere to the criteria set out in the bidding documents	1.3%	1.3%	31.5%	61.8%	3.9%	4.07	.807
Negotiations are undertaken where the best evaluated bid or proposal exceeds the budget of the entity	1.3%	1.3%	3.9%	71.8%	21.5%	4.09	.697
Award is only confirmed by PDU after commitment of funding in full over the required period	0%	0%	7.8%	50%	42.2%	4.16	.640
The independent committee evaluates the bids	0%	0%	2.6%	50%	47.3%	4.33	.639
The Ministry works with reliable suppliers	0%	0%	21.5%	37%	41.3%	4.39	.666
MWE has pre-qualified suppliers.	0%	0%	0%	38%	52%	4.48	.599

The results in table 6 above revealed that the means for all items were above 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicates existence of the variables under study. This thus, statistically means that MWE adhered to proper supplier selection which is associated with improvement in performance. Among the items that had means above 3.5 included; MWE has pre-qualified suppliers (4.48); The Ministry works with reliable suppliers (4.39);The independent committee evaluates the bids (4.33);Award is only confirmed by PDU after funding has been committed in full amount over the required period (4.16); Negotiations are only undertaken where the best evaluated bidder exceeds the budget of the entity (4.09); All bidders meet criteria set out in the bidding documents (4.07);All bidding processes are subjected to a formal bid receipt and a bid opening (4.00);MWE selects its suppliers using the request for quotations method (3.73);MWE selects suppliers using the pre-qualified list (3.57);MWE ensures that bid evaluation is done quickly in accordance with regulations made under PPDA (3.53).

The above findings implied that MWE while selecting suppliers, it ensures pre-qualified suppliers which are associated to have the required qualities. The Ministry works with reliable suppliers who meets the deadlines and quality required in the supplies.The independent committee evaluates the bids. This means that there is no peddling or influence in choosing suppliers in MWE. Another indicator of proper selection of suppliers is PDU as the conforming organ after the award of a contract is done.

Further, negotiations are only carried out where the best evaluated bid or proposal exceeds the budget of the entity. This is too important in ensuring that the council does not lose money to suppliers which are important in persevering the budget of the council. All bidders meet the qualification criteria set out in the bidding documents (4.07);all bidding processes include a formal bid receipt and a bid opening. This meant that MWE only awards contracts to competent suppliers. MWE selects its suppliers using the request for quotations method;

this implied that it chooses suppliers who meet their budget plans. These can be interpreted to mean that there is proper selection of suppliers who are commensurate to MWE budgets. This is too important in meeting budget targets and hence good performance.

On the side of key informants, it appeared that majority of them concurred with the above position. They opined that MWE is a formal and government organization which awards contracts to suppliers using open bidding procedures. They reported that MWE announces bids and pre-qualified suppliers or contractors usually apply and the best bidder is taken. One of the key informants had this to say:

“I know a lot is said about MWE on how to contracts some firms and leave out others and we have had attempts from some people who have always called for Parliament of Uganda to intervene and all such public scrutiny have not found problems in the way MWE provides contracts...I think that should tell you how transparent and procedural we are....”

This implied that MWE follows right procedures when selecting suppliers especially when it comes to supplier competence in quality, experience and capital they have to meet the contract. Further, when key informants were asked on whether suppliers have been reliable and supply quality goods and services, majority of them did not seem to believe this. They opined that MWE has had some cases of delays in supplies despite the fact e such suppliers are selected using an open and transparent process. They added that some supplies done do not meet the needs and specifications spelt out in the contract and these have always been counseled along the way. This implies that the organization loses money in the process while calling more bidders.

The above position was supported by the documents reviewed. For instance, MWE Project framework report (2014) confirms that some of the suppliers that were given the contract to

supply materials for Lubigi Drainage development project, did not supply products that met the quality of MWE wanted and this caused delay and loss of money by the council. This is a clear indicator of contradicting phenomena away from what was reported in questionnaire and some key informants.

#### 4.4.2.1 Correlation results for supplier selection and performance at MWE

The first hypothesis stated, “There is a significant relationship between supplier selection and performance of Ministry of Water and Environment.” Spearman correlation coefficient (r) was used to test the hypothesis. Table 7 presents the test results.

**Table 7: Correlation results**

			Supplier selection	Organizational Performance
Spearman's rho	Supplier selection	Correlation Coefficient	1.000	.509**
		Sig. (2-tailed)	.	.027
		N	23	23
	Organizational Performance	Correlation Coefficient	.509**	1.000
		Sig. (2-tailed)	.027	.
		N	23	23

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Findings show that there was a significant positive correlation ( $rho = .509$ ) between supplier selection and performance of MWE. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ( $p = .027$ ) is less than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of

this, the hypothesis, “There is a significant relationship between supplier selection and performance of Ministry of Water and Environment” was accepted.

Thus, the implication of the findings was that supplier selection was being done by MWE which has a significant relationship with performance. Further, the positive effect implies that a deviation in supplier selection relates to a significant change in performance. The positive nature of the correlation implied that supplier selection must be practiced if performance is to be improved in MWE.

#### 4.4.2.2 Regression results for supplier selection and performance at MWE

Continued analysis was carried out using a regression to ascertain the extent to which supplier selection predicted performance at MWE. Findings are presented in Table 9.

Table 9: Model summary for supplier selection and performance at MWE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 <sup>a</sup>	.281	.266	.38276

- a. Predictors: (Constant), Supplier selection
- b. Dependent variable, performance

Table 9 above comprises of the R(=.530),R Square (= .281),Adjusted R square(=.266) and Std error of estimate(=.38276).The adjusted R value of .266 reveals 26.6%( .266x100) variation supplier selection had on performance. The remaining percentage of 73.4% was attributed to other factors. Interview findings supported the findings obtained from questionnaires. The Pearson correlation results obtained revealed a positive relationship between supplier selections had on performance. The Null hypothesis was therefore accepted.



#### **4.4.2 Findings on procurement planning and performance of MWE**

To understand whether MWE engaged in procurement planning adhered to procurement control in undertaking in providing service delivery, respondents were given different statements and their responses are what was computed. In the table below the likert-scale was used in analyzing study findings like SD representing Strongly Disagree; D representing Disagree; N was used to represent Not sure; A was used to represent Agree and SA was used for Strongly Agree. These scales were measured using percentages (%), mean scores and standard deviation. Table 10 below has more details;

**Table 10: Descriptive Statistics on procurement planning and performance of MWE**

Items	SD	D	N	A	SA	Mean	Std Deviation
Management is involved in the planning of procurement the Ministry	17.1%	9.2%	34.2%	26.3%	21%	2.58	1.021
Needs assessment is undertaken by the respective user department at MWE	25%	22.3%	26.3%	23.6%	6.5%	3.09	1.181
PDU aggregates requirements from user departments to obtain value for money and to reduce procurement costs	11.8%	13%	5.2%	47.3%	22.3%	3.54	.700
The procurement budget ids integrated with the expenditure programme	13%	7.8%	13%	38%	27.6%	3.55	.699
Budget approval is obtained for the required items before purchase at the Ministry	7.8%	22.3%	2.6%	42%	25%	3.55	.507
Relevant approvals are obtained from MWE authorities for all procured items	15.7%	10.5%	0%	51.3%	22.3%	3.55	.497
Procurement is only initiated or continued on the confirmation that funding in full amount over the required period is available	5.2%	21%	3.9%	35.5%	26.3%	3.58	.578
The Ministry's procurement process begins with "planning"	14.4%	6.5%	11.8%	34.2%	30.2%	3.64	.493
The procurement unit ensures funds availability before any purchase	7.8%	14.4%	9.2%	28.9%	36.8%	4.58	.467
PDU use framework contracts to provide an efficient, cost effective and flexible means to procure	0%	3.9%	5.2%	40.7%	50%	4.59	4.18
User departments initiate procurement requirements for the procurement unit to act upon	0%	0%	0%	45%	55%	4.65	4.38

*Source: Primary Data, 2017*

The results in table 10 above showed that the mean for most of the items were above 3.5. It was revealed that out of the 12-items that were introduced to respondents, 10-items were indicated with a data mean above 3.5 and 2-items had data means below 3.5. Based on the

scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicates existence of the variables under study. Therefore, statistically it meant that MWE practiced procurement planning. Among the items that had means above 3.5 included; User departments initiate procurement needs and give them to the procurement unit (4.65); PDU use framework contracts wherever appropriate to provide an efficient, cost effective and flexible means to procure (4.58); The procurement unit ensures funds availability before any purchase (4.25); The Ministry's procurement process begins with "planning" (4.12); Procurement is only initiated or continued on the confirmation that funding in full amount over the required period is available (4.00); Relevant approvals are obtained from MWE authorities for all procured items (3.66); Budget approval is obtained for the required items before purchase at the Ministry (3.62).

The general implication is that procurement planning was being practiced at MWE especially when it comes to involvement of user departments in initiation of procurement requirements; developing framework contracts; involving the procurement unit in ensuring that funds are available before any purchase; in ensuring that planning is the opener of the procurement process and ensuring relevant approvals are obtained and organizational approval are obtained for the required items before purchase at the Ministry. These can be interpreted to mean that procurement plans are done and this is related to improvement in organizational performance.

However, some items indicated that there were some loopholes in adhering to procurement plans and these included; Needs assessment is undertaken by the respective user department at MWE (3.09) and Top management is involved in the procurement planning of the Ministry (2.58). These pointed to the fact that needs assessment is not well done before developing procurement plans and top management is not very much engaged in the process of preparing procurement plans. This is likely to affect the performance of the Ministry.

In the same line of findings, responses from interviews didn't deviate from what most of the respondents in the questionnaire had indicated because of 74% of the interviewees completely agreed that procurement planning in the Ministry is done because they believed that it is always the opening session in every year and according to the new PPDA act of 2013, this is mandatory in the procurement process. One of the MWE procurement staff was quoted saying,

“MWE has a procurement department headed by me and for your information; one of the first opening session in each and every year is to plan for activities to be undertaken in the Ministry, supplier deliveries and so many other things...”

Another operational procurement staffs said,

“Our duties are governed by strategic procurement management guidelines and there is no way how you can deal away with planning in the Ministry. Planning is evident because it is everywhere here and we always have the whole powers to come up with the plans.”

When he was probed on whether they involve top management staffs, he declined and replied,

“Top management is involved in when there is a financial question we have failed to agree on but not always.”

The above interviews can be interpreted to mean that MWE adheres to proper procurement planning since top management is engaged, relevant approvals sought and user departments involved in the process. This position was also supported by some documents reviewed in the Ministry, while being rejected by some of documents reviewed. According to MWE strategic plan (2011-2015), it indicates that procurement plan must be done each and every year where organizational approvals must pass through the hands of the executive committees in the Ministry. It adds that contracts for waste management must be passed by the technical

planning committees and procurement committees before they are awarded. Additionally, MWE Construction Report (2013) indicated that drainage projects like Lubigi and Nakivubo have delayed and failed to be accomplished in time because of late submission and approval of procurement plans. This thus tells us that procurement planning might have had a relationship with poor service delivery in solid waste management in MWE.

In summary therefore, the above descriptive statistics implied that procurement planning was being done at MWE since needs identification and prioritization were being done during procurement planning, the process of budget approval is followed and timely procurement was being meant. All these were agreed and strongly agreed by most of the respondents (Mean Score=3.50- 4.50) and Mean at 4.50-5.00. However, the only thing that was showed lacking in procurement planning at MWE is the involvement of top management in organizational approval at procurement level. This position was highly supported by key informants and documents reviewed.

#### **4.4.3.1 Correlation results on procurement planning and performance at MWE**

To test if procurement planning affects performance at MWE, a spearman rho correlation coefficient was done by the study and the results are shown in Table 8 below. To verify this hypothesis, the hypothesis was derived that *"There is a significant relationship between procurement planning and performance at MWE."*

**Table 8: Correlation results**

			Procurement planning	Budget performance
Spearman's rho	procurement planning	Correlation Coefficient	1.000	.765**
		Sig. (2-tailed)	.	.013
		N	23	23
	Performance	Correlation Coefficient	.765**	1.000
		Sig. (2-tailed)	.013	.
		N	23	23

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source: Primary Data, 2017*

Findings show that there was a significant positive correlation ( $\rho = .765$ ) between procurement planning and performance at MWE. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ( $p = .013$ ) is less than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of this, the hypothesis “*There is a significant relationship between procurement planning and performance at MWE*” was accepted.

The implication of these findings is that procurement planning done by MWE in undertaking project had significantly improved on performance. The significant relationship implied that a change in procurement planning contributed to a significant change in performance. The positive nature of the influence implied that the change in procurement planning was in the opposite direction with performance whereby addressing procurement planning can contribute to improvement in performance at MWE and vice versa.

#### 4.4.3.2 Regression results for Procurement planning and performance at MWE

Further analysis was conducted using a regression to determine the extent to which procurement planning predicted performance. Findings are presented in Table 9, accompanied with an analysis and interpretation.

**Table 9: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 <sup>a</sup>	.410	.394	.40112

- a. Predictors: (Constant), procurement planning
- b. Dependent variable, performance

The table above comprises of the R (=0.559), R Square (=0.410), Adjusted R square (=0.394) and Std error of estimate(=0.40112). The adjusted R value of .394 reveals 39.4% (.394x100) variation procurement planning had on performance. The remaining percentage of 60.6% was attributed to other factors. The correlation results obtained revealed a positive relationship between procurement planning and organizational performance.

#### 4.4.3 Findings on contract management and performance at MWE

To understand whether MWE adhered to contract management, respondents were given different statements and their responses are what was computed. In the table below the Likert-scale was used in analyzing study findings like SD representing Strongly Disagree; D representing Disagree; N was used to represent Not sure; A was used to represent Agree and SA was used for Strongly Agree. These scales were measured using percentages (%), mean scores and standard deviation. Table 10 below has more details;

**Table 10:** Descriptive Statistics on adherence to contract management at MWE

Items	SD	D	N	A	SA	mean	Std Deviation
Users understand what the contract is intended to deliver	10.5%	26.3%	3.9%	14.4%	18.4%	1.98	1.331
The risks are identified and anticipated such as service failure reputation as, damage and additional costs	7.8%	27.6%	11.8%	17.1%	18.4%	2.03	1.141
Regular and routine feedback is given to suppliers on their performance	10.5%	22.3%	6.5%	13%	22.3%	2.12	1.133
The responsibilities of the contract manager and the contractor/supplier in a contract are clearly defined	13%	39.4%	7.8%	15.7%	19.7%	2.24	1.107
MWE has a clear contract management plan, with a focus on outputs and milestones to performance	9.2%	43.4%	7.8%	10.5%	25%	2.27	1.588
Contract managers at MWE have a detailed knowledge of the contracts awarded	21%	38%	6.5%	21%	13%	2.33	1.506
The process of contract management at MWE is identified and defined	6.5%	50%	16.6%	28.9%	6.5%	2.41	1.483
MWE ensures that payments are made to the supplier in line with the contract	3.9%	31.5%	30.2%	52.6%	3.9%	4.12	.464
Review meeting between MWE and the contractor take place to correct errors in the contract in time	2.6%	4.14%	28.9%	34.2%	2.6%	.433	.433
Received goods and services are checked against the local purchase order	0%	33.1%	31.5%	5.2%	44%	4.22	.476

*Source: Primary Data, 2017*

The results in table 10 above revealed that, many people disagreed with the items introduced to them. Out of the 10-items introduced to them, 7-items had data means below 3.5 and only



3-items had data means above 3.5. This is a clear indicator that there is a problem in contract management in MWE that may be impacting on performance. The items that confirm this claim included; Users understand what the contract is intended to deliver (1.98); The risks are identified and anticipated such as service failure reputation as, damage and additional costs (2.03); Regular and routine feedback is given to suppliers on their performance (2.12);The responsibilities of the contract manager and the contractor/supplier in a contract are clearly defined (2.24);MWE has a clear contract management plan, with a focus on outputs and milestones to performance (2.27);Contract managers at MWE have a detailed knowledge of the contracts awarded (2.33); The process of contract management at MWE is identified and defined (2.41).

These implied that there is a problem in contract management at MWE and this is implicated in the fact that users do not particularly understand what the contract is intended to deliver; lack of proper risk identification and anticipation which increases chances of service failure reputation as, damage and additional costs. These directly impact on performance. Further, lack of regular and routine provision of feedback to suppliers on their performance; absence of vivid definition of responsibilities required from contract managers and the contractor/supplier; and lack of a clear contract management plan, with a focus on outputs and milestones to performance. These are interpreted to have a negative effect on the performance of budgets in MWE.

However, on the other hand, MWE seemed to have achieved some successes in proper contract management and this is implied in the following items; Received goods and services are checked against the local purchase order (4.22); Review meeting between MWE and the contractor take place to correct errors in the contract in time (4.33); MWE ensures that payments are made to the supplier in line with the contract (4.12). These implied that MWE

officials take time to follow up whether suppliers abide with orders as planned while checking the local purchase order, and making payments as per the agreement. These are good steps in meeting the required performance of budget.

The findings from the interviewees seemed to contrary to what most of the respondents in the questionnaire had indicated. Majority of interviewees agreed with the view that there is proper contract management in MWE. They opinioned that the improvement which is seen in Ministry has been due to proper contract management by the council, one of them was quoted saying:

“Ever since MWE became autonomous and headed by executive director, many things were changed...by now, MWE executive directors take time to also visit what the contractors are doing, that is why every year you see ED moving around monitoring roads and other projects in the city...”

The above confirms the fact that contracts in MWE are being managed properly especially when they involved top management in checking on whether the contractors are doing work as agreed. This can be very much significant in helping the council in meeting the budget targets and hence improving performance. Further, it was established from majority of the key informant that supplier performance is well monitored and feedback is always given back to the management and the contractors. Those who perform below standards are either forced to cancel their contracts and are given cautions for improvement.

Further, other key informants presented a different point of view on how contract management is done. Despite the fact that all of them were in a strong agreement that contract management is done, they didn't have the same point of view of whether it was done as expected. For instance, the one of the tactical procurement managers of the Ministry was quoted saying,

“As the Ministry, we make service agreement with our suppliers and contractors one what kind of products and services we need as per the guidelines we have in PPDA Act ...now of 2013 as revised and we always go out to see whether this is what is done....”

When he was probed on whether they have been successful on the specifications they make with their contractors in waste management, he replied,

“Not often but on several occasions, we have always had the best out of them.

Those who fails, it means that they have broken the agreement and they are forced to pay as required...”

According to the new enacted PPDA act (2013), it is indicated that all government departments are mandated to undertake contract management because if contracts are not managed, it may lead to poor service delivery. Among the ways that this act stipulates include coming up with service level agreement quality, having a local purchase order, determining and respecting specifications.

#### **4.4.4.1 Correlation results for contract management and performance at MWE**

To test if there was a relationship between contract management and performance at MWE, a spearman rho correlation coefficient was done by the study and the results are shown in Table 11 below. To verify this hypothesis, a null hypothesis was derived that; *"There is a significant relationship between contract management and performance of Ministry of Water and Environment."*

**Table 11: Correlation results**

			Contract management	Performance
Spearman's rho	Contract management	Correlation Coefficient	1.000	-.543**
		Sig. (2-tailed)	.	.052
		N	23	23
	Performance	Correlation Coefficient	-.543**	1.000
		Sig. (2-tailed)	.052	.
		N	23	23

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source: Primary Data, 2017*

The study findings show that there was a negative correlation ( $\rho = -.543$ ) between contract management and performance of Ministry of Water and Environment. These findings were subjected to a test of significance ( $p$ ) and it is shown that the significance of the correlation ( $p = .052$ ) is greater than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of this, the hypothesis “*There is a significant relationship between contract management and performance of Ministry of Water and Environment*” was rejected. The implication of these findings is that contract management done by Ministry is not adequate enough and this is presumed to have had a negative effect on performance. The negative relationship implied that a change in contract management contributed to a negative change in performance of Ministry of Water and Environment. The negative nature of the influence implied that the change in contract management was in the opposite direction whereby improvement in performance of Ministry of Water and Environment called for improvement in contract management and vice versa.

#### 4.4.4.2 Regression results for contract management and performance at MWE

Further analysis was conducted using a regression to determine the extent to which contract management predicted performance at MWE. Findings are presented in Table 12, accompanied with an analysis and interpretation.

**Table 12: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.219 <sup>a</sup>	.048	.029	.44046

a. Predictors: (Constant), Contract Management

b. Dependent variable, Performance

The table above comprises of the R(=.219),R Square (=0.048),Adjusted R square(=.029) and Std error of estimate(=.44046).The adjusted R value of .029 reveals 2.9% (.029x100) variation contract management had on performance. The remaining percentage of 97.1% was attributed to other factors. Pearson correlation results obtained revealed a negative relationship between contract management and performance. The Null hypothesis was therefore rejected.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summaries of the findings, discussions of objectives set for the study, conclusions derived from the findings, and the recommendations that will help in improving the performance of Ministry of Water and Environment based on the findings of the study. The Limitations of the study, contributions of the study and areas of further study were also suggested.

#### **5.2 Summary of findings**

The study was based on three procurement practices attributes which included; supplier selection, procurement planning and contract management and the results indicated that; MWE at least undertakes the two attributes (supplier selection and procurement planning) compared to contract management. However the study established that the relationship between procurement practices and performance of Ministry of Water and Environment was adequately strong, positive and significant.

##### **5.2.1 Supplier selection and performance of Ministry of Water and Environment**

The hypothesis that there is a significant relationship between supplier selection and performance of Ministry of Water and Environment was tested and accepted. This was because of the favorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value was 0.509, in respect to the hypothesis and statistically significant at .027 which was more than 0.05 (level of significance). This implied that, there was a statistically significant relationship among the means.

### **5.2.2 Procurement planning and performance of Ministry of Water and Environment**

The hypothesis states that there is a significant relationship between procurement planning and performance of Ministry of Water and Environment and this was tested and accepted. This was because of the favorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value was 0.765, in respect to the hypothesis and statistically significant at .013 which was more than 0.05 (level of significance). This implied that, there was a statistically significant relationship among the means.

### **5.2.3 Contract management and performance of Ministry of Water and Environment.**

Lastly, the hypothesis that there is a significant relationship between contract management and performance of Ministry of Water and Environment was tested and rejected. This was because of the unfavorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value was -0.543, in respect to the hypothesis and statistically insignificant at .052 which was greater than 0.05 (level of significance). This implied that, there was statistically insignificant relationship among the means.

## **5.3 Discussion of the study findings**

The discussion of the study findings was made as per the study objectives below;

### **5.3.1 Supplier selection and performance of Ministry of Water and Environment**

On this objective, it was established that there was a significant and a positive relationship between supplier selection and performance of Ministry of Water and Environment, this is because the results from the study revealed that the mean for most of the items was 3.5 and above, this was supported by the key informants who consistently agreed that there was proper supplier selection which was related to improvement performance of Ministry of Water and Environment. These study findings are supported by other studies which had earlier established that supplier selection positively influence budget performance in an organisation. For instance, Gonzalez and Quesada (2004) argue that supplier selection has

been primarily used by many organisations as a way of selecting competent suppliers that can ensure that the value for money in the budget process is realised. Arrowsmith (2008) further argues that the quality of suppliers is a cornerstone to improved performance. It provides leverage to ensure that services are delivered as planned. The budget is implemented in time and with the required procedure. In line with Lyson (2000), quality of suppliers in the organisation is a primary factor for possession of competitive advantage over other suppliers.

Youssef et al (2006) explains that the essence of supplier selection is to reach to right suppliers. Right suppliers means that they have the quality required, they have the money to deliver in time and they have the experience in procurement service and management. Therefore, suppliers must be scanned and understand their price lists while comparing with a number of factors including market conditions. If the above criteria are met, it is easy to achieve the value for money, service quality and service reliability. Lyson (2000) further adds that in a bid to generate “value for money” procuring entities like Ministry Of Health, Ministry Of Works, Uganda Railway Corporation are switching to publishing notices as an appropriate method of selecting suppliers especially for the complex suppliers or works.

In selecting suppliers, the buying organization must shortlist all sufficient bidders who are effective and possess the competence to afford the competition which other organisations possess as guided by the PPDA regulation (no.70 of 2003) points out that selecting bidder from shortlist bidders to be included on a shortlist can be identified from the register Ministry which has knowledge on the market, supplier experience which can be done through supplier pre-qualification for group of contracts that were done previously. To match budget utilisation measures and avoid losses, Branch (2001) ascertains that the organisation must endeavour to clearly assess the supplier’s geographical location. This is an important characteristic that should be used by user departments when making suppliers evaluation. International



purchasing raises issues that in dealing with overseas supplier shipment from distant suppliers are subject to more and greater risks of interruption by accidents, strikes, acts of nature like earth quake (Amos, 2009).

### **5.3.2 Procurement Planning and performance of Ministry of Water and Environment**

On this objective, it was established that there was a significant and a positive relationship between procurement planning and performance of Ministry of Water and Environment. The above position was supported by the key informants who consistently agreed that procurement planning was related to performance of Ministry of Water and Environment, because most of the respondents indicated that procurement plans were important in specifying the design, quality, costs and time required in implement the projects and this leads to efficient and effective performance of budgets. Therefore, the study findings above principally follow the same line with what had earlier on been established by different researchers, who had indicated that there is a relationship between procurement planning and performance of Ministry of Water and Environment.

Basheka (2008) supports the above finding while noting that procurement planning must start by prequalifying suppliers, assess their reliability and earlier performance. The plan well spell out the money required for the whole process of acquiring goods and services. The process must be followed from the first step to the end. Some public organizations tend to abuse this process and the abuse of the process means that the money that is going to be used in implementing the plan tends to increase since poor performing suppliers will be considered and this will directly mean double purchasing. This affects the performance.

According to the Thai (2004), the overall process of procurement starts from realizing the need and indentify the procurement requirements. This directly informs the invoice, inventory procedures, work plans, schedule of activities, project planning, capital required to operationalize the budget. Establishing the procurement requirements becomes the basis for

ascertaining the survey done in the market for suppliers, their pricing, the new products on market, technological inputs or advancements, substitute goods, new supply sources, competitive nature and all environmental conditions that are likely to have an effect on supply market. (Karin et al. 2007) in his report which was done in government departments in Kenya, they found out that one of the single reasons for poor performance of Kenya is non-adherence to the procurement plans of different departments. Organizations failed to explain the stages of procurements and lacked proper need assessment of roles (Schlosser, 2003). This study will endeavor to assess whether this happens in Uganda.

Kanzira (2013) in his study on procurement practices and quality of service delivery in public institutions in Uganda found that procurement planning is matched with available funds and cash flow. However, disagreements between procurement and user departments occur in regard to cash allocation. Therefore, the study findings above principally follow the same line with what had earlier been established by different researchers who had indicated that there is a relationship between procurement planning and performance.

### **5.3.3 Contract management and performance of Ministry of Water and Environment**

On this objective, it was established that there was a negative relationship between contract management and service delivery in Ministry of Public Service. The above position was incongruent with what most of the key informants indicated that contract management in MWE has to be improved while introducing use of supervision checklists, making audit reports and managing all important records among others. These findings were not in line with earlier literature reviewed which had indicated that awarded contract must then be managed, to ensure that both the buyer and supplier perform their contractual obligations (Londe, 1998, Fiona, 2009). Lyson&Gullingham (2006) further explain that contract means legal documents which binds two parties while considering the capacity of each duty bearer. Contracts provide terms and obligations of each party among which may be price, milestones,

deliverables and dispute resolution procedures (Oluka, 2012), Ntayi et al (2010) observes that contracts are meant to inculcate discipline, reduce incidence of non-compliance for the benefit of the parties involved.

Hinton (2003) in his study on the best practices in government: components of an effective contract monitoring system, he defines contract management is following the process of collection and analysis of information used in providing assurance that the contractor performs well by time agreed and ensure that contracts are delivered. Arrows (2010) further explains that key performance of indicators must be spelt out in the contract and these can be used in providing a basis for determining their compliance. These must be reported on a regular basis. Arrows (2010) further reported that managing contract is about continuous monitoring of whether services delivery is performing as per the contract plan, delivered in time preplanned and the penalties be provided to non-adherence in time. Therefore, if such are not complied on, the performance of a budget is affected.

Mturi (2013) established the sources of risk being the dangerous settings of operating environment. Suitable environment for operation determines contract performance and contract performance is primarily better performance of a budget. Mturi (2013) in his study of the whole lifecycle of managing contracts in public sector organizations, his findings revealed that contract lifecycle management (CLM) is an effective tool to manage risks, compliance and change that reduces losses in budget estimates. The author however did not provide the contract management aspect on operators side, also did not provide how contract administration affects performance of contractors, thus the research filled the gap through one of the objective which is to find out, how contract management influences performance while using MWE.

Oluka and Basheka (2012) as well assert that among the major elements to effective contract management towards performance is having clear plans of managing a contract and

developing appropriate methods of indentifying non-adherence. The study was driven by persistently low compliance levels reported by the procurement Ministry as far as road construction projects are concerned.

#### **5.4 Conclusions**

This section expounds on the conclusions made as per each and every objective set for this study as indicated below:

##### **5.4.1 Relationship between supplier selection and performance of Ministry of Water and Environment**

The findings of this study showed that supplier selection significantly and positively influence performance of Ministry of Water and Environment. I leant that if the suppliers are selected properly basing on reliability, their ability to deliver and managed properly by charging liquidated damages in case of failure to meet deadlines good performance is achieved. Given the fact that payments depend on successful performance of the supplier and this determines performance, it is therefore concluded that performance of Ministry of Water and Environment is highly related to proper supplier selection.

##### **5.4.2 Relationship between procurement planning and performance of Ministry Council Ministry**

The findings of this study showed that procurement planning significantly influence performance of Ministry of Water and Environment. As a result of this study i have learnt that procurement planning is the major activity behind organization since procurements account for 70% of the entity`s budget. This implies that performance depends to a great extent on procurement planning. it is therefore concluded that MWE needs to ensure that procurement planning is prioritized where different stakeholders are involved in coming up with procurement plans in the organization, if good performance is to be achieved .

### **5.4.3 Relationship between contract management and performance of Ministry of Water and Environment**

The findings of this study showed that contract management had no significant relationship with performance of Ministry of Water and Environment. I have come to understand that contract management is not directly related to performance of MWE. It is a norm for advance payments to be made to contractors or suppliers before the contract is executed this implies that the budget is committed before contract management and in the process in the disguise of spending all the budget funds payments are effected without all reports being attached, it was concluded that there is lack of adequate contract management in MWE which negatively affect the performance of MWE.

## **5.5 Recommendations**

This section explains the recommendations that can be used to improve on the performance of MWE

### **5.5.1 Relationship between supplier selection and performance of Ministry of Water and Environment**

Based on the findings, the study recommends that the management on public institutions should consider adopting tendering and prequalification supplier selection methods during procurement process. This will allow the management to create a comprehensive understanding that can be leveraged to influence stakeholders and create better decisions in ensuring effective procurement performance. The study also recommends that it is very crucial that the organization does not under rate single sourcing supplier selection when conducting a procurement process since this will help the organization to gather valuable information that will provide valuable insights in the performance of procurement and the necessary input to find effective suppliers that will facilitate timely delivery of orders.

### **5.5.2 Relationship between Procurement planning and performance of Ministry of Water and Environment**

There is a need for MWE to put so much emphasis on the formulation of procurement specifications and designs, and it should ensure that they are effectively implemented as clearly stated in the procurement plan hence attaining projects of the best quality, value for money and effective and efficient utilization of budgeted funds. There is a need for MWE to always identify a need before any procurement is done, this will assist them to strategically budget for the specified need, also the procurement committee should be able to confirm the availability of funds before any purchase is made hence having a successful performance. There is a need for MWE to always endeavor to engage all stakeholders in procurement planning at early stages, for instance the budget officers and program officers among others, important to note is that; their opinions should be discussed and considered as these may yield effective planning.

### **5.5.3 Relationship between contract management and performance of Ministry of Water and Environment**

Basing on study observations and conclusions, it is recommended that MWE should needs to make sure that contract plans are well developed to guide the Ministry in control and monitoring contracts. This will provide a basis for assessing whether the contracts are performing to expectations and meeting the budget time frame. This will improve the performance of the budget at the end.

### **5.6 Limitations of the study**

The study registered a number of limitations and these majorly included;

- i) Some respondents deliberately failed to answer the questionnaire, this gave the researcher hard time but she had to resource and replaced such people with the same people in the target population.

- ii) Secondly, some respondents wrongly filled the questionnaires; this came as a result of time constraints as some of them rushed to answer the question so as to attend to their work. But the researcher managed to recover most of the questionnaires well filled; those which were wrongly filled were ignored.
- iii) Time was one of the study's major constraints as the researcher couldn't meet some people as expected since they had travelled abroad, yet the study had a specified duration, the researcher replaced such people with their personal assistants.

In spite of all these challenges, the researcher did everything she could to undertake it successfully.

### **5.7 Areas recommended for further study**

Time constraint was the most important limiting factor, collecting more data from more than two organizations could lead to more precise representation of the real situation on the topic. Given the study was conducted only in one organization further studies suggested are for researchers to study in more details, to represent insight details on the matter, explicitly address the issue of procurement practices and performance, future research should involve more public sector organizations.

This study was limited to MWE, not any other public sector organization in Uganda; hence there is need for further research to be replicated in other government departments and ministries to ascertain the similarity and differences of the findings.

## REFERENCES

- Adjei, A. (2005). Public Procurement Ministry: What are we learning from different Approaches to Monitoring Capacity and Development. An Assessment Tool for Public Procurement System and Its Application to Monitoring Capacity and Performance of the Procurement System in Ghana, Accra.
- Ahmed, S., & Mahmood, I. (2010) *Public procurement and corruption in Bangladesh*
- Amin, M.E, (2005), *Social Science Research Methods: Conception, methodology and analysis*, MUK Printery.
- Amos, R. (2009). Impact of e-procurement on procurement practices and performance. *Benchmarking: An International Journal*, 17(4), 516-538.
- Arrowsmith S., & A. Davies (Eds.) (2006), *Public Procurement: Global Revolution* (pp. 139-157). London:
- Arrowsmith, S.; Linarelli, J; & Wallace, D.Jr, (2000). *Regulating Public Procurement: National and International Perspectives*. Kluwer Law International
- Arthur, S. K. (2009). Transformational leadership in the public sector: Does structure matter?. *Journal of public administration research and theory*, 20(1), 75-89.
- Bailey, P; Farmer, D; Jessop, D; & Jones, D, (1998). *Purchasing Principles and Management*, eight editions. Prentice Hall. Financial Times: Great Britain Bank of Uganda, 2010.
- FINA Bank Report on Examination*. 3 August, pg 5.
- Basheka B. C., 2008. *Journal Of Public Procurement, Volume 8, Issue 3, 379-406*.  
Procurement Planning and Accountability of Local Government Procurement Systems in Developing Countries: Evidence from Uganda”



- Basheka, B. C., 2008. *Procurement Planning and Local Governance in Uganda: A Factor Analysis Approach*. Paper Presented at the 2008 International Research Society for Public Management Conference, from 26-28 March 2008, in Brisbane, Australia.
- Beijer, T.A (2012). *Design of a supplier performance measurement & evaluation system for DSM's*
- Blumentritt, T. (2006). Integrating Strategic Management and Budgeting, *Journal of Business*
- Branch, F. E., (2001). The role of supply management capabilities in green supply. *Production and operations management, 10(2)*, 174-189.
- Burton, R. A., 2005. *Improving Integrity in Public Procurement: the Role of Transparency and Accountability*. In OECD (Ed.), *Fighting Corruption and Promoting Integrity in Public Procurement* (pp. 23-28). Paris, France: OECD.
- Carr, A.S., Pearson, J.N (2002). The impact of purchasing and supplier involvement on strategic purchasing and its impact on firm's Performance. *International Journal of Operations*.
- Choi, M., and Hartley, S., (2006). *Institutionalized organizations: Formal structure as myth and ceremony*. *American journal of sociology*, 340-363.
- Cowell, C.K., (2009). *Public financial management*, Englewood Cliffs, Prentice Hall.
- Garrett. G. 2007. *World class contracting*. 4th edition. USA: CCH.
- Gonzalez, G.L., and Quesada, D.E., (2004). Effects of Procurement Practices on the Performance of Commercial State Owned Enterprises in Nairobi: *International Journal of Scientific and Research Publications, Volume 5, Issue 6*
- Government of Uganda, (2003). *The Public Procurement and Disposal Regulations 2003*. Kampala, Uganda: Government of Uganda

- Henderson, I (1997). *Does budgeting have to be so troublesome?* Management Accounting Magazine for Chartered Management Accountants, 75(9), 26-27
- Hotterbeekx, J.M.H (2013). Determining contract management professionalism within Rijkswaterstaat, Master thesis project, TUE. School of Industrial Engineering.
- Kampala Capital City Act, 2010 Printed by UPPC, Entebbe, by Order of the Government
- Kannan, V.R., Itan, K.C. (2002). *Supplier selection and assessment*; Their impact on business Kraft's Public Policy:
- Kanzira, S., (2013). Measuring the effect of public sector financial reforms on service delivery In Uganda's Local Government Systems: A Case Study of Busia District.
- Kisseka, H., (2010). *Effect of Procurement Procedures and Project Implementation on Resource Absorption: Experience of the Road Sector in Uganda*. <http://npa.ug/wp>
- Kraft, Michael E & Furlong, Scott R. (2007); *Public Policy: politics, analysis, and alternatives* (2nd ed). CQ; London: Euro span [distributor], Washington, D.C, performance. *Journal of Supply Chain Management*, Vol.38, Iss.4; pg.11.
- Lisa M. Ellram, Wendy L. Tate, Corey Billington., 2007. *Services Supply Management: The Next Frontier for Improved Organizational Performance*. California Management Review Vol. 49, No. 4 summer 2007
- Lowell, B.J., (1994). Supply chain evolution by the numbers. *Supply Chain Management Review*, Vol.02, Iss.1; pp.7-8.
- Lupia, I., (2003) *Public procurement and corruption in Bangladesh*
- Luyimbazi, David (2014); *Effect of Procurement Procedures and Project Implementation on*
- Lysons, K. & Farrington, B. (2006). *Purchasing and supply chain management*. 7th ed. Essex: Pearson Education Limited.

- Mahmood, K., (2010) Measuring the effect of public sector financial reforms on service delivery In Uganda's Local Government Systems: A Case Study Of Busia District
- Mairura, J., & Ombui, H., (2015). *'Determining the importance of the supplier selection Process in Manufacturing.*
- Makabira, D.K., & Waiganjo, E. (2014). Role of Procurement Practices on the Performance of Marvin E.Gonzalez and Quesada(2004) *'Determining the importance of the supplier selection*
- Matama Rogers., 2008. *Corporate governance and financial performance of selected commercial banks in Uganda.*
- McKen (Eds.), *Public Procurement: International Cases and Commentary* (pp. 89-103). New York: Rutledge.
- Meyer, J. W., & Rowan, B. (1977).*Institutionalized organizations: Formal structure as myth and ceremony. American journal of sociology, 340-363.*
- Milton Tumutegyereize (2013) *Public Procurement Reforms: Issues and Challenges: The case of Uganda, Presented at the CIPS Pan African Conference Public Procurement & Disposal of Assets Ministry, Uganda*
- Ministry of Finance Planning and Economic Development (MFPED, 2015: *Absorptive Capacity Constraints: Improving the reliability and efficiency of government resource flows and transactions. March 2015) .2*
- Mlinga, R. (2009). *Promoting integrity in public procurement. Tanzania Procurement Journal, Vol. II No. 5, pp. 13-39.*
- Mokogi, N.W.,Mairura,C., &Ombui, K.(2015). Effects of Procurement Practices on the Performance of Commercial State Owned Enterprises in Nairobi: *International Journal of Scientific and Research Publications, Volume 5, Issue 6*

- Monczka, R.M, Hanfield, R.B.Guinipero, L.C. & Patterson, J.L.2009.*Purchasing and Supply Chain Management*. South-Western. Cengage Learning
- Mturi, S. S. (2013). Assessment of effectiveness of procurement contracts management in public organizations in Tanzania, a case study at Kinondon Municipal Council, Research paper for award of CPSP by PSPTB, Dar Es Salaam, Tanzania.
- Mugenda, A., &Mugenda, O.,(2003). *Research Methods, Quantitative and Qualitative approaches*. African Centre for technology studies, Nairobi.
- Mullins, D.R., (2003). *Accountability and Coordination in a Decentralized Context: Institutional, Fiscal and Governance Issues*. Washington, DC: American University.
- Musana, (2003).*The Impact of Public Procurement Reform on Service Delivery in Uganda: MWE (2008). Annual Report and performance*. Ministry of Water and Environment. The author.
- MWE (2012). Annual Report and performance. Ministry of Water and Environment. The author.
- MWE Human Resource Manual, 2015). Ministry of Water and Environment. The author.
- MOWE Strategic Plan (2016). Ministry of Water and Environment. The author.
- Nakamura, D. (2004) *Untrained Staffers Blamed for Costing City Thousands*. Washington Post: B01.Retrieved from <http://www.netlibrary>
- Nguyen, P. (2013). Contract lifecycle management on the sell-side, a case study in upstream oil and gas industry, Thesis, Lahit University of Applied Sciences.
- Njeru, S.E, Arasa, R., Ngugi, P., &Kahiri, J. (2014). Influence of Supplier Management on
- Nshemereirwe, P. (2015). *Procurement Management and Performance of Construction Projects in Government –Aided Secondary Schools in Bushenyi District*.

- Ntayi, J.M., Gerrit, R., & Eyaa, S. (2009). Supply Chain Swiftness in Developing Country: The Case
- Odhiambo, W., & Kamau, P. (2003), *Public Procurement: Lessons from Kenya, Tanzania and Uganda*, OECD Development Centre Working Paper No. 208 Peterson, OECD/DAC
- (2007) *Assessment of country's procurement system (Tanzania)* Tanzania Procurement Journal, Vol. 1 No5, pp. 5-21
- Oluka, P.N. & Basheka, B.C. (2012). Determinants and constraints to effective procurement contract management in Uganda, a practitioner's perspective. Available at
- Onyango, C.J. (2014). Effects of Procurement Planning on Institutional Performance: A Case
- Parikh, M. & Joshi, K. (2005). Purchasing process transformation: restructuring for small purchases, *International Journal of Operations & Production Management*, Vol.25 No.11, 1042-1061
- PPDA Act (2003). Ministry of Finance, Planning and Economic Development. The author.
- PPDA Act (2014) Amended. Ministry of Finance, Planning and Economic Development. The author.
- PPDA guided compliance check report (2010-15). Ministry of Finance, Planning and Economic Development. The author.
- Public Finance Management Act (2015). Ministry of Finance, Planning and Economic Development. The author.
- Public Finance Management Regulations (2016). Ministry of Finance, Planning and Economic Development. The author.
- Public Procurement Monitoring Forum (2010). *Advancing citizens' engagement with government through Social Accountability Dates: 6-7th May 2010* Venue: Nairobi, Kenya

- Saen RF. (2007). *A new mathematical approach for suppliers selection: accounting for non homogeneity is important*. Appl. Math. AndComput.,**185**: 84-95.
- Saxena, A. (2008). *Enterprise contract management: a practical guide to successfully implementing an ECM solution*. J. Ross Publishing.
- Scott, A. (2004). *Institutional theory and applicability in public sector. a practical guide to successfully implementing an ECM solution*. J. Ross Publishing.
- Sekeran (2003): *Research Methods for Business, A skill Building Approach*, Fourth edition, p.87
- Shlosser, J. (2003). Benchmarking in public procurement. *Benchmarking: An International Journal*, 15(6), 782-793.
- Strom, S., 2000. *Promoting Good Governance: Principles, Practices and Perspectives*; Management Training Services Division, Common Wealth Secretariat, London.
- Study of Mombasa Law Court, *International Journal of Science and Research (IJSR)*
- Talluri W (2008): *Benchmarking the performance of English Universities"*, Benchmarking Int. J., 14(1):102-22.
- Thai,K.V., (2001).Public Procurement Re-examined. *Journal of Public Procurement*,1(1):9 50.
- Thai,K.V.,(2004).*Introduction to Public Procurement*. First Edition: Florida Atlantic University
- Uyar, A.(2009) “An evaluation of budgeting approaches: traditional budgeting, better budgeting,
- Versenadaal, J., Beukers, M.,&Batenburg, R, (2005).*Business alignment in the Procurement Domain*, Institute of Information and Computing Sciences: Utrecht University
- Uganda's Constitution of 1995 with Amendments through 2005

- Waters, D., (2004). *Introduction to Supply Chain Management*, (2nd Edition), Palgrave
- Williamson, M., (2003). The importance of 'process' in rethinking procurement management: the story of a UK government-funded research network. *International Journal of Project Management*, 24(8), 650-62.
- Willis Yuko Oso and David Onen (2009) Writing Research Proposal and Report, Jomo Kenyatta Foundation. Nairobi Kenya*
- Wittig, W.A., (1999). *Building Value through Public Procurement. A Focus on Africa*. Paper presented to the 9th international Anti-Corruption conference.
- World Bank, (2003). *Ghana 2003 Country Procurement Assessment Report, Washington, DC: Ghana Country Department, the World Bank*
- Youssef, J. Walker, H., & Harland, C. (2006). E-procurement in the United Nations: influences, issues and impact. *International Journal of Operations & Production Management*, 28(9), 831-857





4. For how many years have you worked with MWE?

- a) Less than one year      b) 1-5 years      c) 6-10 years      4) Over 10 years

**SECTION B: INDEPENDENT VARIABLE-PROCUREMENT PRACTICES**

Supplier selection

**In this section please tick in the box that corresponds to your opinion/view according to**

**a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly**

**Agree**

No.	Statement	1	2	3	4	5
1	MWE has pre-qualified suppliers.					
2	The suppliers we collaborate with are very competent					
3	Our suppliers are willing to adjust their delivery processes to suit us					
4	MWE selects its suppliers using the request for quotations method with threshold of below one billion shillings					
5	Periodic supplier audits are undertaken to correct compliance errors					
6	Our suppliers are willing to offer sales credit terms any time we request for them					
7	The suppliers we collaborate with are always obliging					
8	Our supplier have always met our timelines					
9	The suppliers we collaborate with always keep their promises					

## Procurement planning

In this section please tick in the box that corresponds to your opinion/view according to

a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly

Agree

No	Statement	1	2	3	4	5
1	The ministry's procurement process begins with "planning"					
2	The ministry needs are clearly defined by the responsible personnel					
3	Thorough needs assessment is undertaken by the respective managers for the required materials to use					
4	Budget approval is obtained for the required items before purchase at the ministry					
5	Relevant approvals are obtained from MWE authorities for all procured items					
6	Only personnel with legal powers to purchase undertake such transactions in the Ministry					
7	Decisions on when to procure the goods and services are taken by the procurement committee					
8	The waste and disposal unit clearly states when they will use the required goods and services					
9	Top management is involved in the procurement planning of the Ministry					
10	The procurement committee ensures funds availability before any purchase					
11	The Ministry's procurement committee independently decides on where to procure from					

## Contract Management

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	MWE fulfils the terms of contract agreed by successful contract					
2	Contracts are completed as per the guidelines and the amended PPDA Act 2014					
3	Bids are received by an independent contract committee					
4	Received goods and services are checked against the local purchase order					
5	Bids are opened by an independent contract committee					
6	The independent committee evaluates the bids					
7	The MWE conducts possible bargaining during contract making					
8	The top management is involved in evaluating the eligible contractors by comparing the shortlisted ones					
9	MWE publishes the contract with invitation to tender					
10	The technical abilities of the suppliers are evaluated before contract awarding					

**SECTION C: DEPENDENT VARIABLE – ORGANISATIONAL PERFORMANCE**

**In this section please tick in the box that corresponds to your opinion/view according to**

**a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly**

**Agree**

<b>No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	MWE has been able to achieve its intended objectives					
2	There are a lot of complaints about the quality of supplies in MWE					
3	There is prompt service delivery in MWE					
4	MWE generates cost savings on most of its procurements. That is, it does less with fewer resources.					
5	Customers complain on the delays in service delays in MWE					
6	Every Staff in MWE endeavors to optimally use resources on time in the attainment of the organizations objectives.					
7	Our supplies in MWE are done within the set time					
8	We have had delays in our procurement process in MWE					
	MWE performance is still hampered by corruption					

**APPENDIX II: INTERVIEW SCHEDULE FOR EXECUTIVE AND SENIOR  
MANAGEMENT AT MWE**

1. Position in MWE .....

2. Department /Section.....

**Supplier Selection**

What is the process of supplier selection at MWE? .....

.....

.....

How does MWE ensure the process of supplier selection is free and fair?

.....

.....

In what ways does supplier selection affect budget performance in MWE?

.....

.....

**Procurement planning**

How does MWE develop procurement plans and which parties are involved?

.....  
.....

In what ways does procurement planning affect budget performance in MWE?

.....  
.....

What is your opinion on the general budget performance at MWE?

.....  
.....

**Contract Management**

How does MWE ensure that contractors comply with contract terms and conditions?

.....  
.....

What role does the legal department play in the contract management processes?

.....

**Budget Performance**

What are the implications of unspent balances on the institution (MWE) ?

.....  
.....

What rewards and sanctions are given to procurement team for unspent balances annually?

.....  
.....

THANK YOU SO MUCH

### APPENDIX III: DOCUMENTARY REVIEW CHECKLIST

<b>Documents to be reviewed</b>	<b>Information expected</b>
Audit reports (IGG reports, Auditor general reports, PPDA Audit and compliance reports)	Value for money  Timeliness  Customer satisfaction  Quality of supplies
Annual reports (Transparency international report, World bank Reports, public sector reports, MOWE annual reports)	Gaps in supplier selection, procurement planning, and contract management



**APPENDIX IV: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN  
POPULATION**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Source :Krejcie, R.V., Krejcie& Wilson, C.Morgan (1970). Determining Sample Size

## APPENDIX V: INTRODUCTORY LETTER



# UGANDA MANAGEMENT INSTITUTE

**Telephones:** 256-41-4259722 /4223748 /4346620  
256-31-2265138 /39 /40  
256-75-2259722  
**Telefax:** 256-41-4259581 /314  
**E-mail:** admin@umi.ac.ug

Plot 44-52, Jinja Road  
P.O. Box 20131  
Kampala, Uganda  
Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

2<sup>nd</sup> November, 2017

TO WHOM IT MAY CONCERN

MASTERS IN MANAGEMENT STUDIES DEGREE

**Ms. Bridget Mbabazi** is a student of the Masters in Public Procurement of Uganda Management Institute 3<sup>rd</sup> Intake 2013/2014, **Reg. Number 13/MPP/02/014**.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to her research.

Her research Topic is: *"The Effect of Procurement Practices on the Organisational Performance of the Ministry of Water and Environment (MWE)"*.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael Kiwanuka', is written over a light blue horizontal line.

Dr. Michael Kiwanuka  
**AG. HEAD, DEPARTMENT OF ECONOMICS AND MANAGERIAL  
SCIENCE**

## APPENDIX VI: ANTI-PLAGIARISM REPORT

### THE EFFECT OF PROCUREMENT PRACTICES ON THE ORGANISATIONAL PERFORMANCE OF MINISTRY OF WATER AND ENVIRONMENT

#### ORIGINALITY REPORT

<b>14%</b>	<b>9%</b>	<b>2%</b>	<b>9%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

#### PRIMARY SOURCES

<b>1</b>	Submitted to Uganda Management Institute Student Paper	<b>2%</b>
<b>2</b>	repository.out.ac.tz Internet Source	<b>2%</b>
<b>3</b>	Submitted to International Health Sciences University Student Paper	<b>1%</b>
<b>4</b>	www.ppda.go.ug Internet Source	<b>1%</b>
<b>5</b>	Submitted to Laureate Higher Education Group Student Paper	<b>1%</b>
<b>6</b>	Oluka, Pross N., and Benon C. Basheka. "Determinants and constraints to effective procurement contract management in Uganda: a practitioner's perspective", International Journal of Logistics Systems and Management, 2014. Publication	<b>1%</b>
<b>7</b>	ijecm.co.uk Internet Source	<b>1%</b>
<b>8</b>	ijsr.net Internet Source	<b>&lt;1%</b>
<b>9</b>	hrmars.com Internet Source	<b>&lt;1%</b>
<b>10</b>	Submitted to Sunway Education Group Student Paper	<b>&lt;1%</b>
<b>11</b>	Submitted to Mount Kenya University Student Paper	<b>&lt;1%</b>
<b>12</b>	www.ijbssnet.com Internet Source	<b>&lt;1%</b>
<b>13</b>	citeseerx.ist.psu.edu Internet Source	<b>&lt;1%</b>

14	Submitted to Heriot-Watt University Student Paper	<1%
15	Submitted to University Der Es Salaam Student Paper	<1%
16	documents.mx Internet Source	<1%
17	www.mubs.ac.ug Internet Source	<1%
18	www.cips.org Internet Source	<1%
19	Giannakis, Mihalis, Des Doran, and Shanyin Chen. "The Chinese paradigm of global supplier relationships: Social control, formal interactions and the mediating role of culture", Industrial Marketing Management, 2012. Publication	<1%
20	www.waterintegritynetwork.net Internet Source	<1%
21	Submitted to Mzumbe University Student Paper	<1%
22	Mettler, Tobias. "Supplier Relationship Management: A Case Study in the Context of Health Care", Journal of Theoretical & Applied Electronic Commerce Research/07181876, 20091201 Publication	<1%
23	interfaith.issuelab.org Internet Source	<1%
24	Submitted to Daystar University Student Paper	<1%
25	gunston.doit.gmu.edu Internet Source	<1%
26	sao.georgia.gov Internet Source	<1%
27	www.seatiniuganda.org Internet Source	<1%
28	Submitted to University of Westminster Student Paper	<1%
29	146.230.128.141 Internet Source	<1%

30	Submitted to Pentecost University College Student Paper	<1%
31	www.slideshare.net Internet Source	<1%
32	www.pszichologia.phd.elte.hu Internet Source	<1%
33	Nutt, Paul C.. "Contract management and institutional cost control. (hospital management contracts)", Hospital & Health Services Administratio, Spring 1992 Issue Publication	<1%
34	arno.unimaas.nl Internet Source	<1%
35	tap.waterforpeople.org Internet Source	<1%
36	www.mwe.go.ug Internet Source	<1%
37	Submitted to Universiti Malaysia Pahang Student Paper	<1%
38	Submitted to Mancosa Student Paper	<1%
39	eprints.utar.edu.my Internet Source	<1%
40	Submitted to Laureate Education Inc. Student Paper	<1%
41	Submitted to University of Nairobi Student Paper	<1%
42	Aphichat Chamrathirong, Kathleen Ford, Sureeporn Punpuing, Pramote Prasartkul. "A workplace intervention program and the increase in HIV knowledge, perceived accessibility and use of condoms among young factory workers in Thailand", SAHARA-J: Journal of Social Aspects of HIV/AIDS, 2017 Publication	<1%
43	Submitted to Sheffield Hallam University Student Paper	<1%
44	Submitted to Universiti Teknologi MARA Student Paper	<1%

45	rimwe.com Internet Source	<1%
46	Submitted to South Bank University Student Paper	<1%
47	Submitted to London School of Commerce Student Paper	<1%
48	www.nemaug.org Internet Source	<1%
49	mqm.aast.edu Internet Source	<1%
50	www.tenderboard.gov.zm Internet Source	<1%
51	Hawary, Sulieman Ibraheem Shelash Al, and Bahaà Abdul Hafez Attallah Al Nady. "The effect of benchmarking procurement plan and after sales services on suppliers sales success in western region of Kingdom of Saudi Arabia", International Journal of Services and Operations Management, 2014. Publication	<1%

Exclude quotes  On      Exclude matches  < 10 words  
Exclude bibliography  On