



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS,
SCHOOL OF COMMERCE

THE ROLE OF PROCUREMENT MANAGEMENT
IN HUMANITARIAN PROJECT PERFORMANCE: THE CASE OF SELECTED NGOS
IN ETHIOPIA

BY: SUDAYS AHMED

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL OF COMMERCE, IN
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SUPPLY CHAIN PROGRAM

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APPROVAL SHEET

THE ROLE OF PROCUREMENT MANAGEMENT IN HUMANITARIAN PROJECT
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Declaration

I hereby declare that this thesis titled "The Role of Procurement Management in Humanitarian Projects: A Case Study of HAI, SOS, and RCWDO in Ethiopia" is my own creation and has not been submitted for any other degree at any other university. I confirm that all sources of information used in this thesis have been properly acknowledged.

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Acknowledgment

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Table of Contents

APPROVAL SHEET	iii
Declaration	iv
Acknowledgment.....	v
LIST OF TABLES	x
LIST OF FIGURES.....	xi
ABSTRACT	2
CHAPER ONE.....	3
INTRODUCTION.....	3
1.1 Background of the Study	3
1.1.1 Procurement management	4
1.1.2 Project performance.....	4
1.2 Statement of the Problems.....	6
1.3 . Objectives.....	7
1.4 Research Questions	8
1.5. Significance of the Study.....	8
1.7 Scope of the Study.....	9
1.8. Operational Definitions	9
1.9. Organization of the Study.....	11
CHAPTER TWO	12
LITERATURE REVIEW.....	12
2.1. Introduction	12
2.2.1 Models of foundation.....	12
2.2.2 Principal-Agency Theory	12

2.2.3	Theory of Legitimacy	13
2.3	Procurement management	15
2.3.1	Procurement management Planning	15
2.3.2.	Procurement management Controls.....	15
2.3.3.	Procurement management Monitoring.....	16
2.3.4.	procurement cost estimation management.....	17
2.3.5.	Procurement lead time	17
2.4	Summary of Literature Review and Knowledge Gap.....	18
2.4.	Empirical Studies	19
2.4.1.	Global Perspective.....	19
2.4.2.	African Perspective.....	20
2.4.3.	Procurement management in Ethiopia	21
2.5.	Conceptual Framework.....	22
2.5.1.	Hypothesis test.....	24
2.6.	Gap analysis	25
CHAPTER THREE		26
RESEARCH METHODOLOGY		26
3.1.	Introduction	26
3.2.	Research Design	26
3.3.	Study population.....	27
3.4.	Sample size determination.....	27
3.5.	Determination of the sample size ratio	28
3.6.	Sampling Techniques and Procedure.....	28
3.7.	Data Collection.....	28
3.8.	Data collection Instruments	29

3.9.	Validity and Reliability Test.....	29
3.9.1.	Validity.....	29
3.9.2.	Reliability.....	29
3.10.	Procedure of Data collection.....	30
3.11.	Data Analysis and Data processing.....	30
3.11.1	Data processing.....	30
3.11.2.	Data Analysis.....	31
3.12.	Measurement of Variables (Quantitative Studies).....	32
3.13.	Ethical considerations.....	32
	CHAPTER FOUR.....	33
	MAJOUR FINDINGS ANRD DISCUSSIONS.....	33
4.1.	Introduction.....	33
4.2.	Response Rate.....	33
4.3.	Demographic Information.....	33
4.3.1.	Distribution of Respondents by Gender.....	33
4.3.2.	Distribution of Respondents by Age.....	34
4.3.3.	Distribution of Respondents by Education Level.....	34
4.3.4.	Distribution of Respondents by Work Experience.....	35
4.3.5.	Distribution of Respondents by position.....	36
4.3.6.	Distribution of respondents by their department.....	37
4.4.	Procurement management processes.....	38
4.4.1	Procurement management Planning.....	38
4.4.2	Procurement management Controlling.....	41
4.4.3.	Procurement management Monitoring.....	42
4.4.4.	procurement lead time management.....	43

4.4.5.	procurement cost estimation Management.....	43
4.5.	Challenges of Procurement management Process at the selected NGO'S.....	44
4.6	Procurement management and project Performance of NGO'S	45
4.7	Relationship between Procurement management and Performance of project	46
4.7.1	Model Determination.....	48
4.7.2	Test of Significance.....	49
4.7.3	Normality, linearity, and outliers testing (test for existence of outliers)	50
4.7.5	Homoscedasticity test	50
4.7.6	Multi-co-linearity Test.....	51
4.7.7	Assumption for linear regression and coefficients of the Variables.....	52
4.7.8	Coefficients of the Variable	53
CHAPTER FIVE		54
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....		54
5.1	Introduction	54
5.2	Summary of the Findings.....	54
5.3	Conclusion.....	55
5.4	Recommendations	56
5.5	Recommendation for further study	57
REFERENCES		60

LIST OF TABLES

TABLE 1 SUMMARY OF LITERATURE REVIEW AND KNOWLEDGE GAP 18

TABLE 2 STUDY POPULATION 27

TABLE 3 SAMPLE SIZE DETERMINATION 28

TABLE 4 RELIABILITY OF STATISTICS 30

TABLE 5 DISTRIBUTION OF RESPONDENT BY GENDER..... 34

TABLE 6 DISTRIBUTION OF RESPONDENTS BY AGE..... 34

TABLE 7 ADOPTION OF PROCUREMENT MANAGEMENT PLANNING..... 40

TABLE 8 ADOPTION OF PROCUREMENT MANAGEMENT CONTROLS..... 42

TABLE 9 ADOPTION OF PROCUREMENT MANAGEMENT MONITORING 42

TABLE 10 ADOPTION OF PROCUREMENT LEAD TIME OF EMPLOYEES WORKFORCE..... 43

TABLE 11 ADOPTION OF PROCUREMENT COST ESTIMATION MANAGEMENT 44

TABLE 12 PROCUREMENT MANAGEMENT CHALLENGES 45

TABLE 13 PROJECT PERFORMANCE..... 46

TABLE 14 CORRELATION ANALYSIS 47

TABLE 15 MODEL DETERMINATION 49

TABLE 16 TEST OF SIGNIFICANCE 49

TABLE 17 MULTI-CO-LINEARITY STATISTICS TEST..... 52

TABLE 18 COEFFICIENTS OF THE VARIABLES..... 53

LIST OF FIGURES

FIGURE 1 CONCEPTUAL MODEL..... 23
FIGURE 2 DISTRIBUTION OF RESPONDENTS' LEVEL OF EDUCATION..... 35
FIGURE 3 DISTRIBUTION OF RESPONDENTS' WORK EXPERIENCE..... 36
FIGURE 4 DISTRIBUTION OF RESPONDENTS BY POSITION. 37
FIGURE 5 DISTRIBUTION OF RESPONDENTS BY THEIR DEPARTMENT..... 38
FIGURE 6 NORMALITY TEST. 50
FIGURE 7 HOMOSCEDASTICITY TEST. 51

ACRONYMS / ABBREVIATIONS

NGO'S	non-governmental organizations
PP	project performance
LT	Legitimacy theory
PAT	Principal Agency Theory
SPSS	Statistical package for Social
PC	Procurement Controls
PM	Procurement management Monitoring
PLT	procurement lead time
PCM	Procurement cost management
ANOVA	Analysis of Variance
R\S	Relation Ship
HO	Humanitarian Organization

Abstract

Procurement management is crucial for humanitarian organizations, as it accounts for a significant portion of their operational expenditures and directly impacts project performance. This study examines the influence of procurement management on project performance within selected non-governmental organizations (NGOs) in Ethiopia. The research focuses on key areas such as procurement cost estimation, procurement planning, monitoring and controls, and lead time management.

Employing a descriptive and explanatory research design, the study surveyed 225 employees from various departments, including program/project management, finance, operations, logistics, and procurement. Data were collected from 89 respondents using structured and open-ended questionnaires and analyzed through both descriptive and explanatory methods.

The results indicate that effective procurement planning, precise cost estimation, efficient lead time management, and robust monitoring and controls are critical for enhancing project performance. The findings underscore the necessity for NGOs to develop and implement comprehensive procurement strategies that incorporate modern technological solutions and foster collaboration among stakeholders. Streamlining procurement processes through these measures is essential for addressing procurement challenges and achieving successful project outcomes.

This study contributes to the understanding of the pivotal role procurement management plays in the efficiency and effectiveness of humanitarian projects. It provides actionable recommendations for NGOs to optimize their procurement practices, ultimately leading to improved project performance and better resource utilization.

Keywords: *Procurement management, Project performance, Humanitarian organizations*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurement management is a cornerstone for humanitarian organizations, accounting for approximately 65% of relief operation costs (Chhetri et al., 2021). The roles of procurement management in humanitarian projects are vital for ensuring the efficient delivery of aid and assistance to affected populations. Effective procurement practices drive competitive advantage, enhance the overall quality and success of projects (Abolbashari et al., 2018), and facilitate the achievement of corporate or operational objectives (Lysons and Farrington, 2016). Through procurement management, organizations can evaluate suppliers, optimize supply chain costs, achieve cost savings, mitigate risks, and ensure the timely sourcing of quality products (Abolbashari et al., 2018; Schütz et al., 2019; Kovacs and Falagara Sigala, 2021; Ross, 2015; Baker et al., 2017). These activities contribute to better value for money and long-term sustainability (UNICEF, 2017).

Procurement management encompasses activities such as supplier selection, idea review, determination of payment terms, contract negotiation, and the actual procurement process. Lim (2014) defines procurement management as the process of acquiring goods, services, and operations crucial to an organization. Globally, human resource management has been a topic of significant concern and debate, influenced by reforms, policies, and regulations (Kabega, Kule, and Mbera, 2016). Ownership is highlighted as a key element for organizational success, with supply management widely adopted by international organizations (Hussein and Shale, 2014). Mahmood (2010) underscores that procurement management accounts for a substantial portion of the global GDP, highlighting the importance of proper expenditure tracking and accountability (Basheka and Bisangabasaija, 2010).

The research is guided by principal-agent theory (PAT) and legal theory (LT). Principal-agent theory (PAT) involves an understanding where one party (the agent) acts in the best interests of another (the principal). Legal theory emphasizes the responsibility of organizations, particularly humanitarian ones, to disclose their activities to stakeholders and demonstrate how they benefit people. Efficient operations, cooperation with suppliers, on-demand purchasing, delivery, and transportation tailored to customer needs enhance the effectiveness of many humanitarian

organizations (Baily, 2011). Strategic management of essential goods can significantly impact projects and the overall economic performance of a country (Keith, Vitasek, Manrodt, and Kling, 2016). Interventions in procurement management at all levels can lead to project success (Singhal, 2011), while poor performance management can have long-lasting negative effects on an organization's costs and profitability, necessitating continuous improvement strategies (Thailand, 2010). Addressing the current sales environment requires effective procurement management. Overall, enhancing the entire procurement management process can elevate the efficiency of NGO procurement operations

1.1.1 Procurement management

Procurement management involves various activities, including planning, controls, monitoring, lead time, and cost estimation. This study, based on the work of Makabira and Waiganjo (2014), focuses on these key aspects of procurement management. Organizations have distinct procurement management functions that are categorized into strategic and operational processes, as highlighted by Kaufmann (2009). The significance of procurement management has prompted some organizations to enhance their processes through new systems like e-procurement management. These systems leverage electronic commerce technologies such as document imaging, workflow management, bulletin boards, and email to facilitate business process improvement, as noted by Wanyama (2012).

1.1.2 Project performance

Project performance refers to the actual results achieved by an organization compared to its intended goals and objectives (Upadhaya, Munir, and Blount, 2014). It can be assessed by factors such as cost reduction, the quality of goods or services delivered, productivity, and lead time (Mchopa and Panga, 2014; Richard and Johnson, 2009). Hamon (2003) emphasizes that effective management relies on performance measurement, and understanding the impact of Supply Chain Management on project performance is crucial. However, research in supply chain management often overlooks the importance of performance. Indicators of project performance may include meeting financial targets and employee satisfaction, while Ho (2008) notes that organizational performance can also be evaluated based on effectiveness and efficiency.

1.1.3 Background of the study area

HelpAge International Ethiopia Office

HelpAge International is a global network for non-profit organizations working to ensure that older people lead dignified, healthy, and secure lives. HelpAge's secretariat is based in London, UK but works in 90 countries across the world. HelpAge has been working in different parts of Ethiopia (particularly Oromia, Somali, Tigray, Addis Ababa, and Benishangul and Gambela) since 1992, operating in emergency and development contexts in thematic sectors including social protection, health and wellbeing, emergency response, and capacity building of partners.

HelpAge runs a country coordination office in the capital Addis Ababa with program coordinating offices in Borena, Tigray, Assosa, and in Gambela where the field staff base and physical operations are managed.

SOS Children's Ethiopia

As a member of SOS Children's Villages International, SOS Children's Villages in Ethiopia was founded in the wake of the 1973 famine. SOS Children's Villages' presence has grown to more than 138 countries and territories around the world. With the generous support of donors, partners, and friends, SOS Children's Villages helps hundreds of thousands of children each year through alternative care, family strengthening, schools, health centers, and other community-based work.

SOS Children's Villages in Ethiopia has been providing childcare, protection, family strengthening, health, and education services to children who have lost or at risk of losing parental care. It has been providing life-saving humanitarian assistance to conflict and drought-affected people, especially women and children. SOS Children's Villages is operational in seven regional states, including Tigray, Addis Ababa, Amhara, Harari, Oromia, SNNP, and Somali.

Rift Valley Children and Women Development Organization (RCWDO)

Rift Valley Children and Women Development Organization (RCWDO) is a national, indigenous, non-governmental, not-for-profit, and secular developmental charity organization that was founded in 1993 and is a locally registered NGO active in emergency and development projects operating successfully in Oromia low land woredas of different zones, Guji, East & West Showa, and Bale in the provision of supplementary feeding, WASH interventions, supporting livestock feed and

health for the pastoralist communities.

The organization's primary focus is to promote the welfare and development of the most disadvantaged and vulnerable groups of society, mainly children, women, youth, the elderly, and people with disabilities who are subjected to severe poverty and all forms of underdevelopment.

1.2 Statement of the Problems

Procurement management is a critical aspect of management processes, significantly influencing the effectiveness of humanitarian projects and the performance efficiency of humanitarian organizations, as well as contributing to the success of programs. When well-organized and implemented, procurement management can serve as an economic instrument for ensuring national growth (Keith et al., 2016). However, many countries face challenges in the evolving landscape of procurement management, which affects the processing of procurement and the performance of projects. These challenges, both internal and external, make procurement management susceptible to frequent disruptions (Wambui, 2013; Jeppesen, 2010).

Karanja and Kiare (2015) highlight the vulnerabilities within the humanitarian sector, particularly the erratic hiring and firing of staff due to upstream and downstream linkage discontinuities, which adversely affect project performance. Engosra and Augustine (2014) note that the major problem in the current procurement management industry is not the limited regulatory frameworks but the poor compliance and execution processes. Despite the efforts made by humanitarian organizations in Ethiopia to enhance procurement management effectiveness, challenges persist due to poor implementation and non-compliance with regulations (Hussein and Shale, 2014). These issues result in delays and occasional failures to deliver goods to intended recipients (World Bank, 2010), leading to a decline in procurement management/supply performance for large humanitarian organizations (Schiel Horn and Vos, 2011).

With approximately 70% of spending allocated to purchasing and procurement management functions, which can contribute significantly to a firm's profitability by more than 25%, it is crucial for institutions to understand how improving procurement management can help achieve organizational goals (Jibrin et al., 2014). Various studies have explored the relationship between procurement management and project performance, yielding diverse findings. For instance, Nantage (2011) discovered that strategic procurement management directly impacts the financial performance of banks in Uganda. However, it is essential to conduct similar research in different

settings to determine if these findings apply to NGO programs/projects in various departments. Kabega et al. (2016) focused on the role of procurement management in humanitarian projects in Rwanda but did not delve into specific aspects such as procurement cost estimation, controls, and monitoring, which this study aims to investigate. Additionally, examining the influence of procurement management planning and lead time on NGO project performance is crucial.

Researcher's personal observations and challenges from preliminary studies reveal that procurement management plays a vital role in the success of projects, yet it is often overlooked. Effective procurement management is essential for ensuring that projects run smoothly and achieve their intended outcomes. However, many humanitarian organizations face persistent issues due to poor implementation practices and non-compliance with established regulations, leading to inefficiencies and delays in project execution. This study seeks to address this gap by exploring the role of procurement management in enhancing project performance for selected NGOs, specifically examining procurement planning, cost estimation, monitoring and control, and lead time in relation to project outcomes.

By investigating these factors, this study aims to provide a comprehensive understanding of how procurement management can be optimized to improve project performance within the humanitarian sector. This research is expected to contribute valuable insights and recommendations for NGOs to develop effective procurement strategies, ultimately enhancing the efficiency and effectiveness of their operations.

1.3 . Objectives

1.3.1. General Objectives

The general objective of this study is to examine the role of procurement management in humanitarian project performance at the selected NGOs.

1.3.2 The Specific Objectives Were:

- To assess how procurement lead time influences the performance of projects at HAI, SOS & RCWDO.
- To evaluate the role of procurement planning on humanitarian project outcomes at HAI, SOS & RCWDO.

- To examine the effect of procurement cost estimation in the success of humanitarian projects at HAI, SOS & RCWDO.
- To examine the role of procurement controlling and monitoring management processes on project effectiveness at HAI, SOS & RCWDO.

1.4 Research Questions

The research questions are as stipulated below.

- What is the role of procurement lead time management on the project performance of humanitarian projects at HAI, SOS, and RCWDO?
- What impact does procurement planning have on the outcomes of humanitarian projects at HAI, SOS, and RCWDO?
- How does procurement cost estimation affect the success of humanitarian projects at HAI, SOS, and RCWDO?
- What are the effects of procurement controlling and monitoring management on the effectiveness of projects at HAI, SOS, and RCWDO?

1.5. Significance of the Study

The study's results are anticipated to empower the staff of selected NGOs in various departments such as program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation. It aims to provide management of the NGOs with valuable insights. The research focused on the impact of procurement management on project performance and the strategies formulated by management to improve procurement efficiency. It also aimed to enable institutional leaders to effectively monitor and evaluate procurement management performance and assess the effectiveness of policies governing procurement management in achieving desired results for the organization's projects. Ultimately, the study seeks to provide a foundation for modifying these policies to better meet the needs of different stakeholders, thereby enhancing the project performance of NGOs in the long run. The study aims to assist NGOs in improving procurement management project performance across all statutory entities. Additionally, the research findings and analysis are expected to be valuable for those conducting further research on this topic and contribute to the existing literature.

1.7. Scope of the Study

Due to the diversity of factors affecting the performance of projects, this study focused on the role of procurement management on project performance aligning on critical procurement functions, including planning, cost estimation, controlling and monitoring and lead time. The research specifically examined selected humanitarian non-governmental organizations (NGOs) program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation department departments to examine the role of procurement management on Project performance. By doing so, it highlighted these organizations' effectiveness in managing procurement processes and its impact on the projects.

1.7.3 Conceptual Delimitations of the Study

It is practically impossible to encompass all aspects of procurement management on project performance. The study specifically aimed to examine the role of procurement management in relation to planning, monitoring, controlling procurement lead time, and cost estimation management project performance within selected NGOs. While it would be necessary to assess issues across all departments of the selected NGOs this was not feasible for the researcher. Therefore, the scope of the research was extended to include staff activity in program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership and rehabilitation departments.

1.8. Operational Definitions

Project performance

Project performance is the actual output or outcomes of an institutions and its intended output or goals and objectives it can be measured by productivity cost saved, value of services and goods distributed on time and client contentment (UpadhayaMunir and Blount,(2014).

Procurement management

This is the act of obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment. It often involves purchase planning, standards determination, specifications development, supplier research and selection, value analysis, financing, price negotiation, making the purchase, supply contract administration, inventory control and stores and disposals and other related functions Lim (2004)

Procurement management monitoring

It includes direct observation that means personal, physical observation that delegates the responsible staff member is physically present at the work site during its performance to see how it is progressing whereas indirect observation describes testing progress reports from many observers ,technical reviews, performance indicators and audits.it shows the work performed are unlikely, to reveal whether the work is ahead of schedule ,on schedule or behind schedule(Brown and Hyer,2010).

Procurement management controls

It covers monitoring the vendors' performance and ensuring that all contract requirements are being met. it includes the action of monitor the progress, execute plans, approving the scope by accepting the results, track cost and ensure payments, measure output ,approve change, take corrective actions and harmonizing contractual deliverable with the schedule.,(Waters, 2004).

Procurement management Planning

Procurement management planning is the process of deciding what to buy, when and from what source. During the procurement management planning process, the procurement management method is assigned and the expectations for fulfillment of procurement management requirements determined, (Chandra,P, 2006).

Professional Ethics

These are professionally accepted standards of personal and business behavior, values and guiding principles, (Charles, VandMartin,S,2003).

Humanitarian Procurement management

This is the buying of goods and services by humanitarian organizations. It involves the acquisition of goods, services, and works by humanitarian entities using taxpayer's money.(Arrow, S.S and try bus, M.2008)

Procurement lead time

For this study procurement lead time is used to describe the applied knowledge and skills performance delivery and the behavior required to get things done very well(Armstrong and Baron,(1995

1.9. Organization of the Study

This study has been organized in five chapters. Chapter one entails introduction, background of the study, statement of the problem, objective of the study, research questions, significance, and scope of study. Chapter two covers literature review, Chapter three covers research methodology, meanwhile Chapter four is envisaged to covers data analysis, findings and discussion finally Chapter five covers summary, conclusions, and recommendation.

CHAPTER TWO LITERATURE REVIEW

2.1. Introduction

This chapter presents the existing literature review on procurement management and Project performance. Specifically, this chapter covers the theoretical review, procurement management and the challenges that affect these in the performance of projects.

The purpose of the literature review was to create a deeper understanding of the issues under research. It documents related works done by other researchers in reports, textbooks, online publications, and journals, among others, in the order of theoretical review and conceptual review/conceptual framework will be covered in his section. The actual literature is preceded by a review of the theoretical issues.

2.2 Theoretical Review

The world today of donor funding is complex and is being noticed in the academic Research and scholars' debates. It is common for scholars to focus on certain perspectives of Aid and policy framework instead of developing consistent foreign and aid theories (Van der Veen, 2011). There are different types of theories that are related to the study. From those theories, this section deals with agency theory and legitimacy theory.

2.2.1 Models of foundation

This research is theoretically embedded on the principal-Agency Theory and Theory of Legitimacy.

2.2.2 Principal-Agency Theory

This theory serves as the foundational model utilized to examine the development of this study. Economists developed this model to address issues related to principal-agent relationships, where agents are incentivized to carry out tasks on behalf of the principal (Health and Norman, 2004). The principal-Agent Theory (PAT) revolves around the concept of an individual or entity (agent) acting in the interest of another (principal). The tenets and propositions of PAT align closely with the challenges surrounding procurement management and project performance.

In the realm of project quality management, buyers involved in agency relationships are likely to encounter potential risks. It is naturally expected that buyers receive high-quality goods. The findings of this study hold significant value for researchers and scholars, as it contributes to existing literature and fills knowledge gaps in procurement management and project performance.

This study also provides a foundation for further research into project performance based on procurement management and services from suppliers, although suppliers may be reluctant to invest significantly in quality. (Zu and Kaynak, 2012) noted that the differing interests between buyers and suppliers often lead both parties to focus solely on their own self-interests.

PAT dictates the manner in which procurement managers conduct procurement management on behalf of NGOs. If there is a poor relationship between the principal and agent, this could negatively impact the relationship between the institutions and their suppliers. This study, therefore, utilized this model to assess the role of procurement management and project performance within NGOs.

2.2.3 Theory of Legitimacy

The concept of legitimacy theory emphasizes the importance of institutions being transparent about their operations, especially humanitarian organizations, which must clearly communicate their societal benefits (Wilmshurst & Frost, 2000). This theory, as articulated by Suchman (1995), posits that legitimacy is established when an organization's actions are perceived as acceptable, appropriate, and viable within the prevailing social context, including beliefs, values, norms, and definitions.

This framework suggests that the traditional social contract between governments and non-governmental organizations (NGOs) might be eroding. Within procurement management specifically, certain NGOs may encounter challenges like favoritism, corruption, and nepotism, potentially impacting their legitimacy. This study utilizes legitimacy theory to explore whether procurement managers within selected NGOs prioritize transparency in their procurement practices to enhance their standing with stakeholders, including key players and the broader community. The study posits that managers might adopt specific procurement practices based on the expectations of their relevant jurisdictions or sections, acknowledging that these expectations may vary across different humanitarian contexts.

2.2.4 Role of Procurement

Procurement plays a crucial and diverse role within an organization, encompassing tasks such as sourcing, negotiating, and purchasing essential goods and services. Its primary goals include supporting operational needs, efficiently managing the procurement process and supply base, fostering strong relationships with other departments, and developing purchasing strategies aligned with the organization's objectives (Shahin, R. 2022). Additionally, procurement is responsible for obtaining the best value for purchases while adhering to legal and ethical standards, and it contributes significantly to cost control, quality assurance, and risk management in the supply chain (Rigby, J. 2020).

2.2.5 Major Dimensions and perspectives of role of procurement

Procurement can be viewed from various dimensions and perspectives, each highlighting a different aspect of its role within an organization. Here are some of the major dimensions and perspectives:

Strategic Sourcing: This perspective focuses on the long-term planning and securing of critical supplies necessary for the organization's operations (Monczka., Patterson, and J.L., 2015)

Supplier Relationship Management: From this angle, procurement is seen as a key player in managing and developing relationships with suppliers to ensure mutual benefit. (Cousins, P., & Squire, B. 2008)

Cost Management: Procurement is often tasked with controlling costs and ensuring the organization gets the best value for its money. (Ellram, L.M. and Siferd, S.P., 1993)

Risk Management: Procurement plays a crucial role in identifying, assessing, and mitigating risks associated with supply chain disruptions and market changes (Zsidisin, G.A. and Ellram, L.M., 2004)

Quality Control: Ensuring that the goods and services procured meet the required standards of quality is another important dimension of procurement (Foster, S.T., 2016)

Ethical and Sustainable Sourcing: This perspective emphasizes the importance of ethical practices and sustainability in procurement decisions (Carter, C.R. and Rogers, D.S., 2008)

These perspectives underscore the multifaceted nature of procurement and its impact on different areas of an organization.

2.2.3 Humanitarian Project Performance

The effectiveness of humanitarian initiatives is determined by their ability to achieve essential goals, including preserving life, alleviating suffering, and upholding human dignity during and after

emergencies. This assessment considers the overall impact of the humanitarian network, which involves international, national, and local organizations. It is crucial to assess this performance by aligning efforts with core humanitarian principles and evaluating their influence on communities affected by crises (Smith, J. 2020).

2.3 Procurement management

2.3.1 Procurement management Planning

The foundation of work organization lies in thorough project planning and the assignment of individual responsibilities. As stated by Brown and Hyer (2010), planning involves defining the primary objectives, scope, customer requirements, procurement management activities, and estimating timelines for goods and services delivery within the quoted costs and schedule. It also includes assigning responsibilities and numerous other tasks. Planning addresses questions such as: What is the expected project outcome? And what does the project aim to achieve upon successful completion? To grasp the crucial role of planning in the successful execution of projects, it is essential that planning preparations are meticulously executed. This includes detailed scheduling of implementation phases, task timelines, milestones, re-planning, and fallback strategies (Frese et al., 2003). Saunders (1997) notes that planning should not only focus on the conceptual stage but also include forecasting to aid in cost prediction and financial planning. Ultimately, the main purpose of planning in procurement management is to prevent delays in humanitarian project implementation and avoid budget-related obstacles that could hinder project success.

2.3.2. Procurement management Controls

Observation are made in order to collect information related to those aspect of project performance that when measured will describe the progress of the work, the reason for observing, collecting information and measuring progress is to have a basis for comparing actual achievement with planned in order to exert control, each department must direct its attention internally to ensure that it is fulfilling its own obligation and externally to ensure that the other department is fulfilling its obligation observing and collecting information directed by control points like cost control, schedule control compliance with specification terms of references, statement of work, compliance with terms and conditions paper work requirement and administrative aspect of the performance. Procurement management controls manage procurement management relationship while

monitoring the performance of contract staking corrective action if required, and control of change, it ensures that the work result much the contracts Control procurement management process actions includes monitor progress ,execute plans ,verifying the scope by accepting the results ,track costs and ensures payment are made against in work that has been both verified and accepted, measure output, harmonizing contractual deliverable with the schedule, approve change, take corrective action and report on status, Orpheus and Blog,(2014).

2.3.3. Procurement management Monitoring

Procurement management monitoring involves systematically observing the procurement management system to evaluate its performance and development over time. This process ensures that the system adheres to the standards set by policymakers and addresses any breaches of procurement management rules through methods such as auditing, inspections, and compliance checks. Detecting and addressing violations of humanitarian procurement management rules through compliance assessments are crucial for achieving the objectives of humanitarian procurement activities. Monitoring activities include collecting, analyzing, and disseminating data on various aspects of humanitarian procurement management, such as transparency, openness, competitiveness, and efficiency. The information gathered is valuable for policy development, determining value for money, and assessing compliance with fundamental principles and objectives of humanitarian procurement management.

Monitoring results form the basis for regular reports on the procurement management system's performance and for developing recommendations and proposals for future improvements. The role of monitoring encompasses identifying the need for changes in the system, assessing its overall development and direction, setting and evaluating short- and long-term priorities, analyzing alternative solutions, and providing guidance for policy and implementation decisions. Additionally, monitoring offers relevant information for decisions made by other policymakers. Types of monitoring include compliance audits, performance evaluations, and policy compliance assessments. Consequently, procurement management monitoring projects can significantly impact individuals' decision-making abilities regarding their commitments, as noted by Hellawell, J.M. (1991).

2.3.4. procurement cost estimation management

Project cost estimation management involves overseeing the costs estimated during project execution to allocate the necessary budget. These documents must be responsibly managed and protected from unauthorized access. Project budget records should be handled within the procurement cycle and aligned with the economic aspects of the procurement process. Acquisition management officers need to supervise and facilitate the management of budget records, ensuring they are systematically maintained. It is crucial to have comprehensive coordination among the officers responsible for managing the economic aspects of procurement management accounts and records. The records management departments within procurement management must provide clear guidance and authority in handling budget records, alongside other records in different entities (PPOA, 2008).

2.3.5. Procurement lead time

Lead-time refers to the duration from a customer placing an order to receiving it, encompassing three segments: administrative, production, and logistics lead-time (Philip J, 2003). Administrative or procurement lead-time is the period required to process a requisition until an LPO or contract is executed. Production and logistics lead-time covers the period from the supplier receiving the order to the delivery of goods to the customer.

Through procurement lead-time, participants gain new skills to efficiently fulfill their duties. Training in procurement management, such as sensitization workshops and forums for humanitarian procurement, is essential for employees to effectively respond to procurement decisions in their daily tasks. Without proper training, procurement management staff may struggle with new challenges such as technological changes and new legislation, given the industry's numerous changes and reforms over the past thirty years. Well-trained staff not only enhance efficiency in procurement-related duties but also require minimal supervision due to their possession of the necessary skills for procurement obligations.

Dalton (2005) explains that procurement lead-time involves acquiring specific skills to perform jobs better, helping individuals become qualified and proficient in their roles. Organizations typically facilitate employee learning through procurement lead-time, aiming for modified behaviors that contribute to the organization's goals and objectives.

According to Schermerhorn, John, and Osborn (2003), procurement lead-time participants develop new values and attitudes, appreciate their inherent but previously untapped potential, and bolster

their self-confidence and autonomy, reducing dependency on limited knowledge.

2.4 Summary of Literature Review and Knowledge Gap

Scholars	Study	Major Findings	Knowledge Gap
Walker and Brammer (2007)	Sustainable procurement management among the United Kingdom (UK) humanitarian sector.	Nature of procurement management was found to have significant variations in humanitarian sector agencies	The study focused policies familiarization, inefficiencies/costs perceived by policies, incentives/pressures of organizations, and availability/resistance of suppliers.
Kabega, Kule and Mbera (2016)	Role of procurement management on performance of humanitarian projects in Rwanda	There was significant relationship between humanitarian procurement management planning and performance and that the positive Project performance in Rwanda was attributed by proper humanitarian procurement management planning.	This study investigated management such as procurement management planning, tendering system, and contract administration. Their study did not outline how the NGOs should monitor, control, and train their employees
Makabira and Waiganjo (2014)	The role of procurement management on project performance of Kenya National Police Service in Makueni County.	Procurement management such as development, controlling, monitoring, and procurement lead time played a great responsibility in the project performance within the Kenya National Police Service.	The existing procurement management in this study did not include procurement cost estimation management of which if applied well, can improve Project performance.

Table 1 Summary of Literature Review and Knowledge Gap

2.4. Empirical Studies

2.4.1. Global Perspective

Globally, NGOs are among the largest spenders, with expenditure varying by country (Csaba, 2006:5). Enhancing economic governance and promoting fiscal responsibility in emerging economies increasingly necessitates improved transparency and accountability in managing humanitarian finances (Santiso, 2006:23). Thai (2011:25) highlighted the complexity of humanitarian procurement management within NGOs, noting that it requires interdisciplinary skills spanning economics, political science, humanitarian administration, accounting, marketing, law, operations research, engineering, and architecture. He argued that it is unrealistic to expect students or practitioners to master all these disciplines through humanitarian procurement management education programs.

Thai (2011) emphasized the importance of effective communication between humanitarian procurement management professionals and other professionals involved in procurement projects. However, Ostrom (1999) pointed out the significant challenges in achieving meaningful interdisciplinary communication.

Brammer and Walker (2007:56) investigated sustainable procurement management in UK humanitarian organizations. They identified financial constraints, perceptions of high costs for sustainable products, lack of senior management support, and unavailability of sustainable products as major limitations. They concurred with Mensah and Ameyaw (2005:13) that high costs are a significant barrier to sustainable procurement.

Brammer and Walker (2007:45) concluded that variations in sustainable procurement activities across countries and the frequent mention of legislative support as a facilitator suggest that national and international policy environments are critical in determining the extent of organizational engagement in sustainable procurement.

Ayaa (2011:33) studied non-compliance in humanitarian procurement management in Uganda, focusing on humanitarian entities and excluding local NGOs. Her findings cannot be generalized to local government entities (LGEs), highlighting the need for research on compliance in LGEs, which operate under different conditions than central government entities (CGEs). Compliance develops over time, necessitating longitudinal studies to understand its nature fully. Ayaa

recommended such studies for examining compliance in humanitarian entities.

Thai (2008:66) noted that humanitarian procurement management is highly susceptible to corruption, especially in developing countries with insufficient transparency and competition. Hellman and Kaufmann (2004:67) estimated that over \$1,000 billion is paid annually in bribes, with approximately \$200 billion related to humanitarian sector procurement alone. This underscores the importance of humanitarian procurement management as a key area requiring attention from policymakers and researchers globally. Schapper et al. (2006:78) stressed that humanitarian procurement management is inherently politically sensitive due to the substantial amounts of money involved. Effective humanitarian procurement management systems are crucial for achieving the Millennium Development Goals (MDGs) and promoting sustainable development. However, in many developing countries, these systems are weak, leading to the mismanagement of limited domestic and foreign resources (Development Assistance Committee, 2005).

2.4.2. African Perspective

In trying to implement far-reaching procurement management reforms, developing countries face particularly daunting challenges (Hunja, 2000:14). Effective and efficient procurement management policies were regarded as essential for attaining humanitarian programs and at a broader level they became an important dimension for assessing the project performance of NGO's (Evernet and Hoekman, 2005:40). While the encouraging developments in the enforcement of humanitarian procurement management rules were welcomed, the fact that serious problems still exist in this area could not be neglected (Tian, 2003:88). The perceived benefits of an effective procurement management regime cannot be overemphasized as it contributes to social-economic goals of a country (Thai, 2004:33). It results in more goods and services meeting the needs of the end users since they are obtained for less money and with speedier delivery (Arrowsmith and Trybus, 2003:12).

According to Boomsma,(2009:35) researched on sustainable procurement management in developing countries. The countries under study were Sierra Leone, Mali, and South Africa. The research found that lack of technical and management capacity, cultural integration, funding for investment startups, early inclusion of small producers, transparency and equal distribution of

power were some of the aspects cited as hindering sustainable procurement management by the author. Based on Boomsma (2009:35) concluded that sustainable sourcing needs multi stakeholder process, as well as the primary value chain actors, stakeholder researchers, government, support agencies, to be successfully implemented. The author further highlighted the need to create synergy among these stakeholders to manage conflicts and interests as to ensure that all actors gain. According to Boomsma (2009:35) recommended that the three aspects of sustainability (efficiency, high quality, and social responsibility) need to be considered in the structure of an organization and its supply chain to add the highest possible value to the chain. The humanitarian sector, support agencies and donors should actively and responsibly support this process. In poorly integrated chains, a facilitator may be needed to coordinate and mediate the process towards a fair chain partnership.

2.4.3. Procurement management in Ethiopia

During the 1960s, several developing countries, including Ethiopia, initiated procurement management reforms to establish efficient and effective systems. Procurement management significantly impacted the economies of these developing nations, representing approximately 9%–13% of their GDP, highlighting the need for better resource utilization (Wittig, 1999:2).

A comparative analysis of economic and political factors influencing procurement management corruption in Ethiopia found that economic factors were more significant. This was attributed to the historical focus of corruption studies by economists, whose economic measures have been extensively tested. In some humanitarian departments, the inability to utilize funds and deliver essential social services has been attributed to the 'cumbersome' humanitarian procurement management rules (Sabiiti and Muhumuza, 2012:36).

Tactical procurement management typically involves specifying goods, works, and services, and selecting and contracting suppliers (Obanda, 2010:11). Once a clerical function, it is now recognized as a strategic core function of humanitarian procurement, with the potential to contribute to social and economic development outcomes. Humanitarian procurement management needs to be properly positioned to facilitate both downstream and upstream activities. Despite each country's unique economic, social, cultural, and political context, humanitarian procurement management professionals face similar challenges (Thai, 2004).

2.5. Conceptual Framework

Project performance refers to the ability to meet obligations, achieve set objectives, fulfill requirements, and accomplish tasks as promised or expected. It is defined as the project's capability to reach its goals using resources in an optimal manner (Daft, 2004).

Procurement management encompasses activities such as planning, monitoring, controlling, procurement lead time, and cost estimation (Makabira and Waiganjo, 2014). The conceptual model integrates various principles and ideas from relevant fields to structure an inquiry and presentation of subsequent findings. A conceptual framework illustrates the relationship between independent and dependent variables.

In this study, the independent variables are procurement cost estimation management, procurement management monitoring, procurement controlling and monitoring, procurement management planning, and procurement lead time. According to the literature, effective management of these variables leads to improved project performance. Project performance, the dependent variable, can be measured through the quality of goods and services delivered and their delivery time.

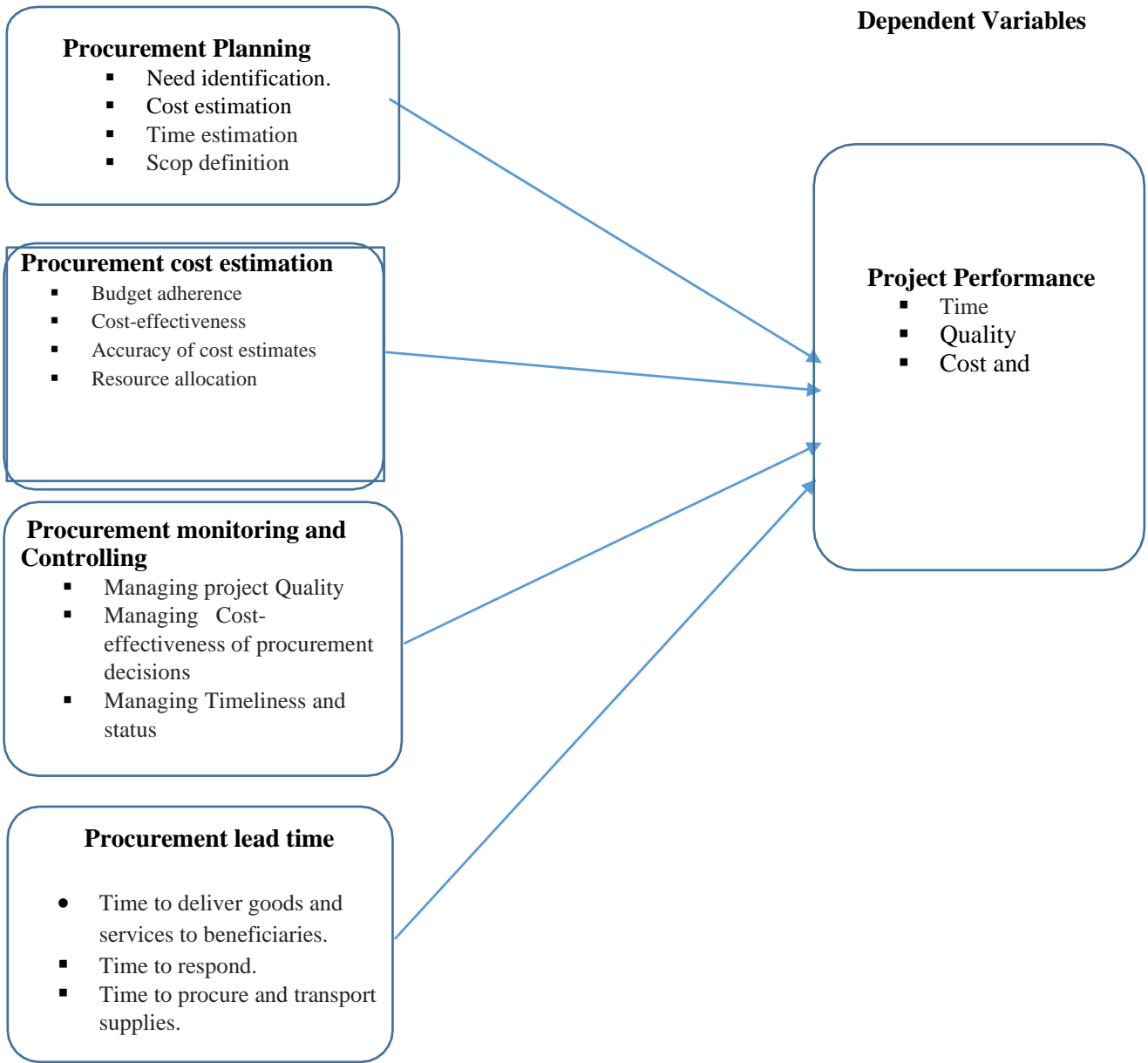


Figure 1 Conceptual Model

(Source: - own design)

2.5.1. Hypothesis test

Research Hypothesis is based on the literature review and the hypothesized connections presented in the conceptual framework and will be verified as follow:

- **H1:** Procurement lead time has a significant effect on the performance of projects at HAI, SOS, and RCWDO.
- **H0:** Procurement lead time has no significant effect on the performance of projects at HAI, SOS, and RCWDO.
- **H1:** Procurement planning has a significant effect on humanitarian project outcomes at HAI, SOS, and RCWDO.
- **H0:** Procurement planning has no significant effect on humanitarian project outcomes at HAI, SOS, and RCWDO.
- **H1:** Procurement cost estimation has a significant effect on the success of humanitarian projects at HAI, SOS, and RCWDO.
- **H0:** Procurement cost estimation has no significant effect on the success of humanitarian projects at HAI, SOS, and RCWDO.
- **H1:** Procurement controlling and monitoring have a significant effect on project effectiveness at HAI, SOS, and RCWDO.
- **H0:** Procurement controlling and monitoring have no significant effect on project effectiveness at HAI, SOS, and RCWDO.

2.6. Gap analysis

The surveyed literature highlights that procurement management planning, control, monitoring, lead time, and cost estimation are critical determinants of procurement management. Despite the significance of procurement management in the humanitarian sector, there are still few studies examining the role of humanitarian authorities in effective supply chain management. Research by Thomson and Jackson (2007:56), Defra (2006:34), and Brulhart (2009:50) focuses heavily on procurement management in developed nations but does not address the factors affecting its adoption in developing countries.

Studies by Patrick (2008:78) and Edward (2009:7) explored the role of procurement management in Kenya but did not provide practical solutions for how humanitarian training institutions should implement effective procurement management. Talluri (2008:19) found that many humanitarian organizations in India and Malaysia lack effective procurement management policies. Moses (2009:45) identified poor sourcing strategies as a major barrier to effective procurement management in many Kenyan humanitarian institutions. Simpson and Power (2007:56) noted that many African humanitarian institutions lack trained procurement managers, as effective procurement management is not widely integrated into training programs.

This study aims to address these gaps by investigating the role of procurement management in project performance, with a particular focus on selected NGOs.

CHAPTER THREE RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents a description of research design, study population, determination of the sample size, sampling techniques and procedure, data collection methods, data collection instruments, pretesting, procedure of data collection and measurement of variables. It gives the roadmap to solving the stated research problem.

3.2. Research Design

The research design serves as the blueprint for data collection, measurement, and analysis (Kothari, 2005:25). A cross-sectional survey was employed to gather opinions from staff in various departments—program/project management, finance, operations, logistics, procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation—regarding the role of procurement management in project performance at selected NGOs. This design was chosen because it effectively used a questionnaire for data collection and helped assess employee behavior towards performance enhancement. A descriptive design was utilized to collect quantitative data that described the impact of procurement management on project performance in the selected NGOs.

Sekaran (2003:26) states that descriptive research design is used to obtain information about the current status of phenomena, describing what exists concerning variables or conditions. Kothari (2003:26) describes descriptive research as including surveys and fact-finding inquiries, with the primary purpose being to describe the existing situation. An explanatory (correlation and regression) research design was also used to determine the relationship between two variables. This design employs the correlation coefficient statistic to measure the strength and direction of the linear relationship between variables. These two research designs facilitated the collection of reliable data on the role of procurement management in project performance within the selected NGOs.

3.3. Study population.

Sekaran (2009:16) defines a population as the entire group of units from which a sample is selected, or a group of individuals or elements sharing at least one common characteristic. For this research, the study population consisted of employees from various departments—program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation—within selected NGOs (HelpAge International Ethiopia, SOS Children's Ethiopia, and RCWDO). The target population comprised 225 employees across these NGOs, with HelpAge International Ethiopia having 69 employees, SOS Children's Ethiopia having 88 employees, and RCWDO having 68 employees. The study included employees at all levels: low-level, middle-level, and top-level employees.

Category	Target population			Percentage
	HAI	SOS	RCWDO	
Top level employees	16	17	13	20%
Middle level employees	25	30	23	35%
Low level employees	28	41	32	45%
Total	69	88	68	100%

Table 2 Study Population

Source:- Survey data SPSS output (2024)

3.4. Sample size determination.

To determine the sample size, the researcher was used Yemane's statistical instrument formula. research with high population size needs to use the formula the conventional confidence level of 95% will be used to ensure more accurate results and margin of error is 5%.

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

Where: N= population size, 225

n= Sample size

e= level of Precession , 0.05

$$n = 225 / 1 + 225(0.05)^2$$

$$n = 144$$

3.5. Determination of the sample size ratio

A sample consists of observations selected from a population using a specified method. It represents a smaller, manageable subset of the population. Data and statistics are derived from samples to draw conclusions or predictions about the entire population. Out of the total sample size of 225, 89 respondents (92%) agreed to participate by completing the questionnaires with their opinions.

Category of respondents	Target population	Sample size
	46	29
Middle level employees	78	50
Low level employees	101	65
Total	225	144

Table 3 Sample Size Determination

Source:- Survey data SPSS output (2024)

3.6. Sampling Techniques and Procedure

The research employed a method called stratified random sampling, which involves categorizing the population into specific, similar subgroups before selecting samples (Cooper & Schindle, 2008). Staff members were grouped into various departments or strata within the organization, and participants were randomly selected from each subgroup. A total of 144 respondents were selected to provide their opinions by completing questionnaires, with 89 respondents (62%) providing complete and appropriate responses to the questionnaire.

3.7. Data Collection

The primary data was collected by use of a structured questionnaire which included both closed and open-ended questions. The questionnaire consisted of five sections. Section A included demographic data; section B had questions relating to first objective of investigate the extent of adoption of procurement management in NGO'S. Section C had data on second objective of determining the connection between procurement management and project performance of NGO'S. Section D comprised questions which were used to ascertain the challenges that faced

procurement management process at the NGO'S. While section E had questions dealing with the aspect of Project performance

3.8. Data collection Instruments

Primary data was gathered through a structured questionnaire that featured a mix of closed and open-ended questions. The questionnaire was divided into five sections for clarity and organization. Section A collected demographic information, while Section B focused on the first objective, assessing the level of procurement management adoption in NGOs. Section C gathered data on the second objective, exploring the relationship between procurement management and project performance in NGOs. Section D addressed challenges encountered in the procurement management process at these organizations. Finally, Section E dealt with aspects of project performance.

3.9. Validity and Reliability Test

3.9.1. Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Sekaran, 2009:20). The content of validity of the data collection instrument was determined through discussing the research instrument with the research advisors in the selected NGO's. The valuable comments corrections, suggestions given by the research advisor in the validation of the instrument. The program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation department staff were expected to tick the items in the questionnaires to help to determine the role of procurement management on project performance of the selected NGO'S. The content of the responses given by the respondents were checked against the study objectives. Evidence of content relevance, representativeness and relevance to the research variables indicates that the research instruments are valid (Joppe, 2000:35).

3.9.2. Reliability

Validity pertains to the accuracy and appropriateness of findings, ensuring that the instrument measures what it intends to (Sekaran, 2009:20). To establish content validity of the data collection instrument, the research instrument was reviewed with advisors from the selected NGOs. Valuable

feedback, corrections, and suggestions provided by these advisors were incorporated to validate the instrument. Staff from various departments—including program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation—were asked to respond to the questionnaire items. Their responses were then assessed against the study objectives. The presence of relevant content, representation, and alignment with research variables indicates the instruments' validity (Joppe, 2000:35).

Variable	No. of items	Cronbach's Alpha
Procurement management planning	6	.941
Procurement management controls	7	.940
Procurement management Monitoring	5	.933
Procurement lead time	4	.904
procurement cost estimation Management	6	.879
Overall	28	.919

Table 4 Reliability of Statistics

Sources: Survey data, SPSS output

3.10. Procedure of Data collection

The study used primary data. The data was collected by use of structured questionnaires. The questionnaire had close-ended and open-ended questions, to allow only relevant and precise responses.

3.11. Data Analysis and Data processing

3.11.1 Data processing

Data was edited, coded, and tabulated, to reveal the percentage scores of the different study attributes. The researcher edited the data collected for accuracy and completeness. Through coding, all answers obtained from different respondents were classified into meaningful categories and this was then tabulated into tables and pie charts to represent findings from the study.

3.11.2. Data Analysis

The Pearson's correlation coefficient within SPSS software was employed to determine the relationship between the two variables. Findings were presented using tables and figures, with frequency distribution tables used to display data in percentages. Quantitative data collected through questionnaires was analyzed using descriptive statistics and regression analysis, facilitating measurement and description of the relationship between variables (Sekaran, 2009:24). The primary data collection instruments included questionnaires containing both open-ended and closed-ended questions, with the quantitative section utilizing an ordinal scale format. This format was chosen because it provides equal-interval data, allowing for more robust statistical analysis (Kiess and Bloomquist, 2009:9). Questionnaires are favored for their effectiveness in gathering respondent opinions on the research problem (Dempsey, 2003:22).

According to Kothari (2003:15), data obtained from questionnaires are unbiased and unaffected by the researcher's influence, ensuring accuracy and validity.

Editing was conducted on completed questionnaires to ensure completeness and consistency. The study utilized descriptive statistics and regression analysis for data analysis. Demographic data was presented through frequency tables, graphs, and pie charts. Objective one was analyzed using descriptive statistics such as mean and standard deviation. Objective two employed inferential analysis via regression analysis. Objective three was addressed through descriptive analysis.

The analysis of objective two was guided by the following regression analysis equation:

$$OP = \alpha + \beta_1IM1 + \beta_2PP2 + \beta_3PC3 + \beta_4PM4 + \beta_5TW5 + \varepsilon$$

Where:

pp = Project performance (Productivity, cost saved, quality of goods and services Delivered& timely deliveries)

α = Constant

PCM = procurement cost estimation management PP2 = Procurement management Planning PC3 = Procurement management controls PM4 = Procurement management monitoring PLM5 = Procurement lead time

β_1 β_5 are regression coefficients of the variables.

ε = Error term.

3.12. Measurement of Variables (Quantitative Studies)

In this section, the researcher aimed to categorize the empirical properties of variables, which determined the type of statistical analysis conducted and the conclusions drawn from the research. Respondents were asked to respond using a scale ranging from strongly disagree to strongly agree. A multiple correlation design was employed to explore the impact of procurement management on project performance in NGOs. This approach aligns with Amin's (2005) suggestion that multiple correlation studies are suitable for examining relationships between variables.

The independent variables included aspects such as procurement management planning, controls, monitoring, lead time, and cost estimation. The dependent variable, project performance, encompassed criteria like the quality of goods and services delivered, as well as the timely execution of procurement management outputs such as contract awards and the relevance of procured assets. Data collected were inputted into a computer and analyzed using Statistical Package for the Social Sciences (SPSS Version 26). This software facilitated the computation of percentages, means, standard deviations, correlations, and regression analyses. Additionally, open-ended questions and interviews were integrated into the recommendations and conclusions section of the study.

3.13. Ethical considerations

To meet minimum ethical standards, the researcher used an introductory letter introducing the research study and stating confidentiality, specific usage aspects. While conducting the survey, care was taken to respect human dignity and secure informed consent from the respondents. Also, the information acquired will be kept confidential and will be used for the research only. The principle of academic integrity which involved acknowledgement of sources used in the survey was adhered.

CHAPTER FOUR

MAJOR FINDINGS ANRD DISCUSSIONS

4.1. Introduction

The primary data collected from the selected NGOs program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation department data were analyzed using the methods stated in Chapter Three. The chapter presents the results of data analysis that include subsections of response rate, extent of adoption, challenges incurred in procurement management process and regression analysis.

4.2. Response Rate

The study aimed to collect data from 144 employees across various departments such as program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation within selected NGOs. However, only 89 respondents completed the questionnaires, resulting in a response rate of 62%. This response rate aligns with Mugenda and Mugenda's (2003) suggestion that response rates above 60% are adequate for analysis. The lower response rate may be attributed to the busy work schedules of the employees.

4.3. Demographic Information

This section consists of distribution on gender, age, education level and work experience.

4.3.1. Distribution of Respondents by Gender

The study established the distribution of gender, and the results are as given in Table 4. The results indicate that 58 percent of the respondents were male. On the other hand, 31 percent of the employees were female.

Gender	Frequency	Percent
Male	58	65
Female	31	35
Total	89	100

Table 5 Distribution of Respondent by Gender

Source:- Survey data SPSS output (2024)

4.3.2. Distribution of Respondents by Age

The research determined to know the age of the respondents and the outcomes are as distributed in the Table 6. The respondents' age was put into different reasonable categories which ranged from 18 – above 55 years.

Age Bracket	Frequency	Percent
18-25 Years	15	17
26-30 Years	32	36
31-35 Years	28	32
36-40 Years	9	10
Above 41 years	5	6
Total	89	100

Table 6 Distribution of Respondents by Age

Source:- Survey data SPSS output (2024)

The findings revealed that 36% of the respondents were aged between 26 and 30 years. Similarly, 32% fell within the age group of 31-35 years. Additionally, 17% of the respondents were aged between 18 and 25 years, while 10% were in the 36-40 age bracket. Lastly, only 6% of the respondents were aged 41 years and above. These results indicate that the participants from the program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation departments of the selected NGOs were predominantly adults.

4.3.3. Distribution of Respondents by Education Level

Figure 2 illustrates the distribution of education levels among respondents from the program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation departments at selected NGOs. It shows that 44% of the respondents held a bachelor's degree, while approximately 27% had earned a master's degree. About 25% of the employees had completed a diploma program as

their highest level of education, and the remaining 2% had attained a certificate as their highest educational qualification.

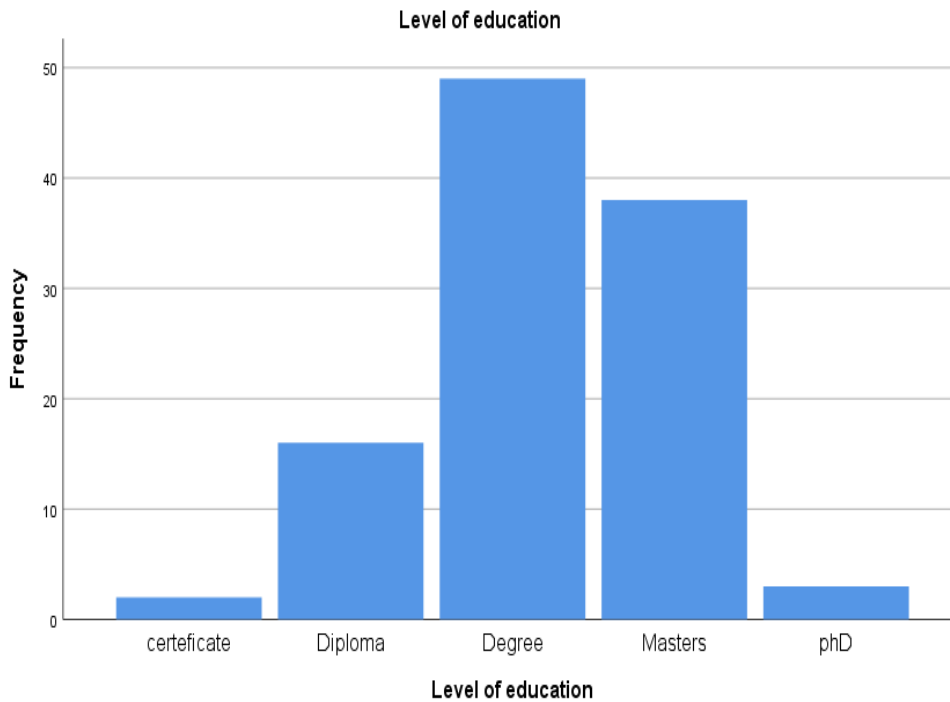


Figure 2 Distribution of Respondents' Level of Education

Source:- Survey data SPSS output (2024)

4.3.4. Distribution of Respondents by Work Experience

The findings indicate that 42% of the respondents had worked at NGO'S for period of between 3-4 years, 27 percent had served at their respective workplace for a period of between 5-8 years. Those 17 percent of respondents who had worked for duration of 1-2 years. 8 percent of them are below 1 years of experience. Lastly 7% of the respondents had worked for a period of above 8 years. Findings of this study are as well of great value to researchers and academicians as this research added to other scholars' literature and knowledge gap in procurement management and filled the existing gaps as far as Project performance is concerned and therefore, avail them with option for further research in relation to project performance based on procurement management.

Source: - Survey data SPSS output (2024)

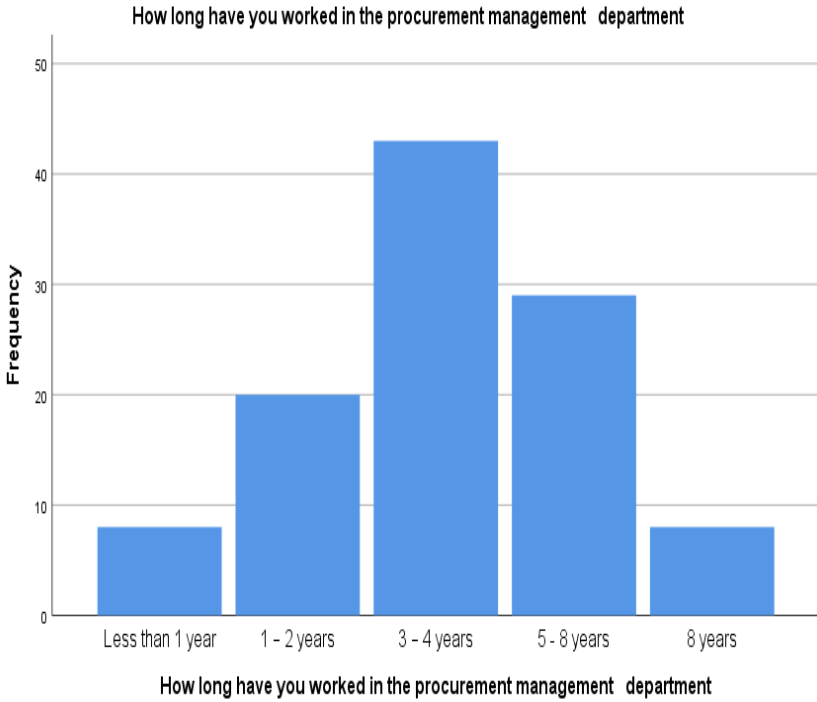


Figure 3 Distribution of Respondents' Work Experience

Source:- Survey data SPSS output (2024)

4.3.5. Distribution of Respondents by position

The results provided that 38% of the respondent's position were senior staffs. On the other hand, about 37% of the respondents were in the middle senior staff, in addition to the result of 12% of the respondents were in the position of managerial staff. Lastly only 13% of respondents were junior staffs. This indicates that the employees from program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation department of selected NGO's who participated in this research were adults.

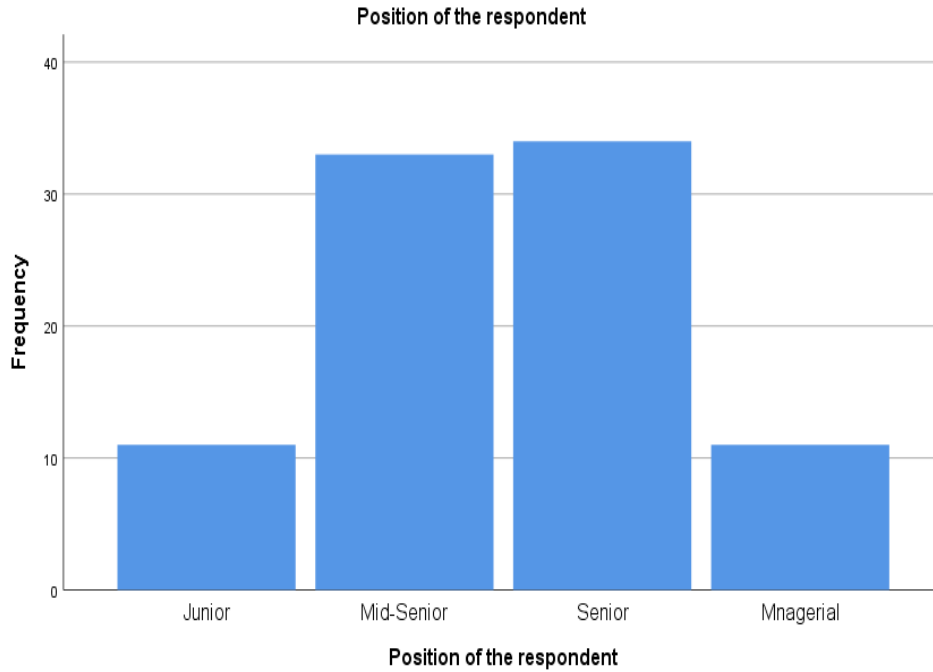


Figure 4 Distribution of Respondents by position.

Source:- Survey data SPSS output (2024)

4.3.6. Distribution of respondents by their department

Figure 5 gives the findings indicate that 15% of the respondent's department at the selected NGO'S were logistics and procurement staffs. 21% finance and operation staffs. Lastly 64% of the respondents were program and other project management staffs.

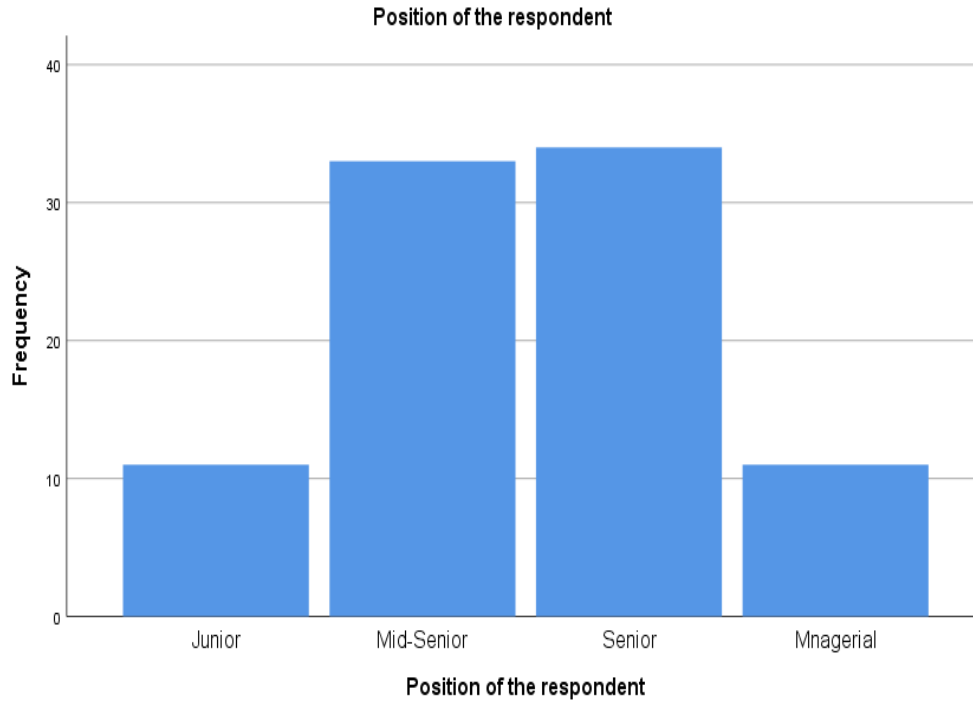


Figure 5 Distribution of respondents by their department.

Source:- Survey data SPSS output (2024)

4.4. Procurement management processes

4.4.1 Procurement management Planning

The study assessed the level to which various departments within NGOs—such as program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation—have adopted procurement management planning. Table 7 presents the findings. The results show significant top management involvement in the procurement planning process (Mean = 3.94). Needs assessments by department heads for required goods are also conducted extensively (Mean = 3.84). The procurement strategy and overall approach are clearly defined during the planning stage (Mean = 3.76), and the procurement plans for projects are well-defined (Mean = 3.74). Additionally, well-executed procurement plans contribute positively (Mean = 3.97), and the quality specifications and requirements in procurement planning significantly impact project performance (Mean = 4.18).

From these findings, it can be inferred that key activities in procurement management planning include substantial top management involvement, thorough needs assessments by department

heads, clear definition of procurement strategies and approaches, well-defined procurement plans, effective execution of these plans, and attention to quality specifications and requirements. The overall mean of 3.90 indicates a high level of agreement on the adoption of procurement management plans.

The study established the level of agreement in which NGO'S program/project management, finance, operations, logistics and procurement, human resource and administration, nutrition, communication, partnership, and rehabilitation department had adopted procurement management planning and Table 7 shows the distribution on the findings. The results in this Table indicate that Top management involvement in procurement planning process to high extent (Mean = 3.94). Needs assessment made by respective heads of department for goods required are placed to high extent (Mean3.84). The procurement strategy and overall approach clearly define in procurement planning stage (Mean 3.76), The procurement plans for the projects are well-defined (Mean 3.74), Procurement plans were well-executed contribute (Mean of 3.97) The impact of quality specification and requirements in procurement planning on Project performance (Mean= 4.18). Therefore, from the findings it can be assumed that the main activities being undertaken under procurement management planning are Top management involvement in procurement planning process to high extent, needs assessment made by respective heads of department for goods required, the procurement strategy and overall approach clearly define in procurement planning stage, the procurement plans for the projects are well-defined, Procurement plans were well-executed and the impact of quality specification and requirements in procurement planning on Project performance with an overall mean of (3.90) with an indication that the procurement management plans to high level of agreement.

Descriptive Statistics

	N	Mean	Std. Deviation
It was very mandatory that in my organization top management engagement in the procurement planning process has an effect on projects timely delivery.	89	3.94	1.219
In my organization needs assessment made by respective heads of department for goods are very mandatory	89	3.84	1.196
In my organization the procurement strategy and overall approach clearly define in the procurement planning stage	89	3.76	1.187

The procurement plans for my organization projects are well-defined and well-executed	89	3.74	1.050
In my organization specifications and requirements are clearly outlined and integrated into procurement planning	89	3.97	1.038
How would you rate the impact of quality specification and requirements in procurement planning on Project performance	89	4.18	.806
Valid N (listwise)	89		

Table 7 Adoption of Procurement management Planning

Source:- Survey data SPSS output (2024)

4.4.2 Procurement management Controlling

The study asked respondents to express their agreement with statements related to procurement management controls, with results detailed in Table 8. The findings show a high level of agreement among the majority of respondents. Specifically, the selected NGOs periodically review existing procurement management policies (Mean = 3.81), and procurement management bids are evaluated by an independent committee (Mean = 3.67). Additionally, procurement bids are opened by an independent committee (Mean = 3.73), the technical abilities of suppliers are assessed before awarding contracts (Mean = 3.66), received goods are verified against the local purchase order (Mean = 3.68), and losses are prevented by continuously monitoring the purchase processes (Mean = 3.66).

This suggests that various departments within the NGOs, including program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation, ensure stringent controls over procurement management activities. The overall mean for the adoption of procurement management controls indicates a high level of implementation at the selected NGOs.

Descriptive Statistics

	N	Mean	Std. Deviation
My organization periodically reviews the existing procurement management policies and manuals in order to coup up challenges related to project performance.	89	3.81	.915
In my organization procurement management bids are opened by an independent committee	89	3.67	1.064
In my organization procurement management bids are evaluated by an independent committee	89	3.73	.986
In my organization technical abilities of the suppliers are evaluated before contract awarding	89	3.66	.916
Goods and services received by my organization was checked against the Purchase Order	89	3.66	1.097
In my organization invoices are checked against the purchase orders and delivery notes before Payment	89	3.69	1.249

In my organization losses are prevented through continuously checking the purchase processes	89	3.74	1.050
Valid N (listwise)	89		

Table 8 Adoption of Procurement management Controls

Source: - Survey data SPSS output (2024)

4.4.3. Procurement management Monitoring

The study gathered respondents' opinions on how procurement management is monitored in various departments of the NGO, including program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation. The results, shown in Table 9, indicate that procurement management is extensively monitored through several measures. These include taking corrective actions when discrepancies are identified in the procurement processes (Mean = 3.94), timely mitigation of obstacles in the procurement process (Mean = 3.84), close supervision of purchases to control costs (Mean = 3.76), periodic evaluation of supplies to ensure quality of services (Mean = 4.18), and regular reviews of the procurement management system (Mean = 3.97).

Descriptive Statistics

	N	Mean	Std. Deviation
In my organization reviews of the procurement management system are done at regular basis of intervals	89	3.97	1.038
In my organization supplier evaluation is periodically undertaken to ensure the quality of the goods and services to be delivered	89	4.18	.806
In my organization corrective actions are taken once a discrepancy is identified in the procurement management processes	89	3.94	1.219
In my organization obstacles in the procurement management process are communicated in a timely manner	89	3.84	1.196
In my organization close supervision of purchases is done as a way of controlling costs and resources at all	89	3.76	1.187
Valid N (listwise)	89		

Table 9 Adoption of Procurement management Monitoring

Source:- Survey data SPSS output (2024)

4.4.4. procurement lead time management

The study further sought that the selected NGO's has procurement lead time management programs in place to enhance the delivery of goods and services to the beneficiaries (mean=3.74), the organization has best practices for reducing lead time in the procurement processes (Mean = 3.97), organization has a predefined time to procure and transport all the requirements as per the expectations. (Mean=4.18), The global factors such as transportation and customs regulations impact lead time in procurement (Mean=3.81).

The overall mean provided by the study findings (mean= 3.925) implies that the NGO'S had adopted in procurement lead time of its employees on procurement management to a very high level.

Descriptive Statistics

	N	Mean	Std. Deviation
My organization has procurement lead time management programs in place to enhance the delivery of goods and services to the beneficiaries	89	3.74	1.050
My organization has best practices for reducing lead time in the procurement processes	89	3.97	1.038
My organization has established specific timeframes for procuring of goods and services.	89	4.18	.806
The global factors such as transportation and customs regulations impact lead time in procurement	89	3.81	.915
Valid N (listwise)	89		

Table 10 Adoption of procurement lead time.

Source:- Survey data SPSS output (2024)

4.4.5. procurement cost estimation Management

The results presented in Table 11 highlight the extent of adoption of procurement cost estimation management. Most respondents strongly agreed (Mean = 4.30) that the cost estimates provided during procurement are often inaccurate. However, the organization has established systems and processes to identify procurement cost estimation requirements, as indicated by mean scores of 3.67 and 3.73, respectively. Additionally, the organization regularly sets procurement cost estimation targets (Mean = 3.66). Respondents also agreed that cost estimation and forecasting

significantly affect project performance in their organization (Mean = 3.99). The overall average agreement on these points was high, with a mean score of 3.83, indicating a substantial adoption of procurement cost estimation management.

Descriptive Statistics

	N	Mean	Std. Deviation
My organization implements systems and processes to identify the requirements for procurement cost estimation	89	3.67	1.064
My organization always prepares procurement cost estimation target points	89	3.73	.986
My organization observes cost estimation management platform and techniques	89	3.66	1.097
My organization overtakes all functions related to tracking and managing the cost of goods/services	89	3.69	1.249
Cost estimation errors led to budget overruns in my organization's projects	89	4.30	.664
In my organization cost estimates provided during procurement are almost clear and accurate.	89	3.94	1.219
Valid N (listwise)	89		

Table 11 Adoption of procurement cost estimation Management

Source:- Survey data SPSS output (2024)

4.5. Challenges of Procurement management Process at the selected NGO'S

Respondents were asked to share their views on the extent of procurement management challenges as detailed in Table 12. They largely agreed that delays in procurement management, particularly in lead time, affected project deadlines (Mean = 3.84). Additionally, delays were often due to ineffective communication and coordination (Mean = 3.76), and non-adherence to specifications (Mean = 3.74). Furthermore, market inflation significantly impacted the procurement process and project performance (Mean = 3.97). These findings indicate that the procurement management processes in various departments, including program/project management, finance, operations, logistics and procurement, human resources and administration, nutrition, communication, partnership, and rehabilitation, face considerable challenges.

Descriptive Statistics

	N	Mean	Std. Deviation
In my organization delays in procurement lead time management affects the project timelines	89	3.84	1.196
In my organization lack of effective communication and coordination affected the procurement management process	89	3.76	1.187
In my organization suppliers' non-adherence to goods/services specifications affects the project efficiency and effectiveness.	89	3.74	1.050
In my organization market inflation has affected the procurement process and project performance	89	3.97	1.038
In my organization supplier selection decisions impacted project efficiency and effectiveness	89	4.18	.806
Valid N (listwise)	89		

Table 12 Procurement management Challenges

Source:- Survey data SPSS output (2024)

4.6 Procurement management and project Performance of NGO'S

The study also aimed to assess whether procurement management had influenced the performance of the NGOs, as illustrated in Table 13. Respondents strongly agreed that the procurement management practices adopted by NGOs positively impacted their project's performance (Mean = 3.81). They also agreed that these practices contributed and stakeholder's requirement (Mean = 3.67), resulted in procurement cost reduction (Mean = 3.73), ensured the delivery of quality goods and services (Mean = 3.66), and facilitated the timely delivery of services (Mean = 3.66). This suggests that a significant factor contributing to the performance of the NGOs was the procurement management practices leading to the timely delivery of goods. The overall mean for project performance reached a high level (Mean = 3.706), as shown in Table 13.

Descriptive Statistics

	N	Mean	Std. Deviation
Procurement management adopted by my organization has impacted project performance positively	89	3.81	.915
Procurement management adopted by my organization has contributed to users' department satisfaction and stakeholder requirements	89	3.67	1.064

Procurement management adopted in my organization has resulted in procurement management cost reduction	89	3.73	.986
Procurement management adopted by my organization has resulted in quality goods/services	89	3.66	.916
Procurement management adopted by my organization has resulted in the timely delivery of goods and services	89	3.66	1.097
Valid N (listwise)	89		

Table 13 Project performance

Source: - Survey data SPSS output (2024)

4.7 Relationship between Procurement management and Performance of project

The study estimated the connection between procurement cost estimation management, procurement management monitoring, procurement management controls, procurement management planning, and procurement lead time while the dependent variable was Project performance which was measured by cost saved, quality of goods and services delivered, & timely deliveries. The regression model of the study was as follows:

$$PP = \alpha + \beta_1IM1 + \beta_2PP2 + \beta_3PC3 + \beta_4PM4 + \beta_5TW5 + \varepsilon$$

Where, PP represented Project performance ,

α is the constant,

PCM is procurement cost estimation management, PPL is procurement management planning, PC is procurement management controls,

PM is procurement management monitoring and PLT represented procurement lead time.

β_1 , β_2 , β_3 , β_4 and β_5 are coefficients of regression of the variables while

ε is the error term.

Correlations

		Planning	Lead Time	Cost	Performance	Monitor& Control
Planning	Pearson Correlation	1	.933**	.864**	.879**	.300**
	Sig. (2-tailed)		.000	.000	.000	.004
	N	89	89	89	89	89
Lead Time	Pearson Correlation	.933**	1	.804**	.856**	.283**
	Sig. (2-tailed)	.000		.000	.000	.007
	N	89	89	89	89	89
Cost	Pearson Correlation	.864**	.804**	1	.966**	.262*
	Sig. (2-tailed)	.000	.000		.000	.013
	N	89	89	89	89	89
Performance	Pearson Correlation	.879**	.856**	.966**	1	.845*
	Sig. (2-tailed)	.000	.000	.000		.010
	N	89	89	89	89	89
Monitor & control	Pearson Correlation	.869**	.857**	.889*	.845*	1
	Sig. (2-tailed)	.004	.007	.013	.010	
	N	89	89	89	89	89

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 14 Correlation Analysis

Source: - Survey data SPSS output (2024)

The correlation matrix involving the dependent and independent variables helps to evaluate the strength of associations between the variables of interest and test hypotheses. Pearson’s correlation coefficient (r) ranges from -1.0 to +1.0, indicating the strength and direction of the relationship between two variables (Saunders, Lewis, & Thornhill, 2009). If the correlation result is between -1 and 0, the variables are negatively related; if between 0 and 1, they are positively related; and if it is 0, there is no relationship (Marczyk, Dematteo, & Festinger, 2005).

When $r = +1$, it signifies a perfect direct relationship, and when $r = -1$, it indicates a perfect inverse relationship. A value of r between 0.10 and 0.29 suggests a weak relationship, 0.3 and 0.49 a moderate relationship, and 0.5 or higher indicates a strong relationship. Correlation is significant at the 0.01 level (2-tailed).

The study employed Pearson’s correlation to measure the strength and direction of associations between variables, as shown in the table above. The table illustrates the overall relationship between procurement management and project performance, considering various dimensions (planning, controlling and monitoring, lead time management, and cost estimation management). For procurement planning management and project performance, the r value is 0.879, indicating a significant positive correlation. Thus, the hypothesis stating that “procurement planning management has a positive and significant effect on project performance” is accepted.

The relationship between procurement monitoring and controlling and project performance shows an r value of 0.845, indicating a significant positive correlation. Therefore, the hypothesis “procurement controlling and monitoring has a positive and significant effect on project performance” is accepted.

The relationship between procurement lead time management and project performance has an r value of 0.856, indicating a significant positive correlation. Therefore, the hypothesis that “procurement lead time management has a positive and significant effect on project success” is accepted.

Finally, the relationship between procurement cost estimation and project performance shows an r value of 0.936, indicating a significant positive correlation. Thus, the hypothesis “procurement cost estimation management has a positive and significant relationship with project performance” is accepted.

4.7.1 Model Determination

The goodness of fit results is as displayed in Table 15. The regression model provided an R2 value of 0.952. This implies that the predictors used in this model can explain 95 % in variation of dependent variable. The remaining percentage can be accounted by other variables other than those used in this study.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.976 ^a	.952	.950	.14194	2.374

a. Predictors: (Constant), monitor & Control, Cost, Lead Time, Planning

b. Dependent Variable: Performance

Table 15 Model Determination

Source: - Survey data SPSS output (2024)

4.7.2 Test of Significance

The test of significance was estimated by use of ANOVA as indicated in Table 16. The model gave ANOVA regression sum squares of 33.848 and residual sum square of 1.692. The mean square for regression is 8.462 and a residual mean of .020. The output provided an F- statistics value of 420.025 with a p- value of .000b

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.848	4	8.462	420.025	.000 ^b
	Residual	1.692	84	.020		
	Total	35.540	88			

a. Dependent Variable: Performance

b. Predictors: (Constant), monitor & Control, Cost, Lead Time, Planning

Table 16 Test of Significance

Source:- Survey data SPSS output (2024)

From the ANOVA result in table16, the processed data had a significance level of .000b which shows that the data is ideal for making a conclusion. This is an implication that all the variables used in the model namely, procurement cost estimation management, procurement management monitoring & controls, procurement management planning, and procurement lead time are significant in predicting project performance of the selected NGO's.

Therefore, from the results on the overall p – value of F – statistics given; it can be assumed that the model used in the study is significant since the confidence interval used was 95% leaving an allowance of 5%.

4.7.3 Normality, linearity, and outliers testing (test for existence of outliers)

Figure 6 shows that the scores for each variable were normally distributed, and the linearity test confirms a linear relationship between the two variables. This can be verified by examining the histogram of scores for each variable, which should depict a symmetrical bell-shaped curve with the highest frequency of scores in the middle and fewer frequencies towards the extremes.

According to Field (2005), the presence of outliers can skew the value of the estimated regression coefficient and should be removed before performing regression analysis. Multivariate outliers can be identified using Cook's distance. To verify normality—whether the residuals or error terms are normally distributed—and linearity, a graph was plotted using SPSS regression graph. The assumptions of linearity and normality are confirmed by the graphs, indicating that both tests are satisfied, and no outliers were detected in this study.

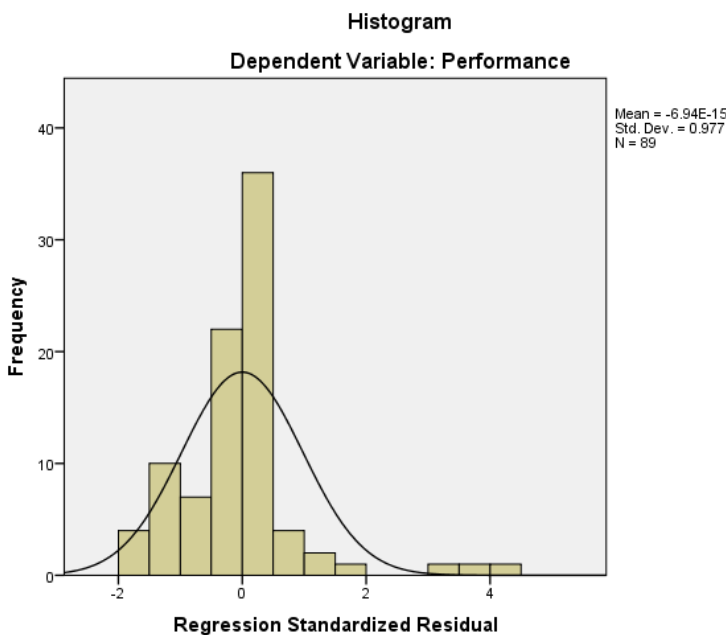


Figure 6 normality Test.

Source: - Survey data SPSS output (2024)

4.7.5 Homoscedasticity test

Figure 7 Shows the variability in scores for independent variables would be similar at all values of dependent variable it can be checked by using scatter plot it shows a fairly even cigar shape along its length.

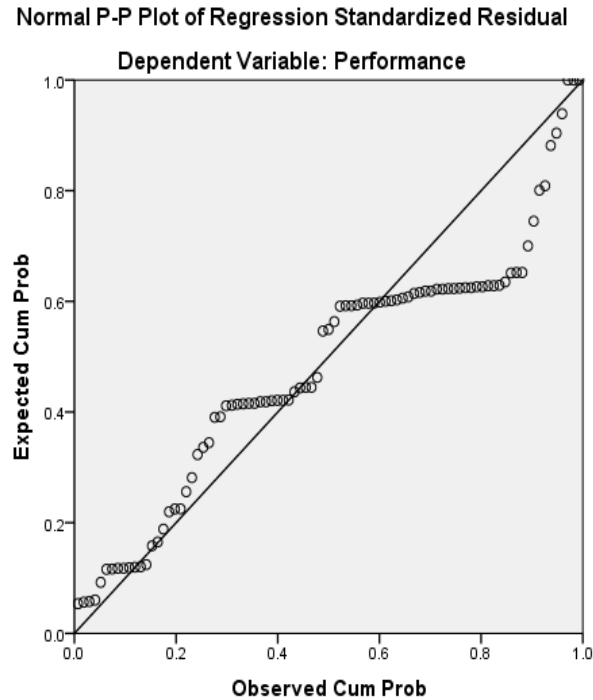


Figure 7 Homoscedasticity test.

Source:- Survey data SPSS output (2024)

4.7.6 Multi-co-linearity Test

The presence of multicollinearity among two or more independent variables can be assessed using the coefficients of the variables. Multicollinearity statistics indicate that the Variance Inflation Factor (VIF) should be less than 5 and the tolerance greater than 0.2. According to Hair et al. (2006), testing for multicollinearity is crucial to determine if the independent variables are correlated with each other. This is done by checking the tolerance and VIF values. When multicollinearity is high, indicated by a VIF greater than 5 or a tolerance less than 0.2, it results in instability of the B and beta coefficients. In this study, since the VIF is less than 5 and tolerance is greater than 0.2, there is no multicollinearity among the independent variables. Therefore, correlation and multiple regression analysis can be effectively used.

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Planning	.092	8.897
Lead time	.129	7.730
Cost	.253	3.955
Monitor and Control	.910	1.099

Table 17 Multi-co-linearity Statistics Test

Source: - Survey data SPSS output (2024)

4.7.7 Assumption for linear regression and coefficients of the Variables

Before conducting linear regression analysis, key assumptions such as linearity, normality, multicollinearity, and homoscedasticity were verified. According to the findings in Table 18, proper procurement management planning significantly impacts project performance, indicated by a coefficient value of .111 ($t = 1.162$) and a significance level of .000. Similarly, procurement management control and control also have a substantial effect on organizational performance, with a coefficient value of .099 ($t = 6.359$) and a significance level of .000.

Furthermore, both procurement cost estimation management and procurement lead time are significant predictors of project performance, with coefficient values of .0821 ($t = 1.329$) and .298 ($t = 4.507$), respectively, both having significant levels of .000. Therefore, the findings suggest that project performance can be enhanced through effective procurement management planning, controls and monitoring, lead time management, and cost estimation management. The regression coefficients of these variables are detailed in Table 18.

4.7.8 Coefficients of the Variable

Model		Coefficients						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.408	.117		3.488	.001		
	Planning	.104	.074	.111	1.409	.001	.092	8.897
	Lead Time	.310	.069	.298	4.507	.000	.129	7.730
	Cost	.858	.050	.821	17.329	.000	.253	3.955
	Monitor & Control	.440	.017	.099	.6.359	.001	.910	1.099

a. Dependent Variable: Performance

Table 18 Coefficients of the Variables

Source: - Survey data SPSS output (2024)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the study findings, and the conclusion is made in relation to the findings. The chapter also provides the recommendations of the study and suggestions for further study.

5.2 Summary of the Findings

The findings of this study, focusing on the role of procurement management in project performance among selected NGOs, are summarized as follows: The study revealed that procurement management including planning, controls, monitoring, cost estimation, and lead times significantly influences project performance. The theoretical frameworks of principal-agency theory and legitimacy theory were utilized to analyze these findings. Challenges identified in the procurement management process included such as delays, suppliers' failure to meet specifications, and raising market inflation, high procurement costs, and issues with quality.

Quantitative data collected via questionnaires was analyzed using descriptive statistics and regression analysis. Out of a total sample size of 225, 89 respondents completed the questionnaires, providing their insights.

The regression analysis indicated that an increase in adopted procurement management leads to improved project performance when other variables remain constant. The correlation analysis demonstrated strong relationships, with procurement lead time management showing the highest correlation coefficient ($r = 0.933$, $p < 0.001$) followed by procurement planning management ($r = 0.879$, $p < 0.001$).

The regression model further revealed an R-squared value of 0.950, indicating that 95% of the variation in project performance can be explained by the predictors used in the model. The remaining percentage of variation may be influenced by factors beyond those studied.

Moreover, the researchers employed regression models to estimate the relationship between procurement management and project performance. The results underscored the collective influence of the independent variables on NGO performance. Analysis of Variance (ANOVA) confirmed that the processed data was statistically significant ($p < 0.001$), supporting robust conclusions.

These findings contribute significantly to the procurement management literature and fill existing gaps in understanding project performance. They provide valuable insights for further research in this field, benefiting researchers and academics alike.

5.3 Conclusion

Based on the findings, the study concludes that selected NGOs must significantly enhance their adoption of procurement management practices, specifically in terms of planning, controlling, monitoring, lead time management, and cost estimation. Strengthening these aspects of the procurement process is crucial for improving inventory management, reducing costs, enhancing service quality, and ensuring timely delivery of goods and services. Effective communication with external stakeholders such as suppliers is vital for organizational success, as they play a pivotal role in providing essential goods and services. Internal stakeholders, including NGO employees and the community, also influence procurement management outcomes.

The study found that procurement planning, lead time management, cost estimation, controls, and monitoring significantly impact project performance within NGOs. Proper procurement planning can enhance project performance by ensuring timely delivery and quality of goods and services. Similarly, rigorous monitoring and effective controls are essential for optimizing project outcomes. Moreover, managing lead times and cost estimation are critical aspects for NGOs, as evidenced by respondent feedback and analytical results.

For an organization to realize an increase in procurement performance, should also put in place ways to tackle potential threats that might hinder its efficiency. The research found that procurement challenges such as delays, suppliers' failure to meet specifications, and rising market inflation hinder organizations' attempts to boost project performance. Accordingly, the NGOs studied should develop strategies to address and overcome these impediments. This can be done

through the introduction of new trends in handling procurement management activities like modern management systems, effective coordination of the whole procurement, timely communication in between, regularly assessing the market situation and adopting flexibility.

Furthermore, the study highlights disparities between project performance measurement in humanitarian organizations and commercial sectors. Establishing robust performance metrics tailored to humanitarian contexts is essential for enhancing organizational effectiveness. Accurate cost estimation and forecasting are pivotal in financial planning, ensuring projects remain adequately funded and avoiding budget overruns. This foresight facilitates proactive adjustments and contingency planning, maintaining project momentum and quality.

To improve project performance, NGOs should establish clear goals, enhance communication channels, allocate resources effectively, and invest in staff training and development. Proactive risk management and stakeholder engagement are also crucial for anticipating and addressing challenges. Adopting performance metrics and agile practices promotes flexibility and responsiveness, fostering continuous improvement and team morale.

In conclusion, enhancing procurement management practices and addressing identified challenges are critical steps for improving project performance in NGOs. This study contributes valuable insights to procurement management literature, filling existing gaps and providing a foundation for further research in this area.

5.4 Recommendations

Therefore, the researcher suggests that key procurement management processes need to implement visible strategies for overseeing the procurement process effectively. To enhance project performance, NGOs should not only prioritize procurement management planning, monitoring, controls, cost estimation, and lead times but also develop a thorough understanding of the procurement process. This understanding can facilitate the adoption of modern technological solutions and practices in addressing procurement challenges. Collaborative efforts between project management and other stakeholders in NGOs should focus on modernizing procurement planning, monitoring, and controls, while also designing well-structured programs for procurement lead times, cost estimation, and management.

In addition, in order to assure project performance in humanitarian organizations the following key points must have to be in mind in relation with effective procurement management: -

Clearly define the objectives of the project and establish project plan with key performance indicators to track progress.

Remain flexible and be prepared to adapt project plans based on changing needs, circumstances, or feedback from the field.

Use project management tools and software to streamline processes, improve communication, and track project performance.

Implement a system for regular monitoring and evaluation of the project's performance to identify any issues or areas for improvement.

Engage with all relevant stakeholders, including beneficiaries, local communities, and partner organizations, to ensure their input is considered and integrated into project planning and implementation.

estimating costs in humanitarian project performance is essential for effective financial planning, resource allocation, donor relations, risk management, and overall project sustainability.

Provide transparent and accurate reporting on project performance to donors, partners, and other stakeholders to build trust and accountability.

Foster a culture of continuous improvement by learning from past projects, sharing best practices, and implementing lessons learned into future projects.

5.5 Recommendation for further study

This study investigated how procurement management planning, controlling, monitoring, lead time, and cost estimation impact project performance. Therefore, the researcher suggests that further research should explore different contexts to expand and deepen the understanding of procurement management and its relationship with project performance.

While this research focused solely on three selected NGOs and their various departments, it is recommended to conduct additional studies across diverse organizations. This broader approach would provide a more comprehensive perspective on the perceptions of procurement management and its effects on project performance.

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APPENDIX I

INTRODUCTORY LETTER



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Questionnaire to be filled by respondents.

Dear Respondents,

I am currently conducting research on the role of procurement management in humanitarian project performance in selected NGOs in [Addis Ababa], Ethiopia for the partial fulfillment of the Master of Arts Degree in Logistics and Supply Chain Management at Addis Ababa University, school of Commerce. Your valuable insights are crucial for the success of this research and please take a few minutes to complete the questionnaires.

You can **simply mark** the appropriate options with a **tick**. Please respond as honestly and truthfully as possible. Rest assured that all information provided will be used solely for research purposes and will be kept strictly confidential.

Thanks in advance for your cooperation.

Name: Sudays Ahmed Phone: 0927832407 E-mail: sudais1205@gmail.com

**SECTION A
DEMOGRAPHIC DATA**

Please tick (✓) the box that matches your answer to the questions and give the answers in the spaces provided as appropriate.

1. **Gender of respondent** Male Female

2. **Age of respondent**

18 - 25 26 - 30 years 31- 35 years 36 - 40 years Above 41 years

3. **What is your highest level of education?**

Certificate Diploma Level Degree Masters
PhD

Any other, please specify. _____

4. **Position of the respondent**

Junior staff mid-senior staff senior staff managerial staff

5. How long have you worked in your organization?

Less than 1 year 1 – 2 years 3 – 4 years
5 – 8 years Above 8 years

6. **Department**

- A. Logistics and Procurement staff B. Program and Project Management staff
B. Finance and Operation Staff D. Other

SECTION B
PROCUREMENT MANAGEMENT PLANNING
IN HUMANITARIAN PROJECT PERFORMANCE

Please put a tick mark (X) For the scales as

SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree

S.No	A. Procurement management planning	SD	D	N	A	SA
1	It was very mandatory that in my organization top management engagement in the procurement planning process has an effect on projects timely delivery.					
2	In my organization needs assessment made by respective heads of department for goods are very mandatory					
3	In my organization the procurement strategy and overall approach clearly define in the procurement planning stage					
4	The procurement plans for my organization projects are well-defined and well-executed					
5	In my organization specifications and requirements are clearly outlined and integrated into procurement planning					

S. No	B. Procurement Management Controls	SD	D	N	A	SA
1	My organization periodically reviews the existing procurement management policies and manuals in order to coup up challenges related to project performance.					
2	In my organization procurement management bids are opened by an independent committee					
3	In my organization procurement management bids are evaluated by an independent committee					
4	In my organization technical abilities of the suppliers are evaluated before contract awarding					
5	Goods and services received by my organization was checked against the Purchase Order					
6	In my organization invoices are checked against the purchase orders and delivery notes before Payment					

7	In my organization losses are prevented through continuously checking the purchase processes					
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S.No	C. Procurement Management monitoring	SD	D	N	A	SA
1	In my organization reviews of the procurement management system are done at regular basis of intervals					
2	In my organization supplier evaluation is periodically undertaken to ensure the quality of the goods and services to be delivered					
3	In my organization corrective actions are taken once a discrepancy is identified in the procurement management processes					
4	In my organization obstacles in the procurement management process are communicated in a timely manner					
5	In my organization close supervision of purchases is done as a way of controlling costs and resources at all					

D. Procurement lead time management	SD	D	N	A	SA
My organization has procurement lead time management programs in place to enhance the delivery of goods and services to the beneficiaries					
My organization has best practices for reducing lead time in the procurement processes					
My organization has established specific timeframes for procuring of goods and services.					
The global factors such as transportation and customs regulations impact lead time in procurement					

E. procurement Cost Estimation	SD	D	N	A	SA
My organization implements systems and processes to identify the requirements for procurement cost estimation					
My organization always prepares procurement cost estimation target points					
My organization observes cost estimation management platform and techniques					
My organization overtakes all functions related to tracking and managing the cost of goods/services					
Cost estimation errors led to budget overruns in my organization's projects					
In my organization cost estimates provided during procurement are almost clear and accurate.					

**SECTION C
CHALLENGES OF PROCUREMENT**

Challenges of Procurement	SD	D	N	A	SA
In my organization delays in procurement lead time management affects the project timelines					
In my organization lack of effective communication and coordination affected the procurement management process					

In my organization suppliers' non-adherence to goods/services specifications affects the project efficiency and effectiveness.					
In my organization market inflation has affected the procurement process and project performance					
In my organization supplier selection decisions impacted project efficiency and effectiveness					

SECTION D
PROJECT PERFORMANCE

What is the extent to which your organization has achieved project performance based on the following measurements?

Measurements	SD	D	N	A	SA
Procurement management adopted by my organization has impacted project performance positively					
Procurement management adopted by my organization has contributed to users' department satisfaction					
Procurement management adopted in my organization has resulted in procurement management cost reduction					
Procurement management adopted by my organization has resulted in quality goods/services					
Procurement management adopted by my organization has resulted in the timely delivery of goods and services					

Open ended Questions

- How did you agree that Procurement Cost Estimation and Forecasting affect Project performance in your organization?

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2. In your opinion what do you think can be done to improve Project performance in your organization in relation with procurement management?

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3. what did you recommend humanitarian project performance in terms of time, cost, and quality?

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THANK YOU FOR YOUR KIND COOPERATION