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College of Business and Economics

School of Commerce

Department of Project Management

**Assessment Of Procurement Procedure and Its Relation on Project
Performance: In the Case of WEEMA International Inc-Ethiopia**

**A Research Project Submitted to School of Commerce in Partial
Fulfilment of The Requirements for The Award of a Master's Degree in
Project Management**

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February, 2023

Addis Ababa, Ethiopia

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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT

Examiners of Approval of Thesis

This is to certify that the project prepared by Tesfaye Getachew, entitled: *Assessment of procurement procedure and its relation on project performance: In the case of WEEMA International Inc-Ethiopia* and submitted in partial fulfilment of the requirements for the award of a master's degree in project management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Declaration

I, Tesfaye Getachew, declare that the research project entitled “Assessment of procurement procedure and its relation on project performance: In the case of WEEMA International Inc-Ethiopia” is my own original work, and has not been submitted for any degree in any other University. All sources of materials used for this study have been duly acknowledged.

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Certification

This is to certify that Tesfaye Getachew has conducted this project work entitled “Assessment of procurement procedure and its relation on project performance: In the case of WEEMA International Inc-Ethiopia” under my supervision. This project work is original, and suitable for the submission in partial fulfilment of the requirement for the award of Master of Arts Degree in Project Management.

Name of Advisor: Berhanu Denu (PhD)

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Date: _____

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List of Acronyms

EOQ	Economic Order Quantity
EVM	Earned Value Management
FDRE	Federal Democratic Republic of Ethiopia
GDP	Gross Domestic Product
KPI'S	Key Performance Indicators
NGOs	Non-Governmental Organizations
PMBOK	Project Management Body of Knowledge
PM	Project Management
ROP	Re-Order Point
P	significant
PPL	Procurement Plan
PPrs	Procurement Procedure
PS	Suppliers' Selection
PT	Procurement Tendering
r	Pearson Correlation
ROC	Re-Order Cycle
SPP	Sustainable Public Procurement
SPSS	Statistical Package for Social Science
US	United State

Abstract

The purpose of the study was to unearth their relation between procurement procedure and project performance of WEEMA International Inc-Ethiopia. The study focused on the procurement procedure of WEEMA International Inc - Ethiopia and its relation on project performance on water point construction project among the four major program areas (water point construction, education, enhancing beekeeping and healthcare) of WEEMA Inc - Ethiopia. The study covered primary and secondary data collection through close ended questioner and related literature, analyzed and interpretation of the collected data. The research design used in the study was descriptive approach (tables, mean, standard deviation and percentages,) has been found necessary as the purpose of this research by the help of SPSS 21. The findings of this study revealed that there were a number of obstacles in the procurement process which hinder the effectiveness or performance in the procurement functions practices in WEEMA International Inc.– Ethiopia such as poor planning and Procurement Procedure practice, failure to identify the need of the organization, delay in tendering process, supplier selection process was some of the obstacles of the performance in the procurement functions. The responses from the whole categories of respondents conclude that there was a great interrelation between the procurement process and its effectiveness of the procurement function. The study recommends that WEEMA International Inc – Ethiopia, procurement procedure, tendering, and supplier selection wasn't implemented in a sufficient way. Therefore, WEEMA International Inc - Ethiopia should overlook their internal assessment regarding on Procurement Procedure, tendering and supplier selection. In addition, company procurement process and employee skill development program to fill the gaps.

Key Words: Procurement, Procedure, Tender, Planning and Performance

Chapter One: Introduction

1.1. Background Of the Study

Now a day's projects have a great practice in private, government, NGOs and other forms of organizations. It helps to find solutions for the existing problem, to provide new/improved products, and also to win advantage of unexploited business opportunity (Wanjau Mbiu & Queen Omwenga, 2015). Unlike operations, projects are characterized by uniqueness, complexities, non-repetitive, temporary life time with constrained schedule, cost and performance. Project Managers apply knowledge, skills, tools, and strategies to project operations in order to achieve project requirements (Kidist D., 2018).

Project implementation has been given different meaning in literature. It is the system that represents the organizational structure adopted by clients for the implementation of project processes and eventual operations of the project. In any given project performance is highly influenced by the type of project procurement method used to deliver the project. The methods give a strong relationship with project performance outcome specifically time, cost and quality (SamuEffect of procurement management practices on project' (2018)el Luvale, 2018).

Procurement refers to the act of buying goods, appointing services, or obtaining by any other planned method. This can be accomplished by establishing a level playing field among multiple sellers of the anticipated products and services. Procurement can be defined as the purchase of commodities and contracting of construction works and services if such acquisition is affected with resources from state budgets, local authority budgets, states foundation funds, domestic or foreign loans guaranteed by the state, foreign aid as well as revenue received from the economic activity of state. Public procurement is the attainment, whether under formal contract or otherwise, of works, supplies and services by public (Belachew Damte, 2018).

Procurement procedures refers to steps to be followed by members of the procurement team in order to achieve project objectives. The procedures are a lot in number, but the major ones indicted by are specification definitions, Bid Invitation, Bid Evaluation and contract negotiation (Jeptepkeny, 2015). Failure in the procurement function of the ministry of information, culture, tourism and sports – Zanzibar was caused by fragmentation and dissimilarity of procurement system, absence of record documents, and technical knowledge. mismatches between bought and required commodities, as well as inadequate contract administration (Abdalla, 2014).

The degree of achievement of project objectives in terms of quality, cost, and time has been defined as project performance. Non-governmental organizations' performance may also be gauged by how successfully they contribute to the community's efforts to better society. It's a little different for NGOs, because procurements are limited to the permitted budget and quantity. Therefore, this study will focus on showing the procedures of purchasing of goods and services is critical for an organization's operations to function smoothly (Jeptepkeny, 2015).

1.2. Background Of the Organization

WEEMA International, a U.S. based non-profit organization focusing exclusively on Ethiopia, has been working in south-western Ethiopia since it was founded in 2011 as “Mudula Water,” with the goal of bringing clean water to 10,000 people living in Mudula, a rural town in South-western Ethiopia. The result from the project was quite profound- hundreds of girls no longer had to spend countless hours every day collecting water from many kilometers away. After this initial water project, Dr. Elizabeth McGovern, WEEMA’s founder, was inspired by meetings with individuals from Mudula who identified other related community needs. Community leaders identified that, in addition to needing access to clean water, there were huge gaps in terms of access to quality education, healthcare, and economic opportunities. In 2013, the name was officially changed from Mudula Water to WEEMA International to reflect the expanded, more holistic community-led approach. The name WEEMA was selected because the word in Tembarsa (a local language) means wholeness and fulfilment – core values the organization upholds and strives for in our work and relation. WEEMA is also an acronym representing the core areas of our work: Water, Education, Economic Empowerment, Medical Care (health care), and alliance with communities.

The organization lenses across various program areas. Women and Girls, Inclusion, Environment, youth and the like. From the four key program areas, the researcher narrowed it down to Clean Water, Education, Economic Opportunity, and Life-Saving Healthcare.

For the sole purpose of this study, the researcher will select specific projects from across the programs implemented by the organization. In clean water initiative, the organization have constructed and refurbished 48 water systems by awarding contracts to vendors in exchange of their professional service. In the case of education program, WEEMA has attempted to eliminate, through inclusive education project, the cultural stigma associated with not sending disabled children to school by procuring and providing special teaching aid materials. Whereas, included

in the economic opportunity program, WEEMA attempted to enhance beekeeping practices by providing training, fund and carefully procured support materials so that beekeepers may modernize their businesses and organize and operate as a beekeeping cooperative. Lastly, from the life-saving healthcare program which focuses on strengthening Maternal, new-born and child healthcare project, WEEMA focused on making sure that health center's facilities have critical medical equipment that can be the difference of life and death for mothers and new-born.

1.3. Problem Statement

The goal of non-profit organizations' procurement procedures is to guarantee that all goods and services acquired by the entities are done in a way that assures a strategic, economical, and the one that encourages competition among local vendors. Literature on Governance shows that Procurement is one of the most rapidly changing organizational tasks, as it has evolved from an administrative function to a strategic responsibility that plays a crucial role in expenditure management, governance quality, economic development, and commercial integration(Bank, 2020).

Traditional competitive procurement practices produce hostile relationships and various challenges at all levels of the purchasing process. Furthermore, regardless of project variances, organizations tend to pick procurement procedures that they are accustomed to employing(Journal, Studies, & Vol, 2013). In addition, Prior research has also been confined to a few analyses concentrating on how only one or a few procurements elements relation a few project results. The effects of procurement procedures on project performance using a case study of Kenyan projects, and found out that failing to incorporating practices such as specification definition, bid invitation, bid evaluation, and contract negotiation into project performance would result in a negative relation on project performance (Jeptepkeny, 2015). A relation assessment conducted on project performance by investigating four procurement practices: procurement planning, vendor selection, contract monitoring and control, as well as procurement negotiations (Nzuma, 2022).

The academic literature focuses on the dynamics of acquisitions and lacks studies on the spectrum of supplier integration and supplier selection criteria. Moreover, the research is concentrated on the construction industry and infrastructure projects, lacking researches related to other types of projects. The relationship between the dynamics of acquisitions and success dimensions is well covered by the literature; however, the relationship between the spectrum of supplier integration

and supplier selection criteria with success dimensions is poorly explored (Buzzetto, Bauli, & de Carvalho, 2020). The current gap in the research cited is that they did not include all of the required procedures involved in the procurement process. According to the directive issued on 2019 by ERA, NGOs were requested to submit their service and goods procurement lists for the past four years. It was seen that many have struggled to meet the demand, since the procurement teams of the organizations lack technical knowledge and failing to preserve records.

In Ethiopia, procurement practices inside organizations have significantly improved. However, it appears that the regulatory system is not functioning properly, which is leading to poor service delivery. It is clear from the literature analysis that research on procurement practices and their advantages for the organization have been conducted. Therefore, it is obvious that research is needed to determine how procurement tasks affect organizational performance. Furthermore, in light of WEEMA International Inc. – Ethiopia, the theoretical underpinning for the procedures, practices, and their implications on project performance has not been addressed. As a result, the purpose of this study will be creating a better understanding on how a wide range of procurement procedures affect several aspects of project performance.

1.4. Objectives Of the Study

1.4.1. General Objective of The Study

The general objective of this study would be assessed the relation of procurement procedure applied by WEEMA International Inc - Ethiopia and its relation on project performance.

1.4.2. Specific Objectives of The Study

- To assess procurement planning and its relation on procurement performance at WEEMA International Inc. – Ethiopia.
- To assess tendering practice exercised and its relation on procurement performance at WEEMA International Inc. – Ethiopia.
- To assess Procurement Procedure practice and its relation on procurement performance at WEEMA International Inc. – Ethiopia.
- To assess supplier selection criteria and its relation on procurement performance at WEEMA International Inc. – Ethiopia.

1.5. Basic Research Questions

The researcher raised a general question of what are the procurement procedures and practices; and their relation on WEEMA's project performance? After gathering and evaluating the data, the researcher will address the following research questions.

1. Is there proper procurement planning at WEEMA International Inc. – Ethiopia?
2. What are the tendering practices exercised by WEEMA International Inc. – Ethiopia?
3. What are Procurement Procedure practice and its relation on procurement performance at WEEMA International Inc. – Ethiopia?
4. Which supplier selection criteria are applied at WEEMA International Inc. – Ethiopia?

1.6. Significance Of the Study

In 2013, after the name Mudula water was officially changed to WEEMA International Inc - Ethiopia, the organization took a more holistic community-led approach by forming an umbrella of four core program areas with an emphasis on water, education, economic opportunity and health care-focus and also twelve segregated projects in it. WEEMA was required to procure and deliver project materials to intervention zones while conducting the indicated programs. In addition, through granting service contracts to professionals, the company performed skill upgrading trainings to community members of Tembaro zone.

Having stated so, the research will make a significant contribution to the organization's improvement of procurement difficulties in connection to systematic procurement procedures. This research will also assist the organization through transmitting recent knowledge in evaluating its present project procurement practices. In connection to that, WEEMA might be able to establish good relationship with vendors. The study's findings and recommendations will also help the organization optimize the contribution of its sourcing and project management departments in order to improve the project's performance. The findings might be very useful to academics, particularly those who want to do more study on project procurement.

1.7. Scope Of the Study

The study focused on the procurement procedure of WEEMA International Inc-Ethiopia and its relation on project performance on water point construction project among the four major program areas (water point construction, education, enhancing beekeeping and healthcare) of WEEMA Inc

- Ethiopia. The study covered data collection through questioner, analyzed and interpretation of the data. The research design used was descriptive approach (tables, graph, mean, percentages and frequency) has been found necessary as the purpose of this research.

1.8. Limitations Of the Study

The scope of the study would be limited to projects undertaken on chosen Ethiopian office's programs, the findings and conclusions didn't represent the entire organization. In addition, the researcher unable to contact some of the team members who participated in the procurement of project materials and services since the selected projects have been completed. Finally, because of the country's present political instability, the researcher couldn't able to reach enough respondents in the intervention area.

1.9. Organization Of the Study

The paper is organized in to five chapters. Chapter one deals mainly with the introduction to the paper. Under this sub-section, background of the study, statement of the problem, research question, and general and specific objectives of the study, scope and limitation of the study were made. Under chapter two, intensive literature review (conceptual and empirical) was made. In chapter three, research issues regarding research design and methodology were discussed. In the last sections, chapter four and five, data presentation, analysis, interpretation and summary, conclusion, recommendations and forwarding future work were made respectively.

Chapter Two: Review of Literature

2.1. Introduction

Project procurement procedure is the process of contracting, outsourcing, and completing projects. It is a partnership with external vendors to obtain or purchase products and services for projects. These connections are frequently built on the basis of a contract to ensure that the required commodities or services arrive on time and match the purchasing organization's criteria. This procedure aids with the ordering and delivery of supplies and commodities, as well as the completion of the project. In other words, it is a collection of organized processes for defining, planning, implementing, controlling, and transitioning an activity from one state to another. Procurement is a crucial procedure for allocating funds for the purchase of goods and services required for projects. In another definition, procurement is the act of an organization's purchasing goods or services. Planning, selecting vendors, tendering/negotiating payment conditions, and concluding contracts are some of the factors that fall under the umbrella. Procurement as a function that operates in both the public and private sectors and is responsible for obtaining goods and services for an organization. To guarantee that procurement was transparent and fair, concepts such as impartiality, flexibility, and effective use of donor funds were used during the acquisition.

Procurement necessitates the creation of a periodic budget to assess needs, followed by procurement planning, and lastly implementation of the plans. As a result, it is a role that assures the identification, sourcing, access, and management of external resources that an organization need or may require to achieve its project goals. Procurement management is in charge of monitoring all of the procedures involved in procuring the products, materials, commodities, and services needed to run a project with a better performance. In addition, NGOs rely on procurement management's skill in identifying and maintaining external supplier relationships to guarantee that these critical commodities are procured at the lowest feasible cost. Procurement management has a direct influence on an organization's project performance.

This chapter provides an overview of the relevant scholarly literature on the topic being researched as it has been presented by various researchers, scholars, analysts, and authors. Through a theoretical examination of the study, procurement and related topics including planning for procurement, tendering in procurement process, Procurement Procedure, supplier's selection and procurement evaluation methodologies are addressed, summarized, and presented from the related

literatures that have been reviewed. Then, an empirical research review is conducted, and a few related academic papers are chosen and examined in order to compare the study's key findings with those of the earlier studies. Finally, by defining the often-observed key variables, the research gaps for WEEMA International Inc.-Ethiopia's procurement process and its relation to project performance were presented.

2.2. Theoretical Literature

2.2.1. Project Procurement Management

A project is a one-time, multitask endeavor that has a set beginning and end date, a clear definition of the work that needs to be done, a budget, and typically a temporary workforce. A project is defined as "a unique set of coordinated activities, with clear beginning and ending points, undertaken by an individual or organization to achieve specific goals within stipulated schedule, cost, and performance parameters."

People can efficiently plan and manage project work by using a set of principles, methodologies, and techniques called project management. It creates a strong foundation for effective planning, scheduling, resource allocation, decision-making, controlling, and re-planning. Using project management techniques and principles, projects can be finished on time, within budget, and exactly as planned. In addition, they support the organization in achieving its other objectives, including those relating to productivity, quality, and cost-effectiveness. Cost, time, and quality optimization are the three main goals of project management (Abdalla, 2014). A project manager can coordinate various project tasks with the aid of project integration management. In order to ensure that a project is effectively completed, a project manager may be required to plan work, procure materials, mitigate risks, replace project team members, reschedule tasks, and perform a number of other functions. (Kerzner, 2013).

One of the 10 knowledge areas a project manager has to be proficient in for a project to be implemented successfully is project procurement management. It involves hiring contractors, outsourcing work, and completing projects. It is a collaboration with external vendors to acquire or purchase products and services for projects. These relationships are typically established on the basis of a contract to guarantee that the necessary goods or services are provided in a timely manner and meet the requirements of the purchasing organization. This process helps both the project's completion and the ordering and delivery of supplies and goods. To put it another way, it is a group

of well-organized procedures for defining, planning, executing, controlling, and changing the condition of an activity from one state to another.

NGOs usually function poorly and have a high failure rate for the projects they undertake. The reason behind this is a failure to apply project management techniques to project operations. There are various stakeholders, unidentified beneficiaries, and projects with elusive outcomes, in particular. However, their findings demonstrate that varying degrees of proficiency in the use of PM tools are related to both short- and long-term project performance. (Golini, Kalchschmidt, & Landoni, 2015). Implementing procurement systems makes a difference, and poorly managed project procurement has a negative relation on project performance (Kidist D., 2018). The process of acquiring the goods, supplies, services, and commodities required to carry out a project more effectively is overseen by procurement management. it is a procedure for acquiring products or services for an organization through the actions of purchasing, renting, or contracting external source to complete a project (Mekonnen, 2018). Additionally, NGOs rely on procurement management's expertise in discovering and maintaining relationships with external suppliers to ensure that these essential goods are purchased at the most affordable price possible. The effectiveness of a project within an organization is directly related by procurement management. Project managers are responsible for reaching project objectives regarding deadlines, budgets, and evaluating alternatives. They also determine how to accept, avoid, remove, or minimize risks in order to successfully complete the project (SamuEffect of procurement management practices on project' (2018)el Luvale, 2018).

Purchasing is the activities performed by the organizational unit responsible for procuring or assisting users in procuring necessary supplies at the appropriate time, quality, quantity, and price, as well as for managing suppliers. By doing so, this unit contributes to the enterprise's competitive advantage and the realization of its corporate strategy(Gizaw, Asfaw Tsegaye, 2017).Sometimes the terms procurement and purchasing are used interchangeably and have similar roles to play. Even if the meanings of the two names are similar, there are some differences. The terms purchasing and procurement are frequently used interchangeably, according to Quayle (2006), but there may be a difference in that purchasing is more focused on creating and managing a business relationship, whereas procurement is also concerned with the more tangible aspects of material or

service delivery control once the contract has been let or the order placed (Gizaw, Asfaw Tsegaye, 2017).

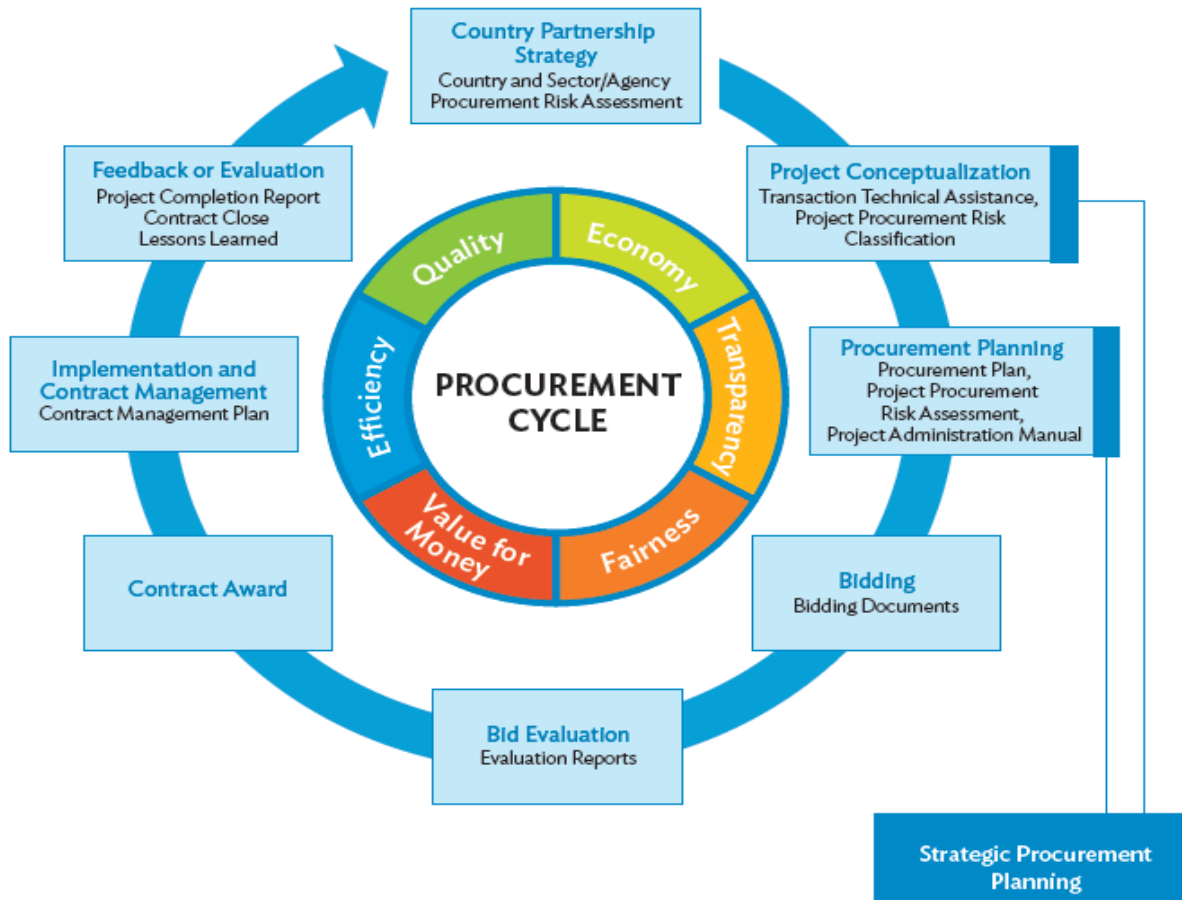


Figure 1: Procurement Cycle

Source: Asian Development Bank

2.2.2. Procurement Procedures

Procurement is a crucial stage in allocating funds for the acquisition of goods and services required for projects. Pre-contract activities include planning, needs analysis, and sourcing; post-contract activities include contract management, supply chain management, and disposal; and general activities include corporate governance, supplier relationship management, risk management, and regulatory compliance. It also includes events and activities that occur before and after the signing of a contract (IICA, 2017). Depending on the expected amount of the requirement, the nature and specifications of the requirement, the availability of possible suppliers, and the availability of a term contract or framework agreement, different procurement methods should be utilized for different categories of goods and/or services (Tan, 2013).

The steps involved in procurement procedures were enumerated by several researchers as follows: identification of needs, purchase requisition, requisition review, solicitation process, contract evaluation, order management, invoice approvals and disputes, and record keeping. When purchasing items, the details of the requirement should be described using generic, all-inclusive, and clear technical requirements. In order for suppliers to meet the specified requirement and engage in competitive bidding, specifications must be clear and sufficiently detailed. The specifications should make it possible to accept offers for equipment with comparable features that give performance and services that are at least as good as those specified (Wipo et al., n.d.).

Every procurement process begins with an organization determining that a good or service is needed. These products or services may be external materials that the organization sends to beneficiaries or internal any resources required to operate the business. This requirement definition study is essential not only for project start-up and new procurement requirements, but also for requirements required to maintain ongoing projects. At this phase, organizations are also necessary to establish a budget within which they want to purchase the goods or services and to have a clear explanation of the terms of reference, technical requirements, or statement of work. This will help them keep inside their budget and prevent overspending (G/Wold, 2018).

2.2.3. Procurement Planning

The act of an organization purchasing goods or services is known as procurement. Selecting vendors, negotiating payment terms, and signing contracts are a few of the elements that fall under this category. It is a procedure for figuring out a project's procurement needs, the best time to acquire those needs, and how to fund them so that the project gets what it needs quickly. The process of documenting project procurement decisions, defining the strategy, and locating possible vendors is known as procurement planning(Kidist D., 2018). The purpose of the project procurement plan is to decide whether outside support is needed, and if so, to specify what to purchase, how to purchase it, how much is required, and when to purchase it. Using procurement planning, project procurement decisions are made, make-or-buy analyses are performed, and contract types are chosen (Khan, 2018).

Project procurement planning specifies the things that must be purchased, outlines the procedure for doing so, and then establishes a timeline for doing so. The first step in planning purchases and acquisitions is the procurement strategy, which is used to provide answers to questions like what

to procure, when, and how, as well as where I should get my supplies from and whether I should make or buy instead of doing so if my suppliers are unqualified. (Kerzner, 2013). A stronger emphasis on Sustainable Public Procurement (SPP) can increase the success of a project's development goals and its contracts. SPP gives the borrower (or grant recipient) the ability to ensure that projects are carried out using a fit-for-purpose methodology, which will accelerate contract execution(Guidance & Procurement, 2021).

Planning the procurement process is a crucial phase since it aids procurement agencies in selecting what to buy, when to buy it, and from which suppliers. It offers an opportunity for all stakeholders, including end users, technical experts, and the procuring body itself involved in the processes, to meet in order to discuss specific procurement requirements and give relevant input on specific requirements, enabling planners to determine whether expectations are realistic (Mudazzling, 2016). As part of the process of preparing the yearly budget, the accounting officer in the public sector prepares procurement planning for each fiscal year with the assistance of the head of the procuring entity (Obura & Fellow, 2020).

An organization's procurement function, which operates in both the public and private sectors, is responsible for acquiring goods and services. Concepts including impartiality, flexibility, and effective use of donor funds were used during the acquisition to ensure that procurement was transparent and fair. (Ben Wheatland, 2015)

In order to properly plan and execute a procurement process, it is necessary to create a periodic budget to evaluate the demands. As a result, it is a position that ensures the identification, sourcing, access, and management of external resources that a company needs or might need to complete a project. (Khan, 2018).

2.2.4. Purchase Requisition / Procurement Tendering

A purchase requisition is a formal document that a company employee uses to declare the requirement to make a purchase. The request must be made in writing or electronically, and it must be explicit. It informs the procurement division to the necessity of the good or service in concern, obliging them to begin the procurement process. The purchase requisition procedure comprises submitting an application, having it approved, and tracking all buy requests made inside an organization(Belay, 2019). The purchasing requisition process includes assigning requisitions to the appropriate parties, keeping in contact with the finance and accounting departments, and

working with the purchase departments to ensure that the request is fulfilled. A non-profit organization's finances need to be made simpler and its spending needs to be optimized. There are several ways that purchase requests affect procurement. It helps in the battle against fraud by preventing "dark purchasing." There is no room for dispute between the organization and the providers because the request's details are clearly spelled out. It also helps to maintain the integrity of the procurement process.(SamuEffect of procurement management practices on project' (2018)el Luvale, 2018).

Finding out precisely what is needed is the first step in processing a procurement requisition once it has been received. The completed technical specifications or terms of reference should be provided to the procuring department at this time to begin the procurement request process, even if a broad concept would already exist as a result of the requirements determination and procurement planning phases (Gizaw, Asfaw Tsegaye, 2017).

Making sure that there is sufficient detail in the requirement description to ensure that each potential bidder or service provider has a basic comprehension of the requirement. The solicitation process can start if the specifications are clear and written in line with procurement processes; if not, the procuring organization must seek clarification to finalize the solicitation documents appropriately. (European Bank for Reconstruction and Development, 2014).

The method used to request vendors of a good or service to submit their proposal of offerings may be referred to as a procedure. The procurement team notifies prospective suppliers of goods or services of the organization's requirements and informs them that the business will accept bids from qualified suppliers in exchange for a contract. At this stage, the procurement professional will choose the appropriate sourcing instrument before choosing the appropriate solicitation form. The procurement specialist will also construct the evaluation criteria, choose a contract template as necessary, and create the request in collaboration with the cross-functional and assessment teams. Requests for quotes, requests for qualified contractors, requests for proposals, requests for approvals, requests for pre-qualifications, requests for reverse auctions, and any other permitted solicitation method are all considered to be parts of the procurement solicitation process (Patro, 2020).

A purchase order is a document that connects a supplier and a buyer to order supplies. It includes details on the price, specifications, terms, and conditions, as well as any added obligations, of the

good or service. The process of appropriately receiving and completing sales orders is known as order management. To deliver a great customer experience, it encompasses the cycle of people, processes, and suppliers. The order management process started when a client placed an order and it lasts until the order is finished (RICS, 2018).

2.2.5. Evaluation And Contract/Supplier Selection and Performance

The objective is to evaluate each proposal in accordance with the guidelines and standards established by the company. Throughout the evaluation, each proposal's strengths, weaknesses, and mistakes will be pointed out. When evaluating consultants, individuals, or companies, their technical qualifications are examined first. The consultant with the highest technical score over the minimal technical qualifying mark is requested to submit a cash offer after the determination of technical qualifications. The source selection department will utilize the outcomes to base its award decision on the evaluation data. This is the official announcement of who will receive the contract for the supply of products or services (European Bank for Reconstruction and Development, 2014)

The purpose of developing the evaluation criteria is to give a tool to be utilized during the source selection process for impartially deciding whether proposals received provide the best value to satisfy the organization's requirement. The "key areas of relevance" and "emphasis to be considered" are evaluation criteria in the source selection process (Tan, 2013).

The evaluation of tenders typically results in a procurement decision, i.e., the selection of which supplier will be awarded the contract. Of course, the provider is informed. The contracting organization must swiftly determine whether certain papers or portions of them are confidential if the documents are requested. There are various justifications for keeping documents or the information they contain confidential, including the possibility that doing so may harm the community or the party with whom the contract was awarded or the supplier (Abdalla, 2014).

Supplier selection is enhancing the organization's procurement policies to increase performance. The implementation of policy enhances project performance and procurement. The process of choosing suppliers has evolved into a tool for acquiring raw materials and a need for the success of infrastructure projects. If suppliers are chosen wisely, the procurement procedure technique can be realized. Negotiation, appropriateness, score card ranking, and adequate contract definition are necessary for supplier selection (NASPO, 2020). When needs are recognized and match, the

organization establishes supplier selection. Utilizing procurement sections' capacity records, potential suppliers are identified. By reducing the quantity of products given throughout the selection process through official supplier valuations and good agreements, this can reduce procurement costs. The strategic supply chain controls selection criteria, gives evaluation, operational capability, technical support, financial analysis determination, and conclusion-making (Great Britain & Government Commercial Function, 2021).

In the organization, selecting suppliers is done using a variety of criteria. As a result, there will be an increase in price, value for the money, quality, reliability, responsiveness, and supplier flexibility. The methods can be categorical methods of selection, weight point methods of selection, cost ratio, dimension analysis, and supplier hierarchical methods of procurement. Furthermore, it should be emphasized that efficient pricing comparisons make choosing the proper source easier. Process, supplier designs, and supplier's ability for making several requests for purchase reductions. Supplier selects suppliers in collaboration with providers to meet the demands of optimal selection (OECD, 2016). Establishing procedures for impartial evaluation of the firm's suppliers through supplier selection. criteria for choosing a supplier that prioritizes the right goods at the right price and with the right quality. However, the organization's purchasing process has become stronger as a result of selecting vendors for essential products. Through contracts, suppliers evaluate the right quantity and quality (Alsuwehri, 2011). By determining on procurement roles for organizational success through reliability and responsiveness, financial resources are employed in the company. This encourages selection and increases the effectiveness of supply market procurement (Moliné & Coves, 2014).

Infrastructural project managers can use supplier selection practices to improve organizational performance and manage resource availability. The study found that choosing a supplier permanently records an organization's infrastructures. The development of projects for organizations can be improved by procurement practices. The analysis also showed that the organization's general performance continues to be largely described by its procurement policy. The managers wanted to control various procurement processes in a way that would promote development (Oloo, Atambo, & Muturi, 2017).

Infrastructures are the key indicators that procurement deals with, and the overall trend in procurement practice is to create successful plans that boost organizational growth. The policy is

applicable to all public organizations and is used by managers to acquire items using best practices that improve performance (Alsuwehri, 2011). The use of procurement practices for the effective growth of infrastructures affects how the organization operates. Operating procedures are used in procurement to steer supply chain channels toward performance. The public sector accounting uses the procurement practice of supplier selection most frequently. Policies that are relevant to the purchasing and supplying of materials can provide the required directions. The reference provides procurement procedures on various organizations' purchasing authorities, tasking them in a way that helps the organization. The authority can evaluate procurement method for infrastructure maintenance.

Organizations support management by providing resources as needed to execute procurement controls. In many businesses where infrastructure is underdeveloped or delayed, procurement practices are already well-established. Controlling the movement of resources needed for infrastructure projects is a key component of the procurement process in project management. The findings suggested that strong business supply chain management practices can enhance developments. Most organizations may use procurement to improve projects going forward. The managers purchase a variety of materials that the organizations need. The selection of suppliers is frequently maintained with a significant relation of procurement on all organizational infrastructures (Department of Treasury and Finance Tasmanian Government, 2020). In the supply chain, the cost of purchased items is correlated with their quality. For all organizational projects, the quality management teams may collaborate with the procurement officials. The infrastructure management processes must be managed by the procurement managers. Despite this, selecting commodities for infrastructure projects requires a lot of consideration. Although choosing a supplier can affect an organization's performance, executing the best procurement practices can be difficult for infrastructure projects. The literature review confirmed that structure is necessary for selection practices in order to improve performance. The value added to selection practices is applicable to procurement procedures that increase with the expansion of infrastructure in various organizations, and the duration of the project has a relation on shipping or travel expenses. Cost or the relation of the infrastructure project on performance are two factors that can affect the quality of supplier selection (McClellan, 2020).

During the invoice approval step, supplier invoices are examined and approved before payments are made. When the buyer receives a supplier invoice, the approval procedure for the invoice typically starts. The invoice is then placed in the proper category and forwarded to the proper person for approval. For an invoice to be processed promptly, all pertinent information contained in it needs to be recorded into the organization's invoice approval loop. After identifying, connecting, and validating other related purchasing papers including purchase orders, order receipts, and purchase requests, invoices will then be directed to certain approvers based on the information supplied in one of the purchasing documents. The finance department will get the bills at the end to handle payment processing. The invoice will be examined for any outstanding complaints after the money has been received prior to being closed (Project Management Institute, 2021).

For accurate bookkeeping and auditing, the last stage of the purchasing process is crucial. Procurement records contain all documents pertaining to the pre-tendering, tendering, and contract administration processes. The purchasing organization shall maintain procurement and transaction records for each requirement (Mekonnen, 2018). The purchasing organization establishes the file system and maintains a thorough record of the whole procurement and contract administration process for each requirement. An organization's contract administration duties include keeping functioning copies of crucial documents on hand and accessible to both internal and external users (Department of Treasury and Finance Tasmanian Government, 2020). The legal and regulatory framework for procurement governs the internal and external audit of such data as well as how long procurement records must be kept in active files. Additionally, it can be used as a record of all actions taken in order to award contracts, the outcomes of contract monitoring and oversight, and information for future acquisitions (RICS, 2014).

2.3. Empirical Literature Review

In order to conceptualize the study, we must look at the research projects carried out by various researchers, whether they were national, regional, or international, in accordance with the current principles and procedures, which are crucial for evaluating the level of transparency and accountability and identifying its problems. The investigations' main conclusions were that the state was losing a lot of money as a result of bad transactions and that public procurement was not running effectively. This section will center on different procurement processes in

nongovernmental organizations and how they relate to project success before wrapping up with how well NGO procurement operations perform in terms of time and cost (SAMUEL Luvale, 2017).

2.3.1. Procurement Practice and Project Performance

A set of sequential actions or approaches used to complete a task or assignment is known as a procedure. They are formal agreements used to carry out policies linking strategies. They go on to say that a system is a collection of trustworthy processes, each made up of a number of operations that collectively offer information allowing personnel to carry out and managers to regulate those operations. Therefore, procedural procurement ensures that every procurement department operates in an efficient and orderly manner (Rink & Fox, 2011).

In several studies, the definition of the specification, the invitation to bid, the evaluation of the submitted bids, and the contract negotiation were used as independent variables, and the project performance was used as the dependent variable to demonstrate the influence of procurement procedures on the performance of light construction projects. After doing a number of multiple regression analyses, it was discovered that there was a significant positive correlation between the definition of the project specification and the final project performance in terms of cost and time savings as well as quality deliveries. This implied that higher project performance would emerge from clear and effective specification definitions. Project performance was positively related by all four independent procurement technique factors in the conceptual framework (Jeptepkeny, 2015).

Planning for and implementing procurement strategies has become crucial to the success of projects. Success in the aforementioned four practices depends on competent staff members putting them into effect with well-documented procedures, which was to some extent absent in some businesses, leading to project failure. The control of the external environment, which includes suppliers and their subcontractors, is compromised when internal factors are not managed appropriately. The researcher recommended taking further measures, such as setting minimal procurement certification standards, to ensure that skilled procurement teams are included (Wanjau Mbiu & Queen Omwenga, 2015).

A fair and transparent procurement process fosters competition, ensures value for money, boosts productivity, and lessens the possibility of unfairness or corruption. Additionally, more

competitive procurement, higher quality purchases, and budgetary savings for governments and, consequently, taxpayers are all benefits of transparent procurement methods that can help with more effective resource allocation. Open bidding procedures, prompt notification of both successful and unsuccessful bidders, publication of annual procurement plans, a bid challenges system, involving the private sector in the procurement system, and maintaining adequate and thorough records of the procurement system are all examples of transparency measures (Mensah & Tuo, 2013).

2.3.2. Supplier Sourcing Process and Project Performance

In order to construct a buyer's supply chain for long-term competitive advantage, a variety of actions are used to evaluate the capabilities of possible suppliers before selecting them (Onyimbo & Moronge, 2018). Depending on the objectives, goals, expectations, and customer satisfaction, the performance of the procurement process within the public system may be a direct or indirect result of the processes (Fred B. Solish, n.d.). The most important factors to take into account throughout the procurement process are determining the specific needs, how to finance these needs, and an evaluation of the entire output (Cooper & Ellram, 1993).

Public sector procurement practices and the accomplishment of established goals are directly related to one another. The procedures offer guidance on the period, cost, supply time, and availability rate of the product, all of which are essential to the successful execution of the purchase functions. One of the biggest challenges faced by consumers who want their projects to be successful is choosing a competent and reputable contractor (Maqsoom, Bajwa, Zahoor, Thaheem, & Dawood, 2019). Bid evaluations can take into account a wide range of different elements, including cost, technical aptitude, management capability, prior experience, the subject of reference, environmental and quality management systems, financial stability, and coordinated skills (Daahir, 2016). Other authorities have compared the supply chain management practices a set of activities taken by an organization to promote efficient management of its supply chain to the procurement procedures. An approach used to integrate, manage, and coordinate relationships, demand, and supply in order to effectively satisfy customers (Wong, Ho, & Autio, 2005). Activities and/or technologies that are concrete and play a significant part in how a focal firm collaborates with its clients and/or suppliers. These operations and/or technologies can be used to involve suppliers in decision-making, promote information sharing, and seek for novel methods to

incorporate upstream activities (van Donk, Akkerman, & van der Vaart, 2008). Parties should carefully consider the types of commitments they should be prepared to make before entering into negotiations. Developing a commitment framework that can be adopted gradually is one technique to increase trust. The ability of the negotiators to thoroughly evaluate all the elements of the situation, as well as to identify and consider the possibilities, is crucial to negotiating a favorable solution. Organizations must look for the finest working relationships with suppliers for both short-term and long-term operations (Koh, Demirbag, Bayraktar, Tatoglu, & Zaim, 2007).

2.3.3. Contract Management and Project Performance

Many managers believe that the supply chain and procurement processes are comparable. In planning, the goal is identified, the scope is rigorously defined, customer requirements (user needs) and cost are determined, and responsibility is assigned, among other things (Macharia, 2017). Monitoring is the process of finding deviations from the original plan using any tracking method, from a straightforward checklist to sophisticated dashboard style techniques. They make the case that a project team should decide on the best method for tracking key performance indicators (KPIs) over the course of the project as part of the planning phase.

Project control is also described by the two scholars as the collection of procedures, choices, and actions involved in handling project deviations. Project control therefore heralds a procedure for determining when adjustments are appropriate and when to stick with the plan (Hong & Kwon, 2012). Project control is essential to the success of implementation insofar as it requires regular assessment of performance against targets, a search for the sources of departure, and a commitment to check negative variances (Macharia, 2017). Monitoring and control of the fact that a variety of events might affect how a project is carried out and lead to a deviation from the performance expected. Among these phenomena are: The term "scope creep" refers to a project's tendency to grow over its original boundaries. It results from the enthusiasm of the team, the discovery of unanticipated problems mid-project, and the redefining or clarifying of customer needs. Murphy's Law holds that anything that can go wrong will probably go wrong. According to Pareto's law, just 20% of project activities are responsible for 80% of difficulties and delays. The highest risk activities for delays, cost overruns, or performance issues should be the focus of a project monitoring system. Another important principle to consider is the escalation of commitment, which states that people often persist in following bad strategies even when all indications point

to their failure. Thus, the decision to escalate or de-escalate a commitment can be greatly influenced by a procurement project contract monitoring system. Most donors demand that funding recipients evaluate contractor performance and document, when necessary, whether contractors have complied with the contract's terms, conditions, and specifications (Albert, Comas, Mendes, & Santos, 2021).

One of the biggest challenges faced by customers who want their projects to be successful is choosing a competent and reputable contractor. Cost, technical competence, management aptitude, prior experience, the reference subject, environmental and quality management systems, financial stability, and coordinated talents are just a few examples of the many different variables that can be included in bid evaluation (Eriksson, 2006).

2.3.4. Procurement Procedure and Project Performance

Procurement Procedure is a complex decision-making process that calls for the evaluation of multiple criteria parameters, many of which are typically non-deterministic in nature in real-world applications. Decisions are taken under ambiguous circumstances. The Economic Order Quantity (EOQ) model, the Re-Order Point (ROP) models, and the Re-Order Cycle are the three most often used traditional methods for calculating inventory levels (ROC). The purpose of safety stock is to account for unforeseen changes in demand (Żabińska & Czaplicka-Kalaman, 2020).

The fundamental elements of Procurement Procedure are the design and management of the structure through inter-organizational linkages. Procurement Procedure is centred around a cross-functional and across firm boundaries. Wilson (2006)'s 17th Annual State of Logistics Report states that the cost of business logistics as a percentage of US GDP has increased to 9.5 percent, and that of the over \$1 trillion spent on logistics, around 33 percent goes toward the cost of maintaining inventories. Research on Procurement Procedure is therefore essential for procurement (Cooper & Ellram, 1993).

Procurement Procedure programs can boost productivity and enhance customer service. According to research, Procurement Procedure in organizations keeps these supplies for a variety of reasons, such as protection against general shortages, probable supplier issues, or anticipated impending unit price increases. However, the literature emphasizes stock replenishment procedures (Mudazzling, 2016). Typically, the resultant inventories allow businesses to provide a service cost-effectively without causing the intended beneficiaries any unfavorable delays. Planning and

controlling inventories is therefore very important. Because the recipients pay for the upstream storage and freight in some way, the order-placing discipline reduces the cost of moving goods while also shortening the associated lead times. This provides enough incentives for the parties to cooperate. Understanding every aspect of Procurement Procedure is essential to performing it well. Businesses can decrease investment in standing inventory, plant rental, shipping expenses, and reverse logistics while maintaining or improving customer service levels and in-stock metrics on important inventory by implementing lean principles across the Procurement Procedure cycle (Confessore, Rismondo, & Stecca, 2004).

The movement of materials through the various stages of production, also known as goods or work-in-progress inventory, is another delicate area of inventory. This involves tracking materials as they are used to create finished goods, which helps to identify the need to adjust ordering amounts before the raw materials inventory can fall dangerously low or rise to an unfavorable level (Masudin, Kamara, & Zulfikarijah, 2018).

2.3.5. Project Performance and Measurement

Putting a strategy plan into practice and taking the necessary steps to accomplish the intended strategic goals and objectives are key to a project's successful performance. The triple constraint of time, cost, and quality (performance) can be used to evaluate a project's effectiveness or success. The Key Performance Indicators are these three variables (KPIs) (Macharia, 2017). The initial project goals of time, money, and quality (performance) must be revisited in order to determine whether a project has been effectively implemented, or better yet, if the project has been successful. Additionally, each individual must be able to assess their own level of accomplishment. This paradigm is based on the idea of interdependency, according to which each constraint has a relation on the others. For instance, the cost is expected to increase if a project takes longer. Likewise, improved performance could result in greater project costs. Public procurement procedures have undergone revisions that aim to open up the market, promote competition, transparency, efficiency, and accountability. Poor procurement law dissemination is one of their implementation issues, though. The managers of the procurement process lack adequate training.

Further, none of the aforementioned research looked into the effects of NGO procurement performance, leaving a gap that this study aims to fill by combining stakeholder theory, resource dependence theory, agent theory, and stewardship theory to generate hypotheses for the causes and

effects of an empirical study on NGO procurement practices in Kenya. Estimates are defined as a developed approximation of the financial resources required to perform tasks in the Project Management Body of Knowledge (PMBOK) guide. The success or failure of a planned project can be influenced by how accurately cost estimates are made from the project's planning stage to the tender estimate. Cost escalations are a major cause of project failures that were intended (Gkritza & Labi, 2008). Earned Value is a management method that links resource planning to schedule and technical performance objectives. Using earned value as the main instrument to integrate cost, schedule, technical management, and risk management is called earned value management (EVM).

2.4. Research Gap

This study contributes to the literature by analyzing in-depth, a large sample of articles that deal with procurement in the context of project management. Based on the analysis, the academic literature focuses on the dynamics of acquisitions and lacks studies on the spectrum of supplier integration and supplier selection criteria. Moreover, the research is concentrated on the construction industry and infrastructure projects, lacking researches related to other types of projects. The relationship between the dynamics of acquisitions and success dimensions is well covered by the literature; however, the relationship between the spectrum of supplier integration and supplier selection criteria with success dimensions is poorly explored.

This study presents implications for practice by exploring how procurement management affects the project's success. Several insights of this study have managerial implications, as it shows that more synergy with suppliers can lead to a positive impact on the team. Besides, focusing more on the learning process with the supplier can positively affect the future impact on the company and positively impact on the customer. Cooperation with suppliers also has a positive effect on the product/service, has a positive future impact on the company and a positive social and environmental impact.

Furthermore, the study shows the main trends and gaps in the literature. The emerging trend on topics regarding procurement management appears to be social procurement. There is a lack of studies with a focus on the relationship between the spectrum of supplier integration, supplier selection criteria, and success dimensions. These are areas that can be explored in-depth in future researches. The content analysis also shows that the research in this field is mainly qualitative,

through case-based research, so there is room for future confirmatory studies. In particular, following the research variables and relationships explored in this study would be helpful in future field researches. Different study paper has inherent limitations in the research methods adopted. Relevant studies could be missed in our search mechanisms. The inherent subjectivity of the content analysis process performed by the researchers also presents limitations, although the selection criteria and the use of three researchers in the analysis minimize this issue.

In Ethiopia, procurement practices inside organizations have significantly improved. However, it appears that the regulatory system is not functioning properly, which is leading to poor service delivery. It is clear from the literature analysis that research on procurement practices and their advantages for the organization have been conducted. While procurement procedures may apply to different sectors, this may not be the case for the NGOs sector, where organizational performance is measured not by profits made but rather by the services provided to the public. Therefore, it is obvious that research is needed to determine how procurement tasks affect organizational performance. The literature review that was covered above, which was mostly focused on procurement practices, found a number of potential performance-affecting elements.

However, it is clear from this review that the present literature on the adoption and uptake of implementation on procurement practices has some significant gaps. One of the nations where procurement planning plays a crucial role in the efficiency or inefficiency of service delivery. Procurement planning is essential to every aspect of NGO's service delivery. however little research has been done in this area. The performance of non-governmental organizations in Ethiopia is expected to increase as a result of compliance with the legislation, improved procurement planning, procedure, and cost-effective procurement process.

2.5. Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Inventory activities that include stock control and disposal process are paramount to secure project performance. The research aimed to study the correlations of procurement functions on the level of performance amongst NGOs in project performance. The research aimed to describe and explain the benefits that accrue. The schematic diagrams below not only guided the study but also showed the interrelationship among the key variables in the study as illustrated in figure 2.

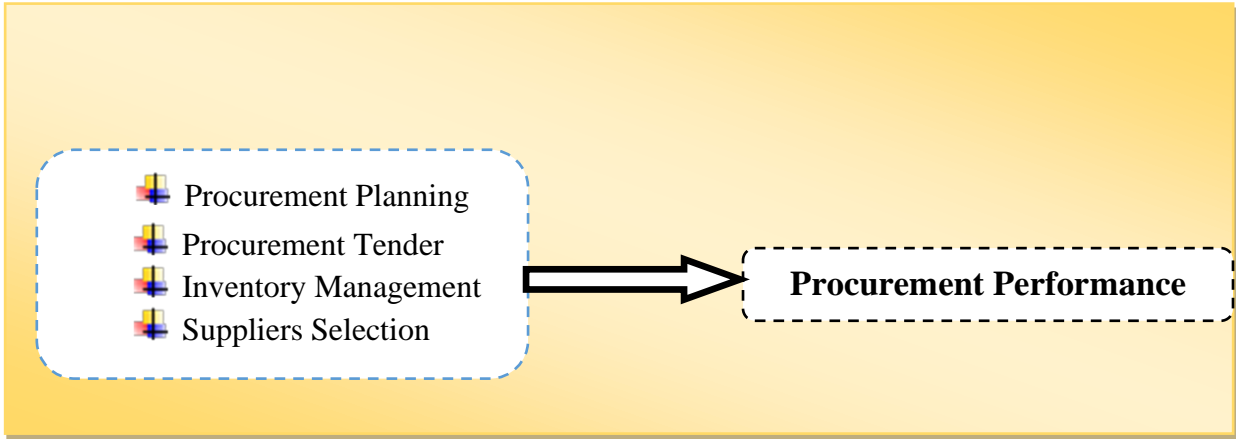


Figure 2: Conceptual Framework

Chapter Three: Research Methodology

3.1. Research Design

The study applies descriptive research design since it attempts to assess the practice of project procurement management in WEEMA International Inc - Ethiopia. Descriptive research design helps to present a picture of the specific detail of a situation and describing the characteristics of a particular situation. Since the research purpose was to describe a particular phenomenon at a single point in time it was a cross-sectional study.

3.1.1. Population Of the Study

The target population used to answer for the planning procurement phase of the study includes staff members who are working in the company particularly in water point construction project among the four major program areas. It consists expertise from procurement department of the studied company. The target population of the study for the remaining process from solicitation planning up to contract closeout were 70 employees who are currently working on sourcing and facility division at headquarter since the company follow centralized procurement system.

3.1.2. Sample Size

Among the total population, 30 sample was approached in the study. 12 of the respondents was approached to collected from planning and tendering department of project procurement. Data for the remaining process of the study from selection up to contract closeout was collected from 15 respondents. 3 project managers from procurement related were approached.

3.1.3. Sources And Instruments of Data Collection

In order to get appropriate data, the study uses both primary and secondary sources of data. Primary sources of data include structured questionnaire to supply first-hand information from sample respondents based on the review of related literature important to the subject of the study. The reviewed literature was made to develop an insight on procurement management practice within the process related with projects. Thus, questionnaires were designed focusing on the practice of project procurement management and its process. Project managers, contract managements and project staff members were reached using questionnaire. The secondary sources of data emanate from the company policy and procedure documents, project management working manual, reports, process templates, books, published journals, magazines and etc.

3.1.4. Method of Data Analysis

The data collected was analyzed using both quantitative and qualitative methods. The data obtained from close ended questionnaire was analyzed using SPSS version 21.00 software which helps to make descriptive analysis of the gathered data to present quantitatively using frequency, mean, and percentage.

3.2. Validity and Reliability of the Instrument

For research data in order to be of value and of use requires validity and reliability measurements. Both are fundamental bases of scientific method of research. For research to be reliable, it also needs to be valid.

3.2.1. Validity Test

Validity of research refers the degree to which the research findings are true. It is about finding out if the data collected is relevant to the problem being investigated. The validity of the research was considered while developing close-ended questionnaires and related literature review in order to generate a valid response. The instrument of data collection validity was checked by asking others that has know-how on the studied area for feedback and asks my advisor for approval before conducting collection. To check the validity of the instrument by using total item factor analysis of the research questionnaire. The value of r is determining by using the following formula: -

$DF=N-2$ where, DF degree of freedom

$N (30-2) =28$ the number of observations/respondents

The value of Pearson product moment correlation coefficient (r. the result is significant if the calculated value of r is higher than the value

If $r >$ critical value $r =$ Valid

$r <$ critical value $r =$ invalid

Table 1: Validity Test

	Pearson Product Moment Correlation Coefficient (r)	Critical Value r@ df(28)	Validity
Procurement Planning	.931	.361	Valid
Procurement Tender	.941	.361	Valid
Procurement Procedure	.632	.361	Valid
Procurement Selection	.952	.361	Valid
Procurement Performance	.917	.361	Valid

3.2.2. Reliability Test

Reliability refers the degree to which the results of the research are repeatable. It is about absence of difference in the research findings if the research were repeated. In order to confirm the applied research approach is consistent or not, the research has been supported by using reliable sources of information such as related journals, articles, books, websites, and work papers and studies related to the studied area. The reliability of the questioner was also maintained by having 30 questioners with contract management program managers and project managers of the studied company to ensure the reliability of the information obtained by cross checking the respective responses gained from them. The Likert scale questionnaire item's reliability was checked by the application of the Cronbach Coefficient Alpha using SPSS software for the computations of internal consistency. As a rule of thumb, researchers consider a measure to have adequate reliability if Cronbach's alpha coefficient exceeds 0.7.

It is an assessment of the degree of consistency between variables of multiple measurements. Major aim to indicate the extent to which a measure contains variable errors and the most common and useful way to measure is Cronbach's alpha. Cronbach's α in a value between 0.7 and 0.8 is an acceptable value; values substantially lower indicate an unreliable scale. Asserted that a coefficient α which is greater than 0.7 is highly satisfactory for most research purposes (Hair, Ringle, & Sarstedt, 2012). The five (5) constraints variables recorded a Cronbach's alpha statistics of more than 0.7. The reliability statistics are presented in Table 2.

Table 2: Reliability Test

Variables Name	No. of Items	Cronbach's Alpha
Procurement Planning	9	.889
Procurement Tender	8	.777
Procurement Procedure	8	.766
Procurement Selection	7	.781
Procurement Performance	6	.841

The data analysis for the data generated from the study was done using SPSS21.

3.3. Ethical Consideration

An official support letter from Addis Ababa University School of Commerce was written to WEEMA International Inc- Ethiopia. Data collection was undertaken after permission has been obtained from the company. The researcher followed ethically and morally acceptable processes throughout the research. The data was collected with the full consent of the participants. Since it

could not be ethical to access some confidential documents of the company, the organization code of ethics also considered. All the collected data are confidential for both the participants and the company. All documents which are referred throughout the research are fully acknowledged.

Chapter Four: Results and Discussion

The analyses were presented based on the finding of collected data/information comparing with different articles published in the area of procurement procedures. The final section presents the data analysis results, employing SPSS 21 analyses. The survey questionnaire was distributed to 30 WEEMA international Inc - Ethiopia among 70 employees who were selected by non-probability sampling (Purposive Sampling). The survey questionnaires were prepared in English versions.

4.1. Respondents Demographic Analysis

Under this session the study presents the gender distribution, age distribution, academic qualification and Service year/experience distribution of the respondents.

I. Gender

According to the participants' gender distribution of the respondents was 60% males and 30 % females however, the remaining 10% were missed and the finding showed under figure 3.

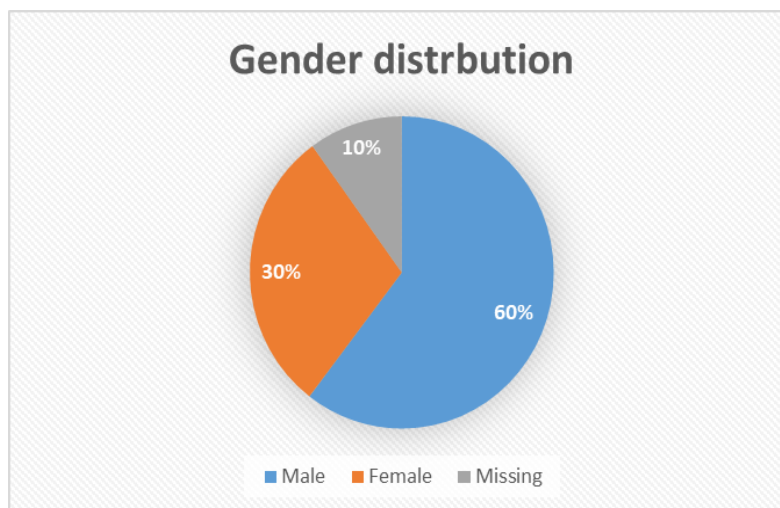


Figure 3: Gender Demographics

II. Age Distribution of the Respondent

From figure 4 observed that, 23.3% below 30 years of age, 53.3% between 30-35, 16.7% between 35-40 and 6.7 % of participants are above 40 years old. According to the finding, the respondents are responsible and well mature or there are capable of providing the research reasonable information.

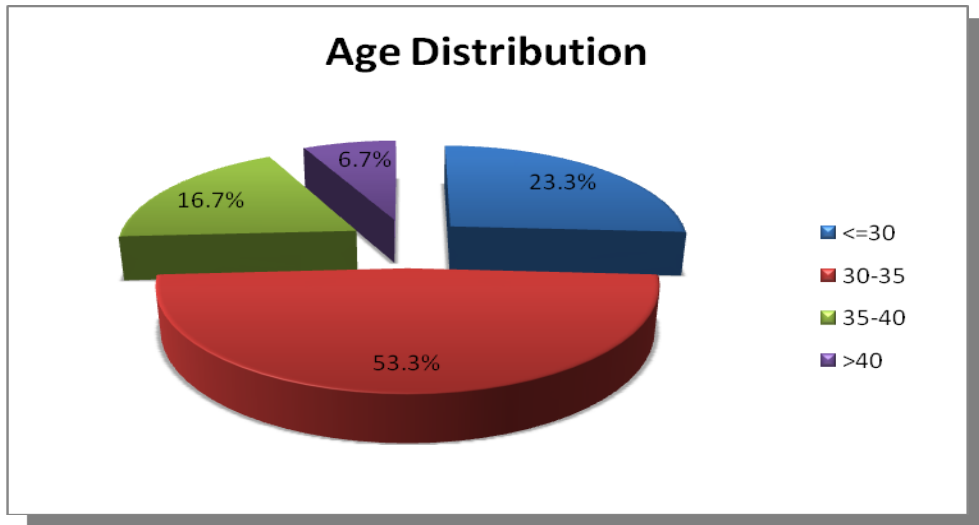


Figure 4: Age Distribution

III. Academic Qualification Distribution

The academic qualification distribution of the participants is 6.7% certificate, 46.7% were diploma, 33.3% BSc/BA, 6.7% MSc /MA. So, based on the distribution findings the study can expect the respondents to supply knowledge- based information about the study.

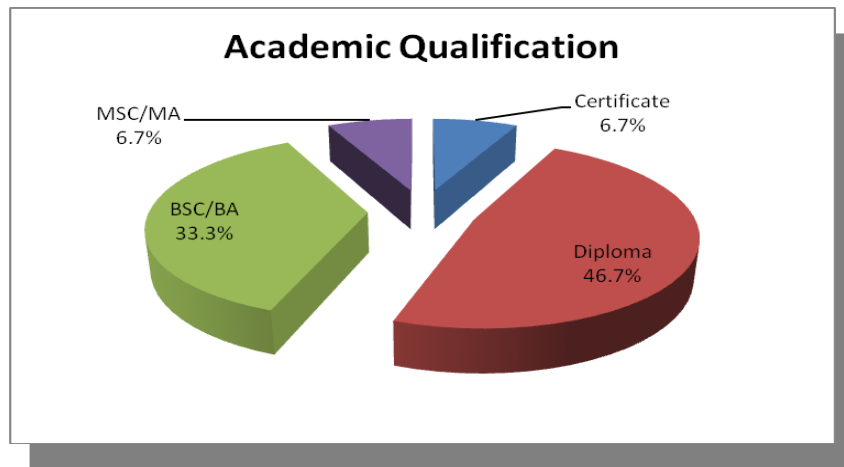


Figure 5: Academic Qualification Distribution

IV. Service Year/Experience of Respondents in The Company

The length of service/experience distribution of the participants was 48.1% below 5 years, 40% between 6-10 years, 6.7% between 11-15 years and 10% are above 15 years of experience. It is clearly displayed that the respondents were at average level of experience at WEEMA International Ethiopia and the researcher can rely on the outcome.

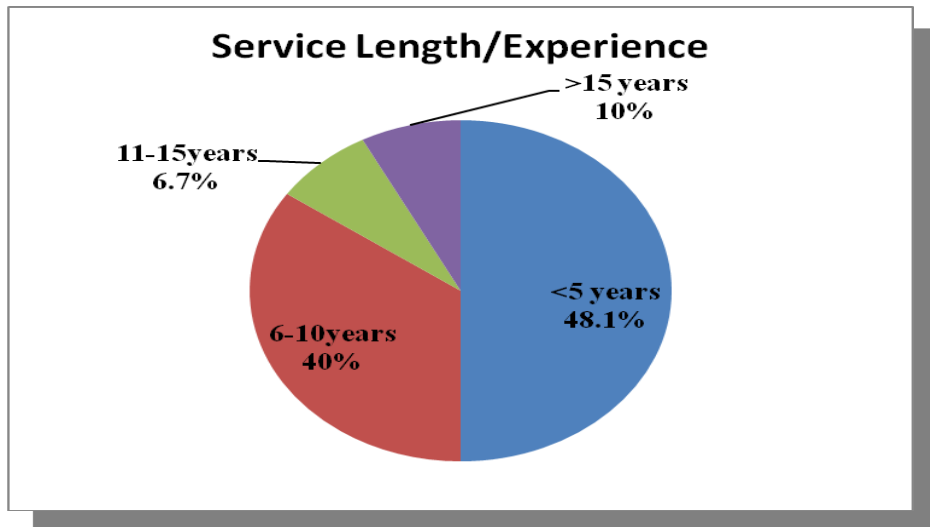


Figure 6: Service Year/Experience Distribution

4.2. Analysis of Procurement Procedure of WEEMA-Ethiopia and Its Relation on Project Performance

The relation of procurement procedure on procurement performance at WEEMA International Ethiopia was statically analyzed. Under this section the researcher deeply presents the descriptive analysis regarding to the respondents believe on the variables stated under the questioner. Whereas, the section describes the data using frequency, mean and standard deviation. Under this paper the mean interpretation is based on table 2.

Table 3: Interpretation of Mean Score

Mean Score Range	Interpretation
From 0.01 - 1.80	Strongly Disagree
From 1.80 - 2.60	Disagree
From 2.61 - 3.40	Neutral/Uncertain
From 3.41 - 4.20	Agree
From 4.21 – 5.00	Strongly Agree

Based on table 2, the interpretation of high mean value indicated that majority of the responded strongly approved the statements presented to them while standard deviation indicated the degree of dispersion from the mean.

4.2.1. Analysis Of Procurement Planning Practice at WEEMA-Ethiopia

Table 4: Procurement Plan of WEEMA International Inc-Ethiopia

		Frequency	Percent	Mean	Sta. Dev
Procurement plan identifies materials as per the company needs	SA	2	8%	3.0357	1.17006
	A	12	48%		
	N	4	16%		
	D	4	16%		
	SD	3	12%		
Procurement plan helps to decide when to buy	SA	1	4%	3.1724	1.03748
	A	11	42%		
	N	6	23%		
	D	6	23%		
	SD	2	8%		
Procurement planning helps in resource allocation	SA	1	4%	3.1724	1.07135
	A	10	38%		
	N	7	27%		
	D	6	23%		
	SD	2	8%		
Procurement planning helps to determine a total value of the anticipated cost of the requirement	SA	2	8%	2.9655	1.08505
	A	7	27%		
	N	9	35%		
	D	5	19%		
	SD	3	12%		
Poor procurement planning leads to big budget deficits	SA	1	4%	3.1724	1.07135
	A	10	38%		
	N	7	27%		
	D	6	23%		
	SD	2	8%		
Procurement planning results into compliance to set procedures	SA	1	4%	3.2759	0.9963
	A	11	42%		
	N	7	27%		
	D	6	23%		
	SD	1	4%		
Procurement planning involves concerned functional units	SA	1	4%	3.2	1.0635
	A	11	41%		
	N	7	26%		
	D	6	22%		
	SD	2	7%		
Procurement is carried out according to set plan	SA	0	0	3.0	1.20344
	A	11	41%		
	N	6	22%		
	D	5	19%		
	SD	5	19%		

Procurement planning helps to estimate the time required to complete the procurement process Procurement planning helps to estimate the time required to complete the procurement process	SA	1	4%	3.1667	1.01992
	A	11	41%		
	N	7	26%		
	D	6	22%		
	SD	2	7%		
Total N=27, Aggregate Mean (u)= 3.129					

Source: Survey Result of SPSS 21 (2022)

Responses by WEEMA International Inc-Ethiopia depicted above regarding to procurement Plan, there are nine items used to determine the procurement plan and as the findings shows above on the table 4, the upper hand of the respondents agreed regard to the procurement plans practice at WEEMA International Inc-Ethiopia. To describe in the figurative way 56 percent of the respondents agreed to that procurement plan identifies materials as per the company needs, 46 percent of the respondents agreed to that the plan helps to decide when to buy, 42 percent of the respondents agree that procurement planning helps in resource allocation, 37 percent of the respondents disagree to that procurement planning helps to determine a total value of the anticipated cost of the requirement in WEEMA International Inc Ethiopia, 42 percent of the respondents agree that poor procurement planning leads to big budget deficits in WEEMA International, 41 to 45 percent of the respondents agree that procurement planning results into compliance to set procedures ,procurement planning involves concerned functional units and procurement planning helps to estimate the time required to complete the procurement process.

NB: - For each nine items 15-35 percent of the respondents were undecided or have not any known how regard to procurement planning undergoes in WEEMA International.

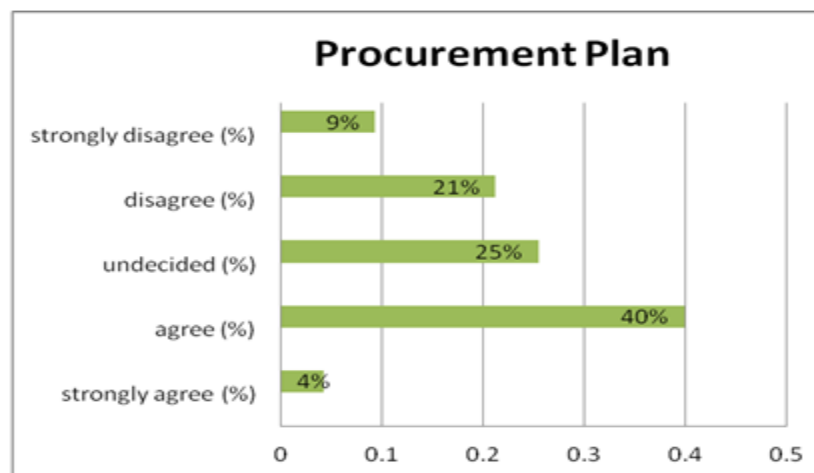


Figure 7: Procurement Planning

It can be seen from cumulative figure 7 regards to procurement plan, the practice of procurement planning at WEEMA International Inc- Ethiopia shows 40% respondents were agreed and 4% strongly agreed with relatively low numbers of respondents which are 21% disagreed and 9% were strongly disagreed on WEEMA International Inc- Ethiopia and 25% were undecided or have not any known how regard to procurement planning. Additionally, the aggregated mean for the procurement planning at WEEMA International Inc- Ethiopia gives 3.129 and this value compared with the arithmetic mean value is greater than 3. Therefore, that's shows the practice of procurement planning exercised at WEEMA International Inc- Ethiopia is uncertain.

4.2.2. Analysis Of Procurement Tendering Practice at WEEMA-Ethiopia

Table 5: Procurement Tendering of WEEMA International Inc-Ethiopia

		Frequency	Percent	Mean	Sta. Dev
The procurement department undertakes advertisement of infrastructural project tenders on a widely coverage media	SA	2	7%	3.222	1.086
	A	11	41%		
	N	7	26%		
	D	5	19%		
	SD	2	7%		
The procurement department undertakes advertisement of infrastructural project tenders within set time in lines.	SA	11	41%	2.889	1.086
	A	6	22%		
	N	2	7%		
	D	5	19%		
	SD	3	11%		
The advertisements of infrastructural project tenders are precise.	SA	11	41%	2.069	0.884
	A	2	7%		
	N	6	22%		
	D	0	0%		
	SD	8	30%		
Advertisement of infrastructural project tenders considers the mode to use.	SA	1	4%	3.552	0.91
	A	17	63%		
	N	6	22%		
	D	1	4%		
	SD	2	7%		
Tender budget facilitates procurement of infrastructural projects	SA	2	7%	3.222	1.086
	A	11	41%		
	N	7	26%		
	D	5	19%		
	SD	2	7%		
Procurement plans indicate timelines of what and when items will be procured	SA	6	22%	2.889	1.086
	A	5	19%		
	N	11	41%		

	D	3	11%		
	SD	2	7%		
Infrastructural projects contracts are completed within set period	SA	2	7%	3.2	1.0635
	A	2	7%		
	N	6	22%		
	D	6	22%		
	SD	11	41%		
Project implementation committee undergoes debriefing on tender scope of work assigned regularly.	SA	1	4%	3.0	1.225
	A	5	19%		
	N	3	11%		
	D	13	48%		
	SD	5	19%		
Total N=27, Aggregate Mean (u)= 3					

Source: Survey Result of SPSS 21 (2022)

From Table 4, the study conducts eight element /factors in order to determines the procurement tendering performance at WEEMA International Ethiopia, and respondents' agrees by 48 percent and 26 percent of them disagreed on that of procurement department undertakes advertisement of infrastructural project tenders on a widely coverage media , most of them 67,48 and 67 percent respondents agreed, on the issue that the procurement department undertakes advertisement of infrastructural project tenders within set time in lines with a precise and consideration of mode to use respectively. Based on the data collected regards to the procurement tendering performance at WEEMA International Ethiopia, the responses outcome is measured and analyzed then by WEEMA International Inc-Ethiopia depicted above regarding to procurement plan, there are nine items used to determine the procurement plan.

Even if respondents agreed 41 and 48 percent on the procurement plans indicate timelines of what and when items would be procured and tender budget facilitates procurement of infrastructural projects but respondents strongly disagree 63 and 67 percent when infrastructural projects contracts are completed within set period and project implementation committee undergoes debriefing on tender scope of work assigned regularly at WEEMA International Ethiopia. In summary, the outcome shows that even if the procurement department for tendering undertakes advertisement infrastructural project with width range, within set time in lines, précises and within a timeline of what and when items will be procured but the projects contracts are incomplete within set period at WEEMA International Ethiopia.

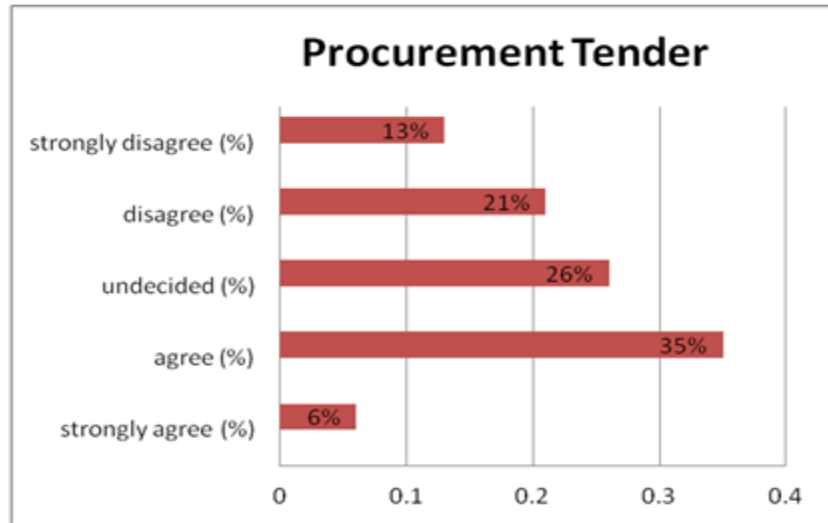


Figure 8: Procurement Tender

It can be seen from figure 9, the practice of procurement tendering at WEEMA International Inc- Ethiopia shows that 35 percent respondents were agreed and 6 percent strongly agreed, 21 percent disagreed, 13 percent were strongly disagreed on procurement tendering of WEEMA International Inc- Ethiopia and 26 percent were undecided or have not any known how regard to procurement tendering. Additionally, the aggregated mean for the procurement tendering WEEMA International Inc- Ethiopia gives 3 and this value compared with the arithmetic mean value is equal to 3. Therefore, that's shows the practice of procurement tendering exercised at WEEMA International Inc- Ethiopia is uncertain again.

4.2.3. Analysis Of Procurement Procedure Practice on WEEMA-Ethiopia

Table 6: Procurement Procedure of WEEMA International Ethiopia

		Frequency	Percent	Mean	Sta. Dev
Inventory purchases often fail to meet the demand and supply principle	SA	1	4%	3.0357	1.17006
	A	12	44%		
	N	6	22%		
	D	4	15%		
	SD	4	15%		
Rate your organization level of stores management practice	SA	1	4%	3.1724	1.03748
	A	13	48%		
	N	7	26%		
	D	4	15%		
	SD	2	7%		
	SA	2	7%		

Organization level of reduction in inventory costs	A	10	37%	3.1724	1.07135
	N	8	30%		
	D	6	22%		
	SD	1	4%		
Able to deliver quality service to end users of the project	SA	2	7%	2.9655	1.08505
	A	7	26%		
	N	9	33%		
	D	6	22%		
	SD	3	11%		
Procuring of goods and services add to cost reduction to the organization	SA	2	7%	3.1724	1.07135
	A	11	41%		
	N	7	26%		
	D	5	19%		
	SD	2	7%		
Total N=27, Aggregate Mean (u)= 3					

Source: Survey Result of SPSS 21 (2022)

From table 6, the average score implies that respondents believe the relation of Procurement Procedure on project performance is to a large extent. They agreed that procuring of goods and services add to cost reduction to the organization (mean= 3.2), WEEMA International-Inc Ethiopia are able to deliver quality service to end users of the project (mean= 2.97), organization level of reduction in inventory costs (mean= 3.2), organization level of stores management practice (mean= 3.2) and that inventory purchases often meet the demand and supply principle (mean= 3.04).

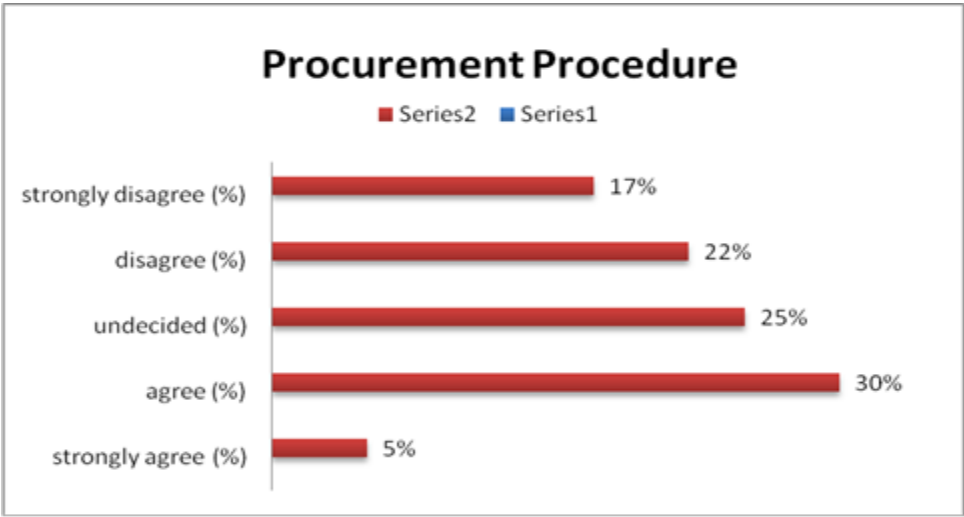


Figure 9: Procurement Procedure

It can be seen from figure 9, the practice of Procurement Procedure at WEEMA International Inc-Ethiopia shows that 30 percent respondents were agreed and 5 percent strongly agreed and 22

percent disagreed and 17 percent were strongly disagreed on Procurement Procedure WEEMA International Inc- Ethiopia and 25 percent were undecided or have not any know-how regard to Procurement Procedure. Additionally, the aggregated mean for the procurement procedure WEEMA International Inc- Ethiopia gives 2.5 and this value compared with the arithmetic mean value is less than to 3. Therefore, that's shows the participants are disagreed with the practice of Procurement Procedure exercised at WEEMA International Inc- Ethiopia and according to the mean value show with 3.03 and the standard deviation value is 1.17. The result shows that, most percentages of the respondents agreed with the practice. This entails that, the practice of designing the plan before performing baseline studies is also practicing very well.

4.2.4. Analysis Of Supplier Selection Practice at WEEMA-Ethiopia

Table 7: Suppliers' Selection Performance at WEEMA International Ethiopia

		Frequency	Percent	Mean	Sta. Dev
Infrastructural projects bidders are adoptable to variations	SA	1	4%	2.8	1.12648
	A	9	33%		
	N	7	26%		
	D	7	26%		
	SD	3	11%		
The prequalification of infrastructural bidders is objective	SA	0	0%	1.6333	0.7184
	A	10	37%		
	N	4	15%		
	D	10	37%		
	SD	3	11%		
The supplier selection criteria is objective to bidders	SA	0	0%	1.9	0.99481
	A	3	11%		
	N	3	11%		
	D	10	37%		
	SD	11	41%		
Specialization of work and competence of bidders is encouraged form.	SA	0	0%	1.9667	0.92786
	A	2	7%		
	N	6	22%		
	D	9	33%		
	SD	10	37%		
There is concurrency among suppliers on procurement policy of supplier section.	SA	1	4%	2.4828	1.02193
	A	4	14%		
	N	7	25%		
	D	11	39%		
	SD	4	14%		
	SA	2	7%		

Competence of bidders improves performance of infrastructural projects.	A	10	34%	3.1429	1.0789
	N	7	24%		
	D	6	21%		
	SD	2	7%		
Procurement policies on supplier selection are adequately observed	SA	2	7%	3.1724	1.07135
	A	2	7%		
	N	6	21%		
	D	6	21%		
	SD	11	39%		
Total N=27, Aggregate Mean (u)= 2.44					

Source: Survey Result of SPSS 21 (2022)

From table 7, respondents believe and agreed that competence of bidders improves performance of infrastructural projects of procurement performance by 41 percent but in the other case respondents disagree by 78 percent, 70 percent and 60 percent in WEEMA International Ethiopia the situation in the cases of the supplier selection criteria is not objective to bidders, specialization of work and competence of bidders is not encouraged form and procurement policies on supplier selection are adequately is not observed. However, the respondents were uncertain in the case of infrastructural projects bidders are adoptable to variations.

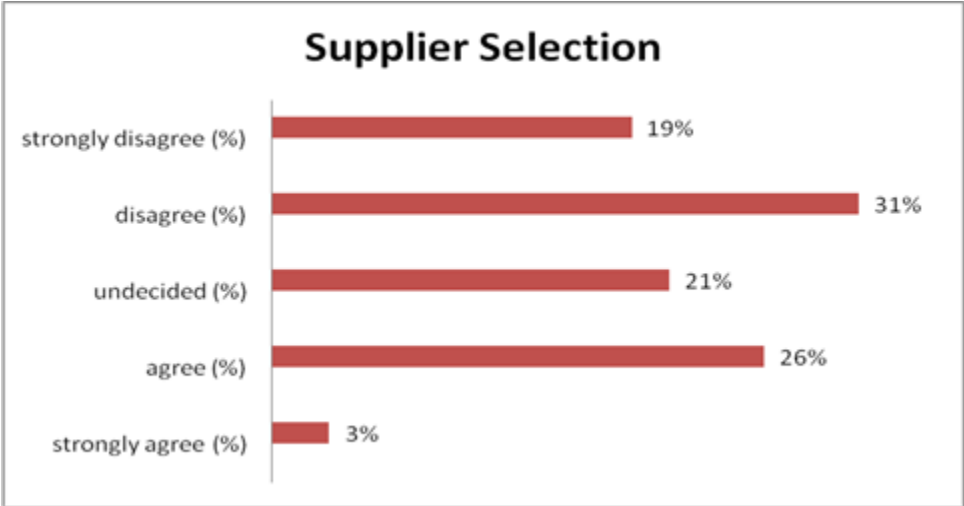


Figure 10: Supplier Selection

According to graph 11, the practice of supplier selection at WEEMA International Inc- Ethiopia shows that 26 percent respondents were agreed and 3 percent strongly agreed and 31% disagreed and 19 percent were strongly disagreed on supplier selection WEEMA international and 21 percent were undecided or have not any know-how regard to procurement procedure. Additionally, the aggregated mean for the supplier selection WEEMA International Inc- Ethiopia gives 2.44 and

this value compared with the arithmetic mean value is less than to 3. Therefore, over all the researcher can conclude that the practice of supplier selection exercised at WEEMA international is uncertain.

4.2.5. Analysis Of General Procurement Performance on WEEMA-Ethiopia

Table 8: Procurement Performance at WEEMA International Ethiopia

		Frequency	Percent	Mean	Sta. Dev
I can say the procurement expenditure level is minimized	SA	1	4%	2.4828	0.02193
	A	12	44%		
	N	6	22%		
	D	5	19%		
	SD	3	11%		
I can say the usability of goods procured is highly rated	SA	1	4%	3.1429	0.0789
	A	13	48%		
	N	7	26%		
	D	4	15%		
	SD	2	7%		
The percentage quality of procured goods were high	SA	2	7%	3.1724	0.9963
	A	11	41%		
	N	6	22%		
	D	6	22%		
	SD	2	7%		
The funds utilization in my organization in the past five years is moderate	SA	2	7%	3.2759	0.07135
	A	7	26%		
	N	11	41%		
	D	5	19%		
	SD	2	7%		
I am satisfied with cost reduction my organization makes through procurement functions	SA	2	7%	3.0357	1.17006
	A	11	41%		
	N	8	30%		
	D	4	15%		
	SD	2	7%		
The levels of cost is reduction controlled	SA	2	7%	3.172	1.07135
	A	12	44%		
	N	8	30%		
	D	4	15%		
	SD	1	4%		
Total N=27, Aggregate Mean (u)= 3.0433					

Source: Survey Result of SPSS 21 (2022)

Responses from WEEMA International Inc-Ethiopia depicted above regarding to procurement performance, there are six items used to determine the procurement performance and as the findings shows from table 8 that the respondents were uncertain only in the case of the funds

utilization in WEEMA international Ethiopia-Inc in the past five years is moderate but in the remaining items the respondents agreed 48 percent, 52 percent, 48 percent, 48 percent and 51 percent on the case of the procurement expenditure level is minimized , the usability of goods procured is highly rated and quality of procured goods were high , cost reduction my organization makes through procurement functions and the levels of cost is reduction controlled in WEEMA International Inc-Ethiopia respectively.

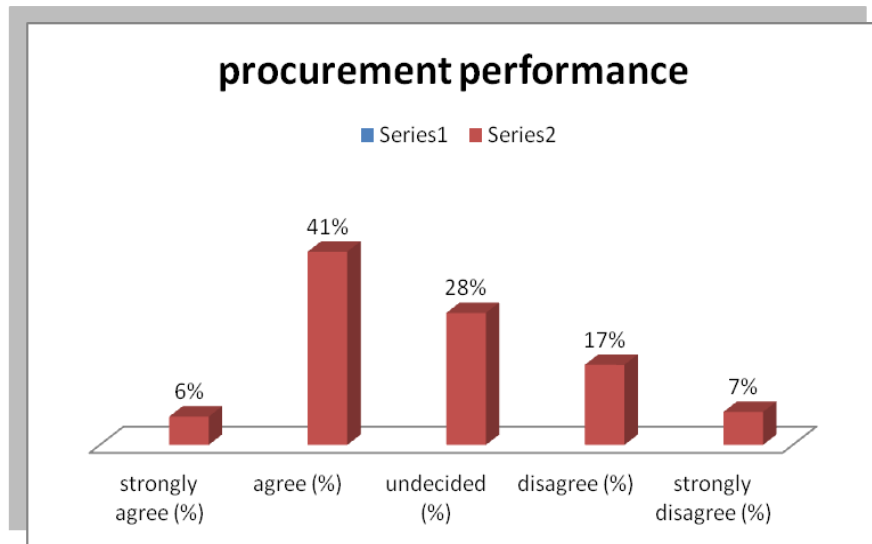


Figure 11: Procurement Performance

In general, from figure 7 shows that 41 percent of the respondents agreed 6 percent strongly agreed, 17 percent were disagreed with 7 percent of them were strongly disagreed that WEEMA International Inc-Ethiopia and 28 percent of the respondents were uncertain regards to the procurement performance of WEEMA International Inc-Ethiopia.

Chapter Five: Summary, Conclusions and Recommendations

5.1. Summary

The research general objective was to assess the relation of procurement procedure applied by WEEMA International Inc - Ethiopia and its relation on project performance. There were three (4) specific objectives of the study which included, to assess procurement planning and its relation on procurement performance at WEEMA International Inc.– Ethiopia, to assess tendering practice exercised and its relation on procurement performance at WEEMA International Inc.– Ethiopia, to assess procurement procedure and its relation on procurement performance at WEEMA International Inc.– Ethiopia and to assess supplier selection criteria and its relation on procurement performance at WEEMA International Inc. – Ethiopia.

This study used descriptive study design and data collection method used was close ended questionnaire and complemented by documentary data review. Purposive sampling was used to select a total of 30 respondents from 70 populations. From 30 respondents 27 of them gave/filled proper information and data were analyzed using statistical package for social sciences (SPSS 21) and the findings were presented in tables, percentages and frequencies.

The findings of this study revealed that there were a number of obstacles in the procurement process which hinder the effectiveness or performance in the procurement functions practices in WEEMA International Inc.– Ethiopia such as delay in signing of the contract, failure to identify the need of the organization, low knowledge of specification, low knowledge of contract, delay in tendering process, supplier selection process were some of the obstacles of the performance in the procurement functions.

5.2. Conclusions

The study shows the main trends and gaps in the literature. The emerging trend on topics regarding procurement management appears to be procurement procedure. The study also confirmed a relationship between the procurement process and its effectiveness on the procurement function in terms of timely delivered of the items and the quality of the procuring items in general. The responses from the whole categories of respondents show that there was a great interrelation between the procurement process and its effectiveness of the procurement function. This means that when the whole process of procurement process is managed in a proper way there are fewer

obstacles in the procurement functions. Not only that but also when there are effective procurement processes in the organization the performance of the procurement function, the objectives which are amongst are timely delivered and procuring of the quality items will be achieved. From the finding WEEMA International Inc - Ethiopia shows procurement planning was implementing in a good manner.

5.3. Recommendations

The researcher provides the following recommendations that would be helpful to the company project procurement management in fruitful directions. Procurement procedure, tendering, and supplier selection wasn't implemented in a sufficient way. So, the study recommended that WEEMA International Inc - Ethiopia should focus and implement in a sufficient and effective ways of procurement procedure, tendering, and supplier selection. The procurement department goes through process needs of organization, contracts of the organization managed fairly and justly and that most projects completed in timeline. Finally, through Procurement Procedure, the company can improve project performance if they ensure that inventory purchases never fail to meet the demand and supply principle, if store management is practiced, inventory costs are reduced, quality services delivered to end users and that procuring of goods and services reduces cost to the organization. The company should arrange pre-proposal visit especially for its large procurement decisions in order to view the capability of the market site, production factory, and technical and managerial capability of pre-identified potential suppliers. The researcher recommends the company not to neglect and consider their Procurement Procedure practice as well as check how they redistribute in satisfactory manner. WEEMA International Inc - Ethiopia should overlook their internal assessment regarding on Procurement Procedure, tendering and supplier selection. In addition, the company look their procurement process and employee skill development program to fill the gaps.

5.4. Future Work

Future research will focus on the efficiency of empirical application of the recommended procurement procedure to address the identified gaps in order to enhance performance of the company. There is a lack of studies with a focus on the relationship between the spectrum of procurement planning, tendering, supplier selection criteria, Procurement Procedure and related procurement factors. These are areas that can be explored in-depth in future researches. The

content analysis also shows that the research in this field is mainly qualitative, through case-based research, so there is room for future confirmatory studies. In particular, following the research variables and relationships explored in this study would be helpful in future field researches.

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Appendix
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT
SURVEY QUESTIONNAIRE

Dear Sir/Madam

Dear respondent, I am a graduate student in the department of project management, Addis Ababa University college of business and economics, School of Commerce. Currently, I am undertaking research entitled '**Procurement Procedure of WEEMA International Inc-Ethiopia and its Relation on Project Performance**': You are one of the respondents in the company selected to participate on this study. Please assist me in giving the correct and complete information to present a representative finding on the procurement procedure of WEEMA International Inc-Ethiopia and its Relation on Project Performance. Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose. No individual's responses will be identified as such and the identity of persons responding will not be published or released to anyone.

Thank you in advance for your kind cooperation by allocating sufficient time.

With best regards,

Tesfaye Getachew

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Email: tesget00@gmail.com

Section I: Demographic Information (Please Circle)

1. Sex/gender

- A. Male B. Female

2. Age category

- A. Below 30 years B. Between 31 – 40 years C. Between 41 – 50 years D. Above 50

3. Level of education:

- A. Diploma B. Bachelor's Degree C. Master’s Degree and above D. others
specify_____

4. Number of years of experience you work

- A. Below 5 years B. 5 to 10 C. 10 to 20 D. above 20

Specify _____

Section II: Questions Designed for Company Mentioned on The Sample Study

Indicate the extent to which you agree or disagree with the following statements using the following 1-5 extent scale 1-Strongly Disagree (SD), 2.-Disagree (D), 3- Not sure (NS), 4-Agree (A) and 5-Strongly (SA).

A. Procurement Planning Practice at WEEMA International Inc-Ethiopia

Question	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)
Procurement plan identifies materials as per the company needs					
Procurement plan helps to decide when to buy					
Procurement planning helps in resource allocation					
Procurement planning helps to determine a total value of the anticipated cost of the requirement					
Poor procurement planning leads to big budget deficits					
Procurement planning results into compliance to set procedures					
procurement planning involves concerned functional units					

Procurement is carried out according to set plan					
Procurement planning helps to estimate the time required to complete the procurement process					

B. Procurement Tendering Practices at WEEMA International Inc-Ethiopia

Question	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)
The procurement department undertakes advertisement of infrastructural project tenders on a widely coverage media					
The procurement department undertakes advertisement of infrastructural project tenders within set time in lines.					
The advertisements of infrastructural project tenders are precise.					
Advertisement of infrastructural project tenders considers the mode to use.					
Tender budget facilitates procurement of infrastructural projects					
Procurement plans indicate timelines of what and when items will be procured					
Infrastructural projects contracts are completed within set period					
Project implementation committee undergoes debriefing on tender scope of work assigned regularly.					

C. Procurement Procedure Practice at WEEMA International Inc-Ethiopia

Question	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)
Inventory purchases often fail to meet the demand and supply principle					
Rate your organization level of stores management practice					
Organization level of reduction in inventory costs					
Able to deliver quality service to end users of the project					

Procuring of goods and services add to cost reduction to the organization					
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D. Procurement Supplier Selection Practice at WEEMA International Inc-Ethiopia

Question	1 (SD)	2 (D)	3 (NS)	4 (A)	5 (SA)
Infrastructural projects bidders are adoptable to variations					
The prequalification of infrastructural bidders is objective					
The supplier selection criteria are objective to bidders					
Specialization of work and competence of bidders is encouraged form.					
There is concurrency among suppliers on procurement policy of supplier section.					
Competence of bidders improves performance of infrastructural projects.					
Procurement policies on supplier selection are adequately observed					