

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

THE EFFECT OF CONTRACT MANAGEMENT ON PUBLIC PROCUREMENT PERFORMANCE: THE CASE OF ETHIOPIAN SUGAR INDUSTRY GROUP

A Thesis Submitted to Addis Ababa University School of Commerce in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Arts in Logistics and Supply Chain Management

BY

MICHAEL ABBI

ADVISOR:

TARIKU JEBENA (PhD)

MAY, 2026

ADDIS ABABA, ETHIOPIA



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DECLARATION

I, Michael Abbi, declare that this thesis is my own original work, that it has not been submitted for any degree or examination at any other university, and that all sources I have used or quoted have been indicated and acknowledged by means of complete references.

Name: Michael Abbi

Signature: _____ Date: _____

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ABSTRACT

Effective contract management is a fundamental prerequisite for public enterprises seeking to optimize resource utilization, reduce procurement costs, and deliver satisfactory services. This study examined the effect of contract management on procurement performance within the Ethiopian Sugar Industry Group (ESIG). The specific dimensions of contract management investigated were contract administration, contract dispute resolution, contract relationship management, contract monitoring, and contract evaluation, with procurement performance measured by cost efficiency, quality, lead time, and on-time delivery as the dependent variable.

The study was guided by Transaction Cost Theory, Public Contract Theory, Relational Contract Theory, and Agency Theory. A mixed-methods research approach employing both descriptive and explanatory (causal-comparative) research designs was adopted. The descriptive component sought to characterize the current state of contract management practices in the ESIG, while the explanatory component investigated the causal relationships between specific contract management dimensions and procurement performance outcomes. The target population comprised 139 employees of the ESIG head office, drawn from the procurement, finance, legal, project machinery, factory construction, and administration departments. A sample of 126 respondents was determined using the Yamane (1967) formula, and participants were selected through stratified random sampling. Primary data were collected via a structured seven-point Likert-scale questionnaire, achieving a response rate of 88.1% (111 questionnaires returned). Cronbach's Alpha values ranged from 0.655 to 0.866, confirming acceptable reliability across all constructs. Data were analyzed using descriptive statistics, Pearson moment correlation, and multiple linear regression using SPSS.

The results reveal a statistically significant positive relationship between contract management practices and procurement performance ($R = 0.723$, $R^2 = 0.522$, $F(5, 103) = 22.511$, $p < 0.05$). Contract administration ($\beta = 0.287$, $p < 0.05$), contract dispute resolution ($\beta = 0.188$, $p < 0.05$), contract monitoring ($\beta = 0.410$, $p < 0.05$), and contract evaluation ($\beta = 0.331$, $p < 0.05$) were significant positive predictors of procurement performance. However, contract relationship management exhibited a statistically insignificant and slightly negative relationship with procurement performance ($\beta = -0.074$, $p > 0.05$), suggesting the need for a revised strategic approach in this dimension.

The study concludes that strengthening contract management practices particularly contract administration, dispute resolution, monitoring, and evaluation will significantly improve procurement performance in the ESIG and, by extension, in comparable Ethiopian public enterprises. Policy recommendations include mandatory contract management training programs, improved documentation and record-keeping systems, and the development of robust dispute resolution frameworks aligned with national procurement regulations.

Keywords: *Contract Administration, Contract Dispute Resolution, Contract Monitoring, Contract Evaluation, Contract Relationship Management, Procurement Performance, Ethiopian Sugar Industry Group (ESIG).*

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
AMA	American Marketing Association
CA	Contract Administration
CDR	Contract Dispute Resolution
CE	Contract Evaluation
CM	Contract Monitoring
CRM	Contract Relationship Management
ESIG	Ethiopian Sugar Industry Group
FPDS	Federal Procurement Data System (USA)
GDP	Gross Domestic Product
INGO	International Non-Governmental Organization
NAPA	National Association of Purchasing Agents
PP	Procurement Performance
PPAD	Public Procurement and Asset Disposal Act
PPDA	Public Procurement and Disposal of Public Assets Authority
PPPAA	Public Procurement and Property Administration Agency
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Contract management has emerged as a critical determinant of organizational performance in both public and private enterprises worldwide. Defined broadly as the coordinated oversight of all contractual obligations from inception to close-out, effective contract management ensures that goods and services are procured at optimal cost, quality, and within agreed timelines (Kolani & Miroga, 2019; Huddleston et al., 2019). The increasing complexity of procurement transactions, particularly in resource-intensive industries, has made robust contract management indispensable for achieving value for money in public expenditure.

At the global level, evidence underscores the magnitude of public procurement spending. In the United States, the Department of Defense alone expended approximately USD 370 billion on procurement activities in the fiscal year 2009 (FPDS, 2010), necessitating a rigorous system of contract oversight. In the European Union, public procurement accounted for approximately 19% of GDP equivalent to EUR 2,100 billion in 2009 (European Commission, 2011). These figures illustrate why governments and international organizations have increasingly invested in improving contract management frameworks.

In Sub-Saharan Africa, public procurement systems remain challenged by weak institutional capacity, limited transparency, and inadequate contract monitoring mechanisms (Agaba & Shipman, 2007). Studies from Uganda (Aluonzi, Oluka & Nduhura, 2016), Kenya (Waigwa & Njeru, 2016; Kimundu & Moronge, 2019), Tanzania (Marco, 2013), and South Africa (Oliveira, 2015) consistently highlight the need for stronger contract management practices to improve procurement outcomes.

In Ethiopia, large state-owned enterprises such as the Ethiopian Sugar Industry Group (ESIG), Ethio Telecom, and the Commercial Bank of Ethiopia play a pivotal role in the national economy. These enterprises contribute significantly to the Gross Domestic Product (GDP) and the national budget through revenue generation. Consequently, the efficiency of their procurement activities directly impacts national development objectives. The ESIG, as a major agro-industrial public enterprise, procures substantial volumes of goods, services, and works annually. According to the ESIG annual procurement report for the Ethiopian fiscal year 2022/23, total procurement expenditure reached approximately ETB 1.47 billion, with 98.87% of this amount managed through formal contract

administration (ESIG Annual Report, 2022/23). This makes contract management the most consequential operational function within the enterprise.

Notwithstanding its strategic importance, contract management within Ethiopian public enterprises remains under-researched. The existing literature reveals a significant gap in empirical evidence on how specific dimensions of contract management namely contract administration, dispute resolution, relationship management, monitoring, and evaluation affect procurement performance in the Ethiopian context. This study was therefore designed to address this gap by investigating the effect of contract management on the procurement performance of the Ethiopian Sugar Industry Group.

1.2 Statement of the Problem

Contract management is the cornerstone of effective procurement operations in public enterprises, particularly those driven by profitability and service delivery objectives. It encompasses anticipating user needs, responding to emerging challenges, and ensuring the timely delivery of quality goods and services. Effective contract management also involves balancing cost and risk, enhancing service efficiency, and fostering strong supplier relationships (Silvana, 2015; Kakwezi, 2012).

Despite its recognized importance, organizations such as the Ethiopian Sugar Industry Group (ESIG) continue to face persistent challenges in managing procurement contracts effectively. Empirical studies from various jurisdictions have identified similar challenges. Aluonzi, Oluka, and Nduhura (2016) examined the influence of contract management on road maintenance projects in Uganda, while Dmaidi, Dwaikat, and Shweiki (2013) investigated obstacles to construction contract management in Palestine. In Kenya, Waigwa and Njeru (2016) found that effective contract management enhances efficiency and effectiveness in procurement processes of public organizations; however, their study did not adequately explain the relationship between specific contract management dimensions and procurement performance outcomes.

In Ethiopia, the literature is conspicuously thin on empirical studies that examine how contract management practices relate to procurement performance. The ESIG has experienced recurring challenges, including procurement delays, supplier non-compliance, cost overruns, and inadequate contract documentation all of which point to systemic weaknesses in contract management. Furthermore, with 98.87% of the enterprise's procurement value managed through contractual mechanisms (ESIG Annual Report, 2022/23), any deficiencies in contract management directly undermine procurement efficiency and organizational performance.

Previous studies have not investigated the combined effect of multiple contract management dimensions—contract administration, contract dispute resolution, contract relationship management, contract monitoring, and contract evaluation on procurement performance within Ethiopian public enterprises. This research gap formed the central motivation for the present study. Accordingly, the study was guided by the following primary question: What is the effect of contract management on the procurement performance of the Ethiopian Sugar Industry Group?

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to examine the effect of contract management on the procurement performance of the Ethiopian Sugar Industry Group.

1.3.2 Specific Objectives

The specific objectives of the study were:

- To determine the effect of contract administration on procurement performance in the Ethiopian Sugar Industry Group.
- To ascertain how contract dispute resolution affects procurement performance in the Ethiopian Sugar Industry Group.
- To assess how contract relationship management influences procurement performance in the Ethiopian Sugar Industry Group.
- To examine the effect of contract monitoring on procurement performance in the Ethiopian Sugar Industry Group.
- To determine the effect of contract evaluation on procurement performance in the Ethiopian Sugar Industry Group.

1.4 Research Questions and Hypotheses

Research Questions

Based on the research objectives, the following research questions guided the study:

- What is the effect of contract administration on procurement performance in the Ethiopian Sugar Industry Group?

- How does contract dispute resolution affect procurement performance in the Ethiopian Sugar Industry Group?
- What is the influence of contract relationship management on procurement performance in the Ethiopian Sugar Industry Group?
- What is the effect of contract monitoring on procurement performance in the Ethiopian Sugar Industry Group?
- What is the effect of contract evaluation on procurement performance in the Ethiopian Sugar Industry Group?

Research Hypotheses

The following null hypotheses were tested:

H01: Contract administration has no significant effect on procurement performance in the Ethiopian Sugar Industry Group.

H02: Contract dispute resolution has no significant effect on procurement performance in the Ethiopian Sugar Industry Group.

H03: Contract relationship management has no significant effect on procurement performance in the Ethiopian Sugar Industry Group.

H04: Contract monitoring has no significant effect on procurement performance in the Ethiopian Sugar Industry Group.

H05: Contract evaluation has no significant effect on procurement performance in the Ethiopian Sugar Industry Group.

1.5 Significance of the Study

The findings of this study are expected to benefit multiple stakeholders. For the management of the Ethiopian Sugar Industry Group, the study provides empirical evidence on how contract management dimensions affect procurement performance. The findings will enable management to deploy targeted interventions aimed at strengthening contract administration, dispute resolution, monitoring, and evaluation, thereby improving cost efficiency, quality, and lead time in procurement.

For procurement officers and other operational staff, the study provides a framework for understanding how specific contract management practices translate into measurable procurement outcomes. This is particularly valuable for building capacity in contract administration and conflict resolution.

For Ethiopian government agencies, including the Public Procurement and Property Administration Agency (PPPAA), the study provides data-driven insights that can inform the formulation and revision of procurement policies, training programs, and regulatory frameworks for public enterprises.

For the academic community, the study contributes to the growing body of literature on contract management and procurement performance in developing-country contexts, with a particular focus on the Ethiopian public enterprise sector.

1.6 Scope of the Study

This study was geographically confined to the head office of the Ethiopian Sugar Industry Group (ESIG), located in Addis Ababa, Ethiopia. Although ESIG oversees several factories and subsidiary units, including the Wonji Research and Development Division, Omo-Kuraz 3, Omo-Kuraz 2, Omo-Kuraz 5, Tendaho Sugar Development Project, and Arjo Sugar Factory, the research deliberately focused only on the head office. This focus is justified by the central role of the head office in initiating, coordinating, and approving strategic procurement and contract management decisions that guide the entire Group.

The scope of respondents was delimited to employees working in units directly engaged in procurement and contract management functions, including the procurement and logistics department, finance and accounts, legal and insurance, project machinery, factory construction, and administration. The study was also delimited in time to the 2022/23 public procurement performance year.

1.7 Limitations of the Study

This study was subject to several limitations. First, the study was conducted within a five-month period, which constrained the scope of data collection and analysis. Second, the study relied primarily on cross-sectional data, which limits causal inferences about the long-term effects of contract management practices. Third, the secondary data utilized were from the 2022/23 procurement cycle,

which may not fully reflect the current operational realities of the ESIG. Fourth, the study was limited to the head office and did not cover satellite factories and project sites, potentially resulting in an incomplete picture of contract management practices across the enterprise. Despite these limitations, appropriate methodological safeguards were employed to maintain the rigor and reliability of the study.

1.8 Organization of the Study

This thesis is organized into five chapters. Chapter One presents the introduction, including the background, statement of the problem, research objectives, research questions and hypotheses, significance, scope, limitations, definitions, and organization of the study. Chapter Two reviews the relevant theoretical and empirical literature on contract management and procurement performance. Chapter Three outlines the research methodology. Chapter Four presents the results of the study through descriptive and inferential statistical analysis. Chapter Five provides a summary, conclusions, recommendations, and suggestions for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Contract management theory can be interpreted as category management, contract administration and conflict management (Koestler, 2015). Category management primarily focuses on the early stages of contracting, while Robert (2012) emphasized that contract management involves overseeing all aspects of a contract, especially managing conflicts. He noted that effective contract administration ensures timely and accurate access to critical information, thereby improving the overall contracting process

2.1 Theoretical Literature Review

The issue of the contract management is the worldwide or concern it is allied worldwide from Africa to USA (United States of America) the world richest country. The main issues of these are enabling effective procurement activity on most governmental organization and institutions. The data that is gathered from the USA federal government it gives more attention related to the costs and spending's that are related to procurement works, FPDS 2010. As an example, at the year of 2009, the defiance department expense reaches us dollar 370 billon to perform procurement activities of goods and service for the department alone. This leads to oversee the impact of contract management on governmental procurement activities. (Beijer, 2012), effective utilization of the contract management has an association with the improvement of the total supplier assessment in Netherlands. In 2013 Breedon, highlighted the importance of high level of competence procurement teams the best procurement indicators to achieve the goal of procurement. Relate to the implementation of the contract there is complex interplay of the actors government and suppliers which are advocating for a nuanced understanding of buyer-seller dynamics. From Sweden shared by Smith et al. (2019) the essential of contract management in promoting sustainable services within the public transport sector.

Another, Osei-Kyei et al. (2017) deeply investigated public-private partnerships in Nigeria at the last it approve that appropriate internal collaboration undermines t efforts for making to trust-building. RönnbergSjödin (2013) that is why the importance of user engagement and training from a lifecycle View to improve performance outcomes. When we go to Australia, Smith et al. (2014) elaborated briefly the importance of early contractor involvement in procurement processes, this make to argue to more efficient project execution and better value for money. Snider and Rendon (2013) approves the performance effectiveness in the UK's construction industry by using

performance metrics, while Meyer and Allen (2014) when go to benchmarking practices in Australian procurement. Oluka (2013) deeply seen positive relationship with in e-procurement systems and procurement outcomes. Okwonk

When we go to the southern America biggest country brazil to ensuring supplier compliance and procurement efficiency contract administration has been the most pivotal

Chang's (2011) engaged in South Korea approves that public procurement represented about 40% of the national value in 2010, more highlighted the essential role of contract management in influencing the quality of services and goods. In Canada, as noted by Trepe (2011), public institutions depends heavily on sound contract administration to get comparative advantage on cost efficiency. Koksal (2011)

Also argues the same findings in Australia that highlighted procedures and good supplier relationships make improved public procurement performance. Dormer and Ward (2018) also stress the dual accountability system in New Zealand's public-private contracts, where both entities are jointly responsible for the achievement of their contractual commitments.

When we go to Africa In South Africa, Oliveira (2015) explains that contract management as a structured approach for ensuring that all contractual parties to implement their obligations, by focusing proactive planning in addition mechanisms has response.

For the Ethiopian Sugar Industry Group, a government entity like EthioTelecom and the Commercial Bank of Ethiopia contract management is increasingly critical due to rising Procurement costs and the sector's dependence on efficient resource use over sales.

This study explores how contract administration, monitoring, dispute resolution, and performance evaluation affect procurement effectiveness within the group. Kolani and Miroga (2019) define contract management as a coordinated process aimed at ensuring that contractual.

Terms are adhered to and obligations are met promptly. Huddlestonetal. (2019) expand this View, suggesting that effective management encompasses everything from agreement drafting.

To implementation, aiming to maximize value while mitigating risks. According to Peete (2015), this includes activities such as bid evaluation, contract award, and execution. Contract Management plays a pivotal role in the procurement process of public enterprises working for Profit Contract management plays a crucial role in optimizing the procurement process by Effectively addressing various aspects like the future requirements of users, promptly Responding to emerging challenges, and ensuring the attainment of high-quality products and services. Additional factors to consider encompass the duration required for service delivery, financial considerations in procurement

processes, enhancement of service efficiency, Effectiveness, and economy with in contractual agreements, the make more balance between costs and risks, and the proactive management of relationships between procurement activities. Despite the significant importance of contract management with in procurement authorities, sugar industry group continue to encounter various challenges related to the management of contracts. In a study conducted by Aluonzi, Oluka, and Nduhura (2016), the focus was on investigating influence of contract on the performance of road maintenance projects. In their study, Dmaidi, Dwaikat, and Shweiki (2013) investigated the significance of construction contracting management obstacles within the context to Palestine. Similarly, Marco (2013) conducted a study focusing on contract management in Tanzania. Ngetich (2017) conducted an assessment of the factors that impact contract management and the level of efficiency in contract management with in the sugar industry group. In a study conducted By Waigwa and Njeru (2016), it was found that the effective management of contracts plays a crucial role in enhancing efficiency and effectiveness within the procurement process of public organizations. The study conducted by Waigwa andNjeru did not provide an explanation of the relationship between contract management and procurement performance, as their research primarily focused on the process aspect. Previous studies conducted by and response mechanisms. Uganda's Public Procurement and Disposal of Public Assets Authority (PPDA, 2010) identified major gaps in the execution and monitoring of contracts, Calling for regular training and policy interventions. A workshop organized by the World Bank Institute in 2011 for East and Southern African nations underscored the regional need for improved contract monitoring strategies. The discussions, which included participants from Uganda, Kenya, Rwanda, Tanzania, and Zambia, revealed shared challenges in this domain. Tanzania's procurement landscape reflects the importance of ensuring value for money in public construction projects through effective post-award contract management. In Uganda, successful contract oversight contributes to the timely and cost-effective delivery of goods and services (Thai, 2014). Waigwa and Njeru (2016) emphasized that poor contract execution hampers procurement goals, especially in developing nations where development agendas are still underway.

In Kenya, the Public Procurement and Asset Disposal Act (2015) establish the foundation for contract management, particularly regarding the disposal of obsolete assets. Within this framework, state institutions are mandated to uphold efficiency and transparency.

Related to Ethiopian Sugar Industry Group— one of the governmental institution which is incorporated in Ethiopian investment holding like other governmental introns EthioTelecom and the Commercial Bank of Ethiopia—contract management is increasingly critical due to rising

Procurement costs and the sector's dependence on efficient resource utilization more than sales increment .This study explores how contract administration, monitoring, dispute resolution, and Performance evaluation affect procurement effectiveness within the sugar industry group group. Kolani and Miroga (2019) elaborates what contract management targets due to rising procurement costs and the sector's dependence on efficient resource use over sales.

This study explores how contract administration, monitoring, dispute resolution, and performance evaluation affect procurement effectiveness within the group. Kolani and Miroga (2019) define contract management as a coordinated process aimed at ensuring that contractual terms are adhered to and obligations are met promptly. Huddleston et al. (2019) expand this view, suggesting that effective management encompasses everything from agreement drafting to implementation, aiming to maximize value while mitigating risks. According to Petee (2015), this includes activities such as bid evaluation, contract award, and execution. Contract management plays a pivotal role in the procurement process of public enterprises working for profit Contract management plays a crucial role in optimizing the procurement process by effectively addressing various aspects like the future requirements of users, promptly responding to emerging challenges, and ensuring the attainment of high-quality products and services. Additional factors to consider encompass the duration required for service delivery, financial considerations in procurement processes, enhancement of service efficiency, effectiveness, and economy within contractual agreements, the make more balance between costs and risks, and the proactive management of relationships between procurement activities. Despite the significant importance of contract management within procurement authorities, sugar industry group continue to encounter various challenges related to the management of contracts. In a study conducted by Aluonzi, Oluka, and Nduhura (2016), the focus was on investigating influence of contract on the performance of road maintenance projects. In their study, Dmaidi, Dwaikat,

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2.1.1 Concepts and Theories of Procurement Contract Management

For procurement contract the main or the back bone theories are transactional cost theory and public contract theory or the theory of public contract.

Transaction Cost Theory

This theory is a theory overseen what are the causes that make costs arise. This theory is formulated by Oliver Williamson in 1979. for this theory Ronald Coase work is used as a base. The theory is grounded on increments of costs come from market exchanges. This means that, costs arise from information cost, research cost, barging cost, and enforcement costs (Nihia &Amp; Mugambi, 2014). Drew and Skitmore (2013) arguing there are additional costs arise when procurement contract is done. These costs are costs related to legal and logistical expenses associated with contract drafting, negotiation, and enforcement. These costs incurred at procurement contract make to build positive relationship with the suppliers and other shareholders. From (Browning et al., 1983; Rajagopal & Bernard, 1993; Virolainen, 1998) highlighted that, this are procurement strategies can offer competitive advantage. Now a days comprehensive procurement solutions integrate products with services (Vargo & Lusch, 2004). but previously the procurement strategies are more oriented on as cost-plus pricing or fixed price models that are led to into more dynamic, service-oriented approaches (Degraeve et al., 2000; Kim & Sohn, 2009).

Theory of Public Contracts

The main focus of Pablo Spiller's (2008) theory of public contracts is about a governmental institutions working for profit. The slogan of the theory that highlights transparency and

accountability at time of procurement and competitive suppliers. The impact of this theory is making more to increase profitability and customer satisfaction paralleled. Reverses the accountability to the tax payers. the overlook of the theory is argued by (Bajari& Tadelis, 2001). Rashid (2015) in addition the theory insight the rule played by procurement department to achieve the despaired result is very crucial. (Spiller &Pablo, 2008), argues to establish strong relationship with suppliers as a main input for gaining high quality performance. But there are some drawbacks to this include government opportunism, such as legal amendments may make violation of contracts. Namusongeet al. (2016) note that many institutions lack robust systems for managing procurement contracts. Ndei and Mutuku (2021) stress that such types of gaps lead to globally hinder procurement performance. As a result, to make procurement reform to train whom involved in contract management is more critical, which is seen from 2015 PPAD Act and studies (Kimundu & Moronge, 2019; Kibogo & Mwangangi, 2019). from the audit report of PPOA in kenya to make recurring for contract management is a major problem still. Similarly, Chogo et al. (2020) unclear procurement laws 9 Contribute to low compliance among practitioners that means clarty is vital.so that this study tries to address the gaps of researches currently, which are examining the influence of contract management on the procurement performance of Ethiopian sugar industry group.

2.1.2. The Nature of Public Procurement Contract Management

Relational Contract Theory

This rational theory developed by IanRoderick Macneil, whose carrier is on legal and law, the theory highly emphasis on social and economic factors that impact contractual relationships. That is differ from the mostly known traditional view .the traditional view of contract is seen contract isolated from the other transactions. It ignores the relationships with the contract management .even if most straight forward contracts are influenced by relational elements. The nature of contract management is more depend on relationships that make mutual trust each parties those involve on the contract. These means it inures shape for the content of contracts scope. These view of contract underscores the importance of understanding the underlying social and economic factors that impact contractual relationships.

Agency Theory

This theory is deeply seen potential misaligned interests. The misaligned interests arise from public procurement between procurement officials (agents) and the government or public (principals). To handle the issues arise, the agency theory necessitates approaches and methods for align interests and

mitigate conflicts, ensuring that agents act in the best interests of their principals. These necessitates are the result of Effective contract management.

2.2. Review of Empirical Literature

The study on contract administration within public-private partnership or joint venture, Contract Administration Strategies and Performance of State Corporations Silvana (2015) conducted, outlined that the main target of contract administration or contract management is to foster maximum efficiency, effectiveness, and economy in service delivery. This happen by doing balancing costs against risks and effectively managing relationships of the parties involved on procurement. In addition founded by Langat (2013), what should contract administration encompasses to achieving its procurement objectives these include reducing conflicts of interest within procurement activities arises from the parties, procured of right quality of goods, more focuses for efficiency and service competence. Monitoring, Evaluation, and Performance of State Corporations Rotich (2014) examined contract monitoring and evaluation in state corporations, selected core aspects on contractor relationships, contract administration, and dispute resolution. These study argues the necessity of enterprises to create and maintain authentic, reliable records to protect their integrity when required. Which means there is the need of monitoring and evaluation of contracts by accurately created records, recors be accessed and preserved and also assure securely, complying with legal and regulatory environments. Proper document and records storage, while often overlooked, is crucial for organizational efficiency and compliance. Stakeholder Management and Performance of State Corporations Jarvelin and Marie (2011) define a relationship as a & quot; connection, & quot; applicable when Individuals, organizations, and groups interact within and external to an enterprise. From the socolagical aspect industrial sociology is that focuses on the work place of interactions; it appears at time of the industrial revolution and after that the concept is developed to relationship marketing. The strategy of the relationship marketing is more focused on how to develop and long term relationship with the customers. Because of that the main focuses is not rely on individuals sales rather emphasizes on the value of the stakeholders engagement for the organizations success and failure. This ide is described at Conflict Management and Performance of State Corporations Angaye (2013). This ide believes and argues there is disharmony interaction comes when the party's competition implementing strategies toprevent them can enhance organizational performance. Conflicts are categorized into four levels: intra-personal, inter-personal, intra-group, and inter-group. In each level tailored management approaches is necessary.

2.2.1. Public Procurement Contract Management Practices

Effective procurement planning involves advanced scheduling and group buying to achieve cost savings and operational efficiency. Key steps include group buyinjust-in-time delivery, negotiated bulk pricing, and reducing administrative overhead. Group buying combines resource requirements from different departments into a single purchase order, a practice common in government and public sector firms. Organizational performance is closely linked to procurement performance; thus, ensuring procurement functions effectively is vital for overall operational success. Research Gate Strategic procurement planning emphasizes how acquiring goods and services, such as outsourcing, can provide lasting value. This entails diminishing the supplier base and engaging in collaborative negotiations with suppliers, quality interactions, and developing long-term relationships with key suppliers. Unlike traditional purchasing, which emphasizes cost-cutting and short-term gains, strategic procurement aims for sustained organizational performance improvements.

2.2.2. Public procurement performances

Starting the year 1930 of the European calendar, the issues related to the performance of procurement is the main focus for researchers and some scholars. As 1930 first, there is high intuition came from the The National Association of Purchasing Agents (NAPA). After that at year 1962 AMA'S survey is done and since many studies are done on the years 1970's and 19080's. Later so many metrics are developed by the European Institute of Purchasing Management hosted by the year 2004. However, it is, there is no common understanding is found related to performance measurement in developing and third world countries because of CEOs often mislabel procurement as underperforming based on limited financial metrics. A more effective evaluation should include cost, process efficiency, and strategic alignment, rather than focusing solely on savings. In this context, purchasing performance will be examined based on two key indicators: efficiency and effectiveness.

2.2.3. The role of Contract Management practices in public procurement performances with particular emphasis to Sugar industry.

Table-2.1Summary of local and foreign purchase of the Ethiopian sugar industry group
A Annual performance report of local purchase of the year 2022/23 (Ethiopian calendar)

S/N	Type of tender	Performance by number	The share of the type of tender by %	Performance of the budget by birr	The amount of share by money volume by %
1	Open tender	20	8.81	982,091,756.07	73.39
2	Restricted tender	3	1.32	54,791.75	0.004
3	Direct purchase	10	4.41	340,913,366.21	25.47
4	Performa purchase	95	41.85	9,622,722.80	0.72
5	Petty cash	76	33.48	956,921.40	0.07
6	Coupon purchase of benzene and gasoline	23	10.13	4,609,948.00	0.34
	Total	**227**	**100.00**	**1,338,249,506.23**	**100.00**

B Annual performance report of foreign purchase of the Budget year 2022/23 (Ethiopian Calendar)

S/N	Type of tender	Performance by number	The share of the type of tender by %	Performance of the budget by birr	The amount of share by money volume by %
1	Open tender	11	61.11	2,103,742.03	1.71
2	Restricted tender	3	16.67	110,400,000.00	89.94
3	Direct purchase	4	22.22	10,245,667.00	8.35
	Total	18	100.00	**122,749,409.03**	**100.00**

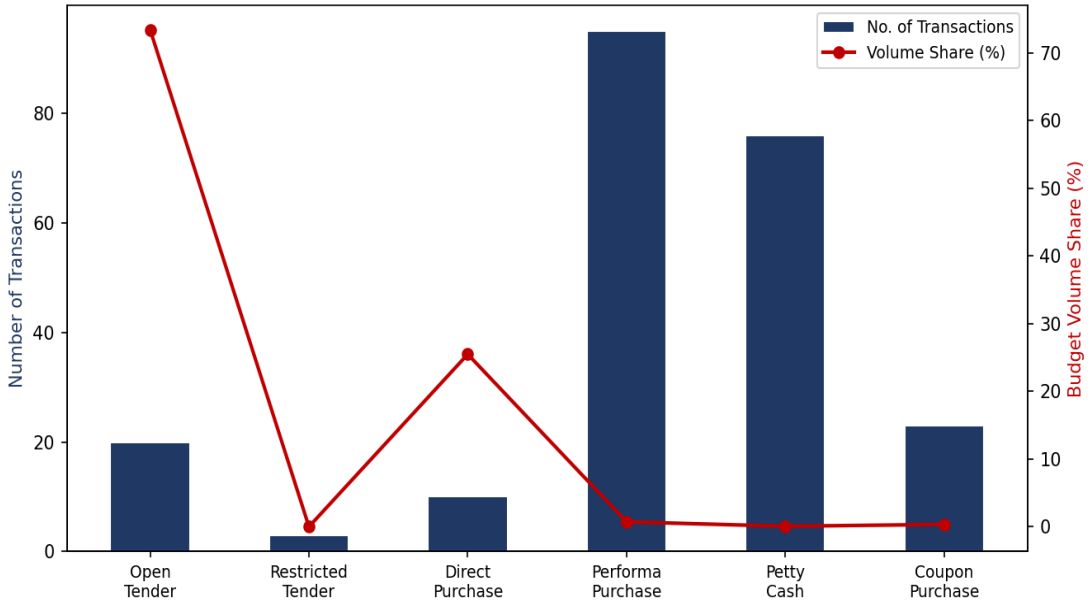


Figure 2.1: ESIG Procurement Tender Types – Transactions and Budget Volume Share (2022/23)

According to the Ethiopian Sugar Industry Group's annual procurement performance report for 2022/23, the total procurement value amounted to Birr 1,470,543,915.26 (approximately one billion, four hundred seventy million, five hundred forty-three thousand, nine hundred fifty Birr and 26 cents). Out of this, only Birr 15,189,592.20, or1.13% of the total, was allocated for small-scale purchases, including Performa purchase, petty cash purchases, and the purchase of gasoline and benzene. The remaining 98.87%, or Birr 1,455,354,323.06 (approximately one billion, four hundred fifty-five

million, three hundred fifty-four thousand, three hundred twenty-three Birr and 6 cents), was procured through contract administration managed by the user departments.

2.3. Summary of Gaps in Empirical Studies

There is a significant lack of empirical studies and journal articles that focus on the impact of contract administration on the procurement performance of public enterprises and organizations in Ethiopia. For instance, organizations like the Ethiopian Sugar Industry Group, Ethio Telecom,

And other large public entities in Ethiopia lack sufficient data that describes how proper contract administration influences organizational outcomes. The absence of concrete figures makes it difficult to correlate contract management practices with performance improvements. Additionally, some contracts are outsourced, which further complicates the analysis, as crucial data for thorough analysis is often missing.

Empirical studies typically assess previous research, but in this context, the researcher has relied more on personal experience and observation, as systematic logic remains challenging. This lack of comprehensive data results in difficulties in identifying the connection between contract management and procurement performance. Previous research in this area has highlighted significant limitations within the public procurement structure (Cheruiyot, 2018). While many studies have focused on regulatory frameworks for public procurement, there is less attention paid to the vital role of contract management guidelines and their contribution to sustainable procurement performance.

2.4. Evaluation of Public Procurement Contract Management Practices

INGOs in Nairobi CityCounty, Kenya. making research by selecting 201 person from the executives those whom working on the area of procurement, finance, and operations across INGOs. The findings indicate that clear negotiation goals have made significantly on procurement performance of INGO in Kenya. In addition on these research by using organized negotiation staff as well better as effective communication yields positively outcome INGOs' success. . As a conclusion this study or research shows, there is important to make prioritizing negotiation training.

Similarly, Boye and Benjamin (2018) examined the role of negotiation effectiveness in achieving procurement goals at Redeemer's University. Their research, involving 206 participants from the university's procurement department, found that successful negotiation played a critical role in achieving procurement objectives, emphasizing the importance of negotiation skills in university procurement. Johnson and Roberts (2023) studied the relationship between negotiation skills and startup viability in the United States. Their research found that enhanced negotiation skills significantly predicted startup success, reinforcing the need for specialized negotiation training for startup CEOs to enhance long-term business sustainability. In South Korea, Khan and Lee (2022) explored the influence of strategic contract negotiation on supply chain performance among electronics manufacturers. From there study, to get better inventory turnover and delivery time improvement there is a need of advanced negotiation capabilities. And argues competitive industries should make continuous negotiation training. Similarly, study developed by Singh and Wong (2022) on the construction industry and Ismail and Alban (2022) on public sector procurement also describes about the role played by negotiation to archive overall better procurement outcomes that may be supplier management, in construction projects, or overall procurement performance

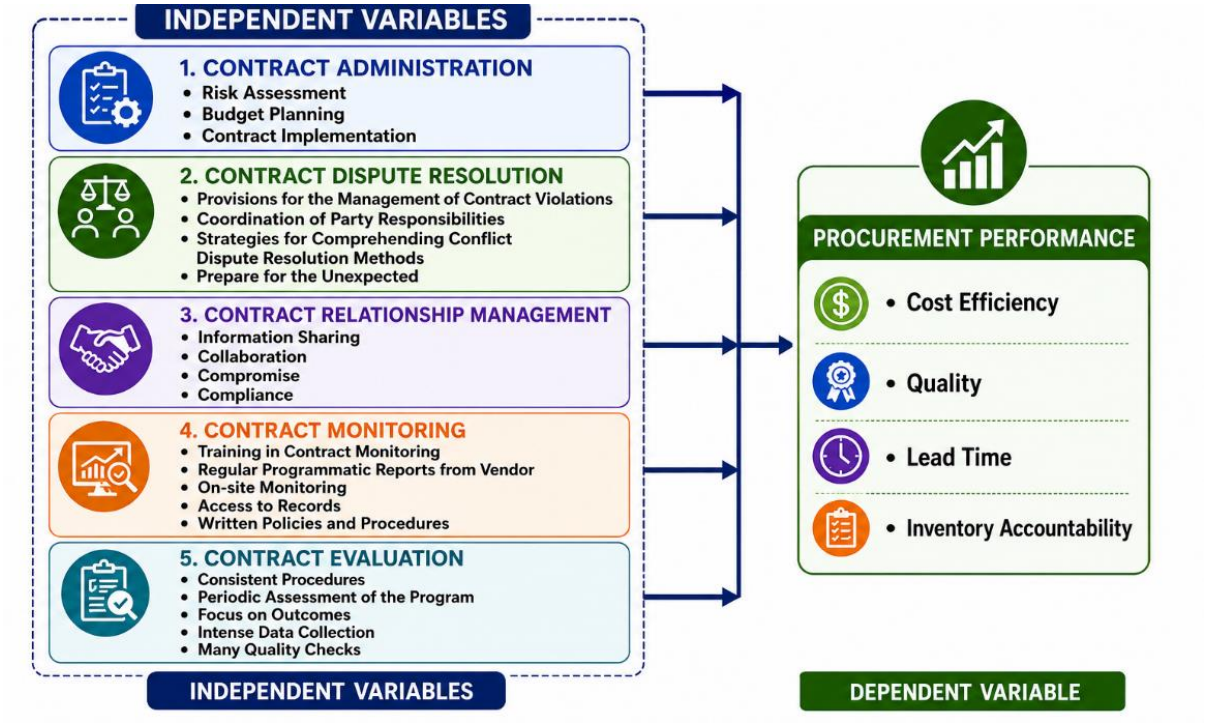
2.5. Evaluation of Public Procurement Performance

Example at year 2009 the European Union spent around 2100 billion EUR, which is 19% of the GDP. That's why the countries whether developed or developing should make and develop a system on public procurement which ensure efficiency and deliver & quote; value for money& quote; by adhering to national laws and policies.

Performance measurements are assessing the procurement works, are achieving their desired goals or not. There are 3 main levels measurements are identified for Performance measurements

1. National (Meta) Level: -at this level of the Performance measurement assess the overall of the public Procurement system as the result importantly used for the governments or policy makers for decision making and for reforms
2. Contracting Authority (Macro) Level: At This level of performance measurement the main focuses on the procurement operations of contracting authorities, it incorporates efficiency and effectiveness of procurement strategies by identifying areas for improvement.
3. Contract Management (Micro) Level: At this level, the focus is on micro levels or in other wards the execution of individual contracts, by assessing contracts which can 0deliver value for money and how procurement processes are planned, managed, and evaluated are planned, managed, and evaluated. Effective performance management at each of these levels helps improve public procurement systems and ensures accountability, transparency, and efficiency. However, setting up such systems is challenging, requiring accurate data, consistency in policy objectives, and strong institutional support. A well-structured performance management system is essential for the success of procurement operations and for ensuring that public funds are utilized effectively.

Figure 2.2: Conceptual Framework



Source: International Journal of Social Science and Humanities Research, Vol. 1, Issue 1, pp: (30-48), Month: June - December 2023, Available at:

Independent variables include; - Contract Dispute Resolution, Contract Relationship Management, Contract Monitoring, Contract Administration. Contract Evaluation and like reference to the fundamental objectives set for the operations and procurement measurement s, the report should at first describe the main findings by setting strengths and weaknesses of the public procurement operations, secondly define the list of recommended actions for improvement of the system. The results should become part of strategic planning in the short and medium terms. Dependent variables include; - related with the dependent factor that is procurement performance.

Contract Dispute Resolution

Contract dispute resolution refers to the process of Contract disputes occur when business partners disagree on terms. According to Coyle & Drahozal (2019), managing such disputes involves clear contractual controls, coordination systems, alternative resolution methods, transparency, and contingency planning (Marathe).Hashem, Mehany, Senior & Strong, 2017). Managing contractual conflicts requires a risk-based approach where both buyers and suppliers work collaboratively to

identify potential obstacles and take proactive steps to resolve those (Davison & Wright, 2004). Regarding payments Choy, Chow, Lee and Chan (2007) argue that conflicts hinder an organization from practicing appropriate contract management. It is necessary to outline ways and processes in the contract to castigate or accolade on the basis of agreement with the agreement. It is also important to develop methods for gauging development and establishing real acceptability criteria. According to Panesar and Markeset (2008), a contract management team may find change difficult, particularly if they don't have the right tools in place to deal with it. Lack of collaboration and rigidity are two issues with contract management (Wang & Bunn, 2004; Nysten-Haarala, Lee & Lehto, 2010). The best method to get ready for change is to draft the recognize and evaluate risks on weekly basis. Above and beyond, the contract must include requirements of evaluating risks and identifying their solutions. Additionally, an official change control approach requires to be included in the agreement. According to Panesar and Markeset (2008), a contract management team may find change difficult, particularly if they don't have the right tools in place to deal with it.

Contract Relationship Management

Contract management relationship involves mainly positive relationships between parties involved in contractual agreement by enhancing adherence to roles and obligations stipulated in the contract (Alcover, Rico, and Turnley & Bolino2017). Contract relationship management is enhanced by effective information sharing, collaboration, compromise and compliance to all stipulations of the contractual agreement (Wong, Tan, Chuah, Tseng, Wong & Ahmad,2020).

According to Kakwezi (2012), contract management in public procurement includes service delivery, relationship management, and administrative tasks. Service delivery management focuses on monitoring all contractual obligations, ensuring quality standards, and tracking performance as specified in the agreement deal. According to Silvana (2015), the goal of contract management is to maximize the economy, efficiency, and effectiveness of services in contractual relationships by actively managing the relationship between procurement parties and balancing costs and risks. Adequate contract administration is indicator for successful procurement process. Contract Monitoring When we come to the issue of contract monitoring refers to the process of ensuring that a vendor sufficiently performs a contracted service (Nyanjala, 2016). The Effective contract monitoring

process includes training staff, written policies and procedures should be clear, organized contract files, payments linked to satisfactory performance, regular programmatic reports from vendor, on-site monitoring, use of incentives and consequences for poor performance, access to records/right to audit clause and closeout Procedures (Appiah,2016). Contract monitoring is important component of the procurement process, as inadequate performance by the supplier can threaten the goals of an RH program. Active oversight of contracts and performance evaluation that involves the supplier's assistance enables the buyer to gather insights on supplier output and effectiveness Contract Administration.

Contract administration refers to the process which includes all undertakings associated with the contract before it is signed into effect for instance sourcing potential contractors, contract arrangement, working with potential partners to discuss on contract matters like price, delivery plans and performance prospects (De Marco, 2018). According to Hackett and Statham (2016) the clear layout expectations, involving the scope and deliverables, making of detailed timeline for each milestone of the contract, budget allocation and anticipation of risk are the indicators of contract administration. Administration of tender in contract are the activities involved in handling an enterprise to cost efficiency in procurement process (Kohler, 2012). Gupta, Karayil and Rajendran (2008) divulge that poor contract management leads to substantial loss of savings. They also argue that 30% to 70% of each dollar of savings that is negotiated by a strategic outsourcing is lost. This happens through spend leakage and the subsequent non-compliance. They further argue that poorly managed contracts affect the Purchasing firm's credibility through a snowball effect. This implies that difficulty to internally se hat contract management concentrating on stakeholder management had an impact on the performance of sugar industry group. The study's goal was to investigate the impact of stakeholder management in the contract management process on procurement performance in sugar industry group. Contract management and supplier monitoring are critical components of the procurement process since poor supplier performance might undermine a RH program's objectives. Proactive contract management and performance monitoring that enlists the supplier's assistance enables the purchaser to get information on supplier production and performance issues early in their development. Early detection increases the likelihood of addressing a problem before it has a substantial influence on the product delivery schedule. Determining the impact of contract

management on procurement performance in state enterprises in developing countries like as Ethiopia will add to existing theory.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

These research examined the relationship of the hypothesis variables to analyze the impacts of contract management on procurement performance in The case of Ethiopian sugar industry group. The research design and methodology section of the study includes the research approach, research design, sample size, data sources and types used, methods of data collection, and mechanisms for analyzing the data.

3.2. Description of the Study area/ setting

From the annual report of Ethiopian sugar industry group procurement and logistics department, the annual procurement performance report of the year 2015 E.C from the total procurements of birr 1,470,543,915.26 (one billion four hundred seventy million five hundred forty three thousand nine hundred fifty and 26/100 birr) only birr 15,189,592.20 or by percent only 1.13 % was small scale purchases those are Performa purchase, petty cash purchase and purchases of gasoline and benzene purchases the rest 98.87% or by birr 1,455,354,323.06 (one billion for hundred fifty five million three hundred fifty four thousand three hundred twenty three and 6/100 birr) purchases are performed by contract administration of the user departments .it occupies huge public money . That is why it is guided by the regulation of public purchase proclamation of Ethiopian public purchase agency. 98.87% of the Ethiopian sugar industry procurements are performed by standardized contract administration of the user department. The user department is the one whom ask the need for its use and the procurement activity is done by procurement department at the end the user department administer the industry group and the contracts made between the outsourcing organization

3.1 Research Paradigm

This study was grounded in a pragmatist research paradigm. Pragmatism holds that the research approach should be determined by the nature of the research problem and its objectives, rather than by adherence to a single philosophical tradition (Johnson & Onwuegbuzie, 2004). Given that this study sought both to describe the current state of contract management practices and to test hypothetical relationships between contract management dimensions and procurement performance, a pragmatist paradigm was most appropriate.

3.2 Research Design

This study adopted a mixed-methods approach integrating both descriptive and explanatory research designs, which together provide a comprehensive understanding of the phenomena under investigation.

3.2.1 Descriptive Research Design

The descriptive component of this study sought to systematically characterize the current state of contract management practices and procurement performance in the Ethiopian Sugar Industry Group. Descriptive research design enables the researcher to collect data on existing phenomena as they naturally occur, without manipulating variables, and to accurately portray the characteristics of the population under study (Cooper & Schindler, 2011). In this study, descriptive statistics including means, standard deviations, frequencies, and percentage distributions were computed for all five contract management dimensions (CA, CDR, CRM, CM, CE) and for all procurement performance indicators (cost efficiency, on-time delivery, lead time reduction, and quality). This descriptive phase answered the following questions: What is the current level of contract management practice in the ESIG? What is the current level of procurement performance? What are the demographic characteristics of the respondent population? The use of descriptive design is consistent with prior studies on contract management in public enterprises (Waigwa & Njeru, 2016; Cherotich, 2014) and is particularly appropriate for survey-based research in organizational settings where baseline characterization is a prerequisite for deeper analysis.

3.2.2 Explanatory (Causal-Comparative) Research Design

The explanatory component of this study went beyond description to investigate the causal and predictive relationships between the identified contract management dimensions and procurement performance. Explanatory research design, also referred to as causal-comparative or analytical research design, is concerned with establishing cause-effect relationships between variables and with explaining why a particular phenomenon occurs (Saunders, Lewis & Thornhill, 2009; Kothari, 2014). The explanatory design in this study was operationalized through Pearson moment correlation analysis and multiple linear regression modelling. The correlational analysis established the direction and strength of bivariate relationships between each contract management dimension and procurement performance, while the regression model quantified the unique and combined predictive effects of each dimension, controlling for the influence of the other variables. This explanatory phase tested the five null hypotheses (H01–H05) and produced the regression equation: $PP = \alpha 0 + \beta 1(CA) + \beta 2(CDR) + \beta 3(CRM) + \beta 4(CM) + \beta 5(CE) + \varepsilon$. The combined use of descriptive and explanatory research designs is methodologically consistent with the mixed-methods approach adopted by Catherine Njoki (2022) and Khan and Lee (2022), who investigated similar research problems in comparable organizational contexts.

3.3 Population and Sampling

3.3.1 Population of the Study

The target population comprised 212 employees of the Ethiopian Sugar Industry Group head office. However, after excluding employees whose roles were not directly related to contract management and procurement, the relevant study population was determined to be 139 employees. This population included department heads, procurement and logistics officers, finance officers, legal and insurance officers, project machinery heads, chief engineers, department coordinators, secretaries, and store clerks.

3.3.2 Sampling Design and Sample Size

Stratified random sampling was employed to ensure proportional representation of all relevant job categories within the study population. The sample size was determined using the Yamane (1967) formula: $n = N / [1 + N(e^2)]$, where n = sample size, N = total population (139), and e = margin of error (0.05). Applying this formula yielded a sample size of 126 respondents.

3.4 Variables of the Study

The independent variables in this study were the five dimensions of contract management: Contract Administration (CA), Contract Dispute Resolution (CDR), Contract Relationship Management (CRM), Contract Monitoring (CM), and Contract Evaluation (CE). The dependent variable was Procurement Performance (PP), operationalized as a composite measure of cost efficiency, on-time delivery, lead time, and quality of goods and services procured.

3.5 Measurement, Reliability, and Validity

A seven-point Likert scale was employed to measure all study variables, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). The questionnaire comprised two sections: Section A captured respondents' demographic information, while Section B measured the study variables. Internal consistency reliability was assessed using Cronbach's Alpha. Content validity was ensured through expert review by the thesis advisor and through alignment of questionnaire items with the conceptual framework and established literature. A pilot study was conducted with 12 randomly selected respondents from the ESIG (approximately 10% of the target sample).

3.6 Data Collection

Primary data were collected using a self-administered structured questionnaire distributed to 126 respondents at the ESIG head office. A total of 111 questionnaires were returned in a fully completed and usable form, representing a response rate of 88.1%. Secondary data were obtained from the ESIG Annual Procurement Performance Report for 2022/23.

3.7 Data Analysis

Data were analyzed using the Statistical Package for the Social Sciences (SPSS) Version 26. Quantitative data analysis proceeded in three stages consistent with the descriptive-explanatory design:

In the descriptive phase, means and standard deviations were computed for all study variables to characterize their central tendencies and distribution. Frequency distributions and percentage tables were constructed for demographic data and for each procurement variable,

enabling the researcher to paint a clear, systematic picture of the ESIG's contract management landscape. These findings directly addressed the descriptive research objectives.

In the explanatory phase, Pearson moment correlation analysis was conducted to examine bivariate relationships between each contract management dimension and procurement performance. Subsequently, multiple linear regression analysis was employed to test the five null hypotheses and to quantify the unique and combined predictive effects of each contract management dimension on procurement performance. Prior to regression analysis, diagnostic tests confirmed normality of residuals (Kolmogorov-Smirnov $p > 0.05$), absence of severe multicollinearity (all VIF values below 5.0), and approximate homoscedasticity. These inferential methods directly addressed the explanatory research objectives.

3.8 Ethical Considerations

The study adhered to established ethical principles throughout the research process. An introductory letter was obtained from Addis Ababa University School of Commerce and presented to ESIG management to obtain institutional permission for data collection. Participation was entirely voluntary, and all respondents were assured of anonymity and confidentiality. No identifying information was collected or reported at the individual level.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the empirical results of the study in accordance with the descriptive-explanatory research design adopted. The descriptive section presents questionnaire return rates, reliability test results, demographic profiles of respondents, and descriptive statistics for contract management dimensions and procurement performance indicators. The explanatory section presents Pearson correlation analysis and multiple linear regression results, followed by a discussion of findings in relation to prior empirical literature and the theoretical framework.

4.2 Questionnaire Return Rate and Reliability Tests

A total of 126 questionnaires were distributed to respondents at the ESIG head office. Of these, 111 were returned in a fully completed and usable form, representing a response rate of 88.1%. This is considered a high response rate for survey-based research and lends confidence to the representativeness of the sample (Mugenda, 2003).

Table 4.1: Reliability Test Results

Construct	No. of Items	Cronbach's Alpha	Interpretation
Contract Administration (CA)	4	0.768	Acceptable
Contract Dispute Resolution (CDR)	9	0.844	Good
Contract Relationship Mgt (CRM)	4	0.726	Acceptable
Contract Monitoring (CM)	5	0.866	Good
Contract Evaluation (CE)	4	0.845	Good
Procurement Performance (PP)	4	0.655	Marginally Acceptable

Source: Survey Data, 2026

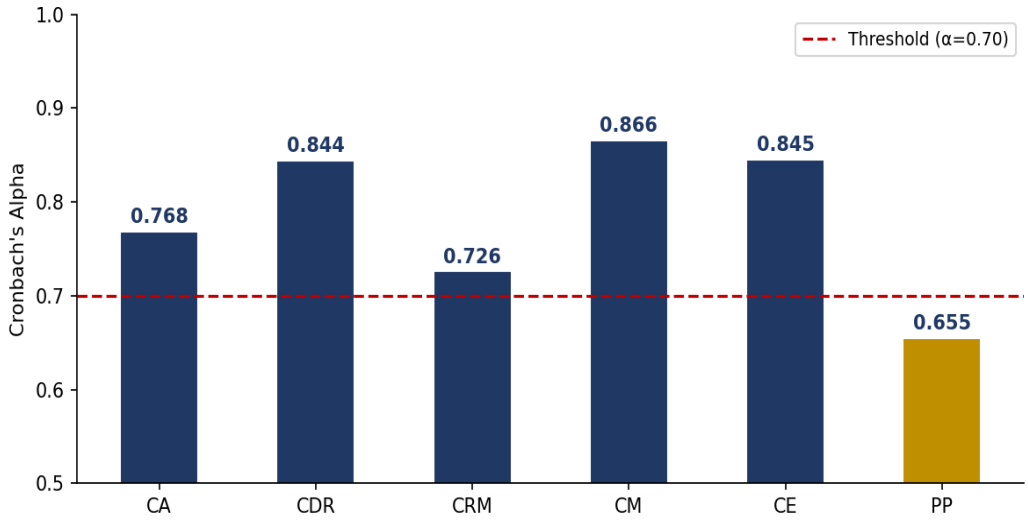


Figure 4.1: Reliability Test Results – Cronbach's Alpha by Construct

As shown in Table 4.1 and Figure 4.1, Cronbach's Alpha values for the majority of constructs exceeded the 0.70 threshold, confirming acceptable reliability (Neuman, 2007). Contract Monitoring (CM) recorded the highest reliability (α = 0.866), followed by Contract Evaluation (CE, α = 0.845) and Contract Dispute Resolution (CDR, α = 0.844). Procurement Performance (α = 0.655) was marginally below the threshold but was retained given its proximity to the acceptable level and theoretical consistency.

4.3 Demographic Profile of Respondents

As part of the descriptive research objectives, the demographic characteristics of the 111 respondents were systematically documented. Table 4.2 and Figures 4.2–4.5 present these profiles.

Table 4.2: Demographic Information of Respondents

Attribute	Category	Frequency	Percentage (%)
Gender	Male	86	77.5
	Female	25	22.5
	Total	111	100.0
Age	22–30 years	1	0.9
	31–40 years	42	37.8
	41–50 years	44	39.6
	51–60 years	24	21.6
	Total	111	100.0

Education Level	Diploma	9	8.1
	Bachelor's Degree	58	52.3
	Master's Degree and Above	38	34.2
	Other / Not stated	6	5.4
	Total	111	100.0
Duration in Current Position	1–3 years	26	23.4
	4–6 years	40	36.0
	7–10 years	25	22.5
	Above 10 years	20	18.0
	Total	111	100.0

Source: Survey Data, 2026

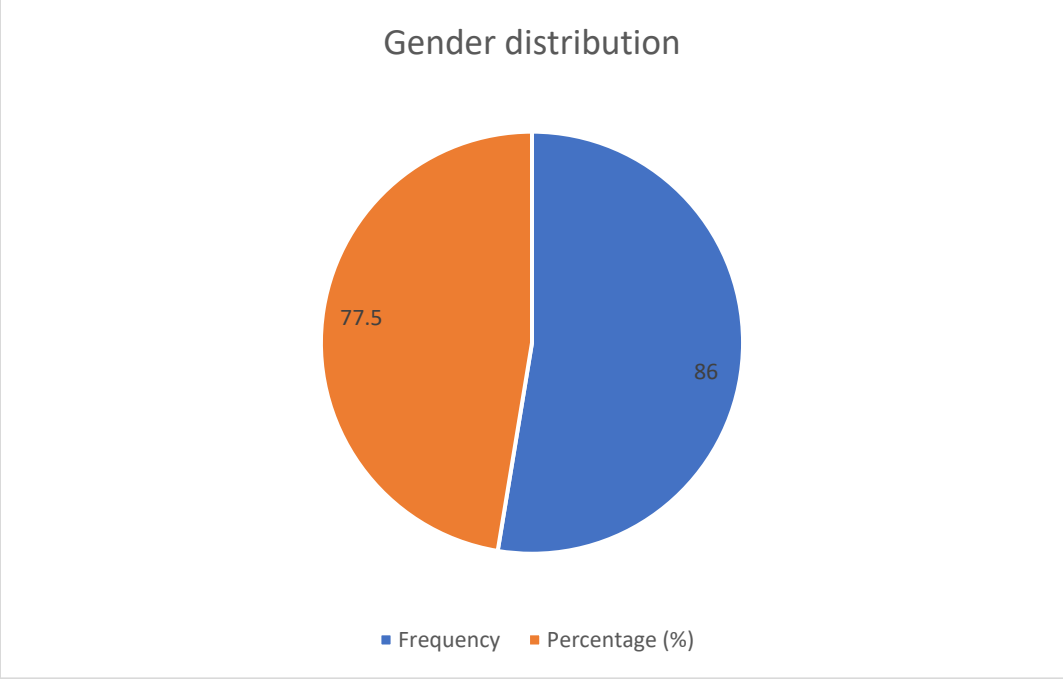


Figure 4.2: Gender Distribution of Respondents (N=111)

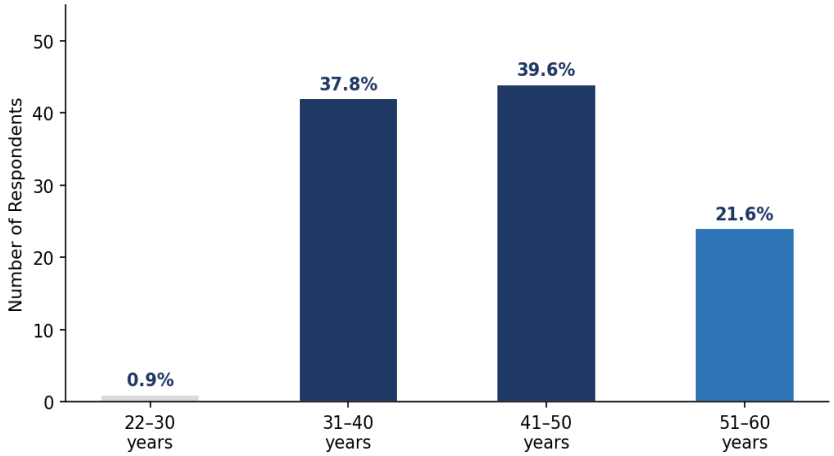


Figure 4.3: Age Distribution of Respondents (N=111)

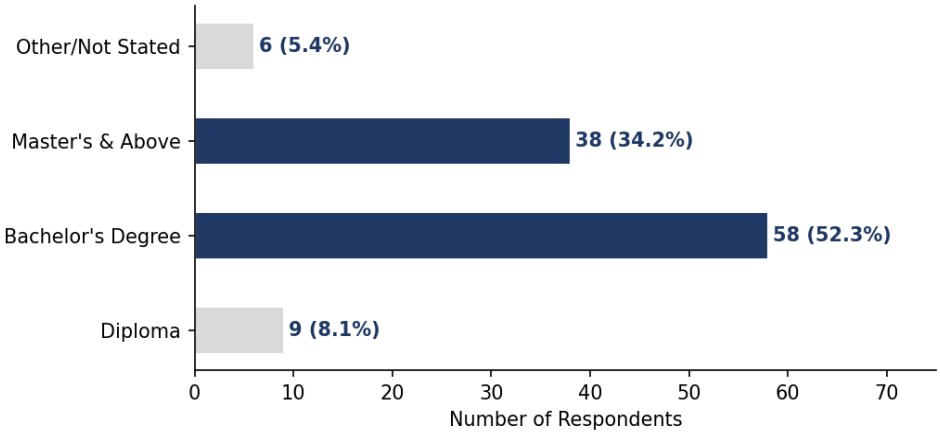


Figure 4.4: Education Level of Respondents (N=111)

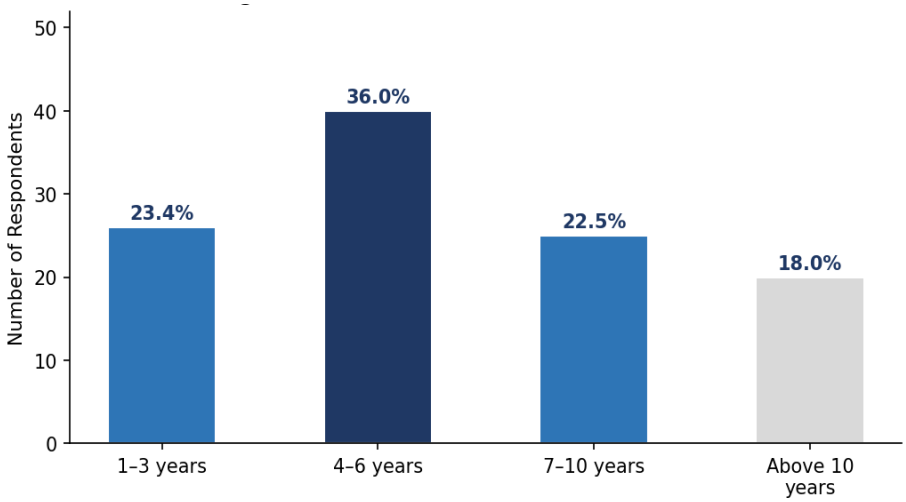


Figure 4.5: Tenure in Current Position (N=111)

The demographic analysis reveals that the majority of respondents were male (77.5%), reflecting the gender composition of the ESIG head office. In terms of age, 77.4% of respondents were between 31 and 50 years old, suggesting a predominantly mid-career workforce with substantial professional experience. Regarding educational qualifications, 86.5% of respondents held at least a bachelor's degree, indicating a well-educated workforce. Concerning tenure, 59.4% of respondents had served in their current roles for between one and six years, while 40.5% had served for seven or more years.

4.4 Descriptive Analysis of Contract Management Practices

In fulfilment of the descriptive research objectives, descriptive statistics for the contract management dimensions were computed from respondents' ratings on the seven-point Likert scale. Table 4.3 and Figure 4.6 present the composite means and standard deviations for each dimension.

Table 4.3: Descriptive Statistics for Contract Management Dimensions

Construct	Items	N	Item Range (Mean)	Composite Mean	Std. Dev.	Level
Contract Administration (CA)	4	111	4.59–5.42	5.03	1.219	Mod–High
Contract Dispute Resolution (CDR)	9	111	4.60–4.95	4.74	1.217	Moderate
Contract Relationship Mgt (CRM)	4	111	4.78–5.44	5.16	1.084	Mod–High
Contract Monitoring (CM)	5	111	4.02–4.86	4.37	1.471	Moderate
Contract Evaluation (CE)	4	111	4.14–4.68	4.40	1.464	Moderate

Source: Survey Data, 2026. Scale: 1 = Strongly Disagree; 7 = Strongly Agree.

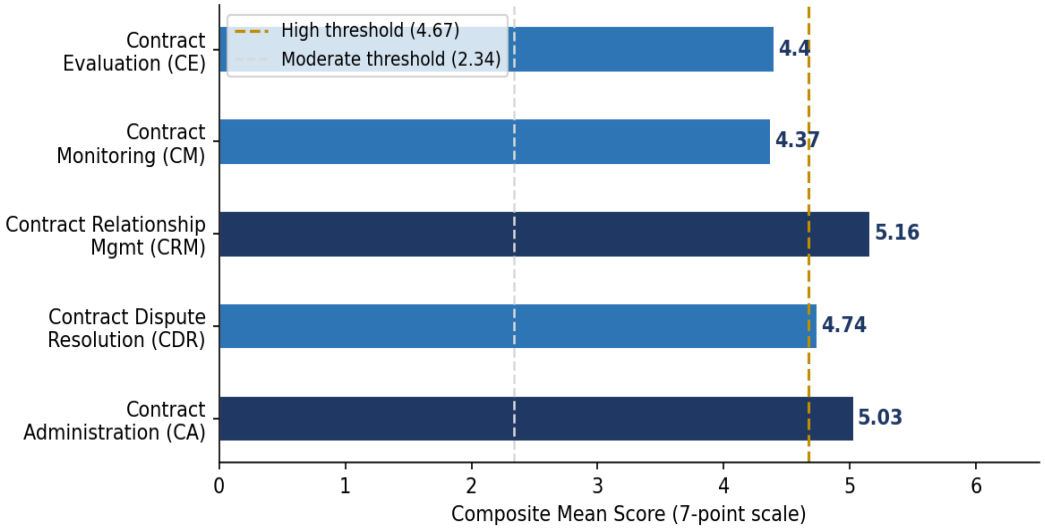


Figure 4.6: Descriptive Statistics – Composite Mean Scores for Contract Management Dimensions

As shown in Table 4.3 and Figure 4.6, respondents rated all contract management dimensions between moderate and moderate-to-high levels, indicating that contract management practices in the ESIG are partially developed but require significant strengthening. Contract Relationship Management (CRM) recorded the highest composite mean score (M = 5.16, SD = 1.084), while Contract Monitoring (CM) recorded the lowest (M = 4.37, SD = 1.471).

4.5 Descriptive Analysis of Procurement Performance

Procurement performance was assessed across four indicators: cost efficiency in bulk purchasing, on-time delivery, lead time reduction, and quality of procured goods and services. Table 4.4 and Figure 4.7 present the descriptive statistics.

Table 4.4: Descriptive Statistics for Procurement Performance

Item	N	Min	Max	Mean	Std. Dev.	Level
Cost efficiency in bulk purchasing	111	2	6	4.41	1.397	Moderate
On-time delivery of goods/services	111	1	6	4.65	1.076	Moderate
Lead time reduction in procurement	111	1	6	4.32	1.184	Moderate
Quality improvement in service sector	110	1	6	4.28	1.460	Moderate
Procurement Performance (Overall)	111	—	—	4.42	1.279	Moderate

Source: Survey Data, 2026.

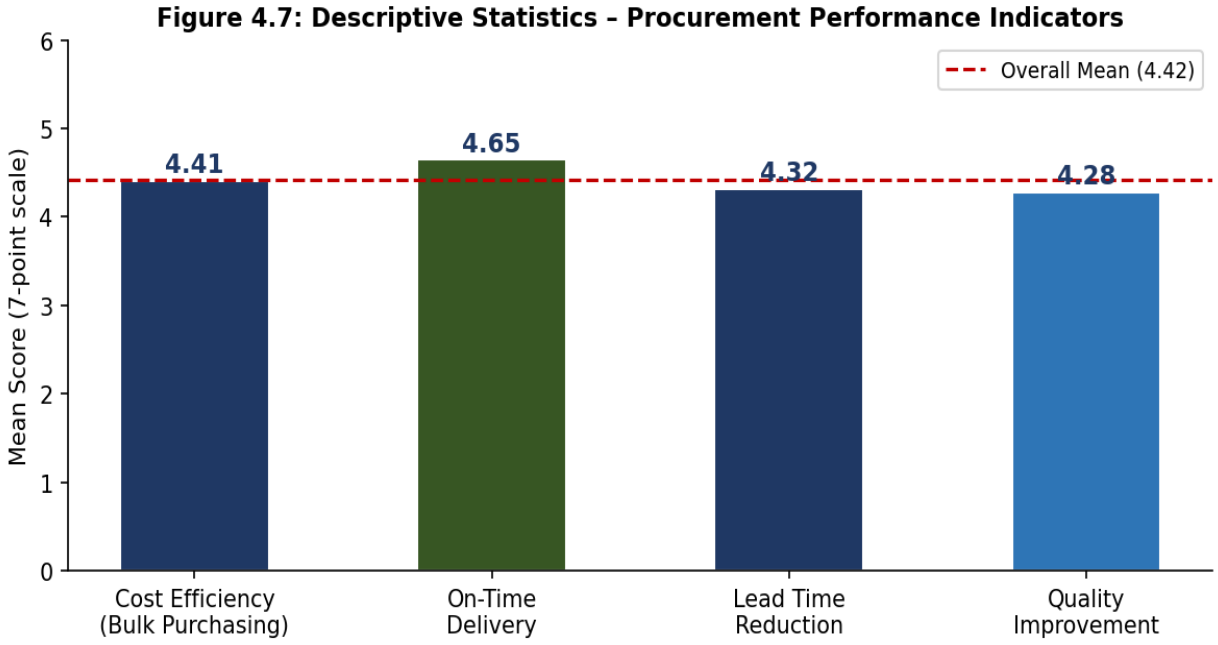


Figure 4.7: Descriptive Statistics – Procurement Performance Indicators

Table 4.4 and Figure 4.7 indicate that respondents' assessments of procurement performance were generally moderate, with mean scores ranging from 4.28 to 4.65. On-time delivery recorded the highest mean (M = 4.65), while quality improvement in the service sector recorded the lowest (M = 4.28). The overall composite mean for procurement performance was 4.42.

4.6 Inferential Statistics

The explanatory research objectives were addressed through Pearson correlation analysis and multiple linear regression modelling, as described below.

4.6.1 Pearson Correlation Analysis

Pearson moment correlation analysis was conducted to examine the bivariate relationships between each contract management dimension and procurement performance. Table 4.8 and Figure 4.9 present the correlation matrix and visual summary.

Table 4.5: Pearson Correlation Matrix

Variable	PP	CA	CDR	CRM	CM	CE
PP	1.000	.537**	.353**	.377**	.670**	.642**
CA	.537**	1.000	.527**	.547**	.562**	.514**
CDR	.353**	.527**	1.000	.664**	.529**	.612**
CRM	.377**	.547**	.664**	1.000	.516**	.520**
CM	.670**	.562**	.529**	.516**	1.000	.822**
CE	.642**	.514**	.612**	.520**	.822**	1.000

*** All correlations significant at p < 0.001 (2-tailed). N = 109.*

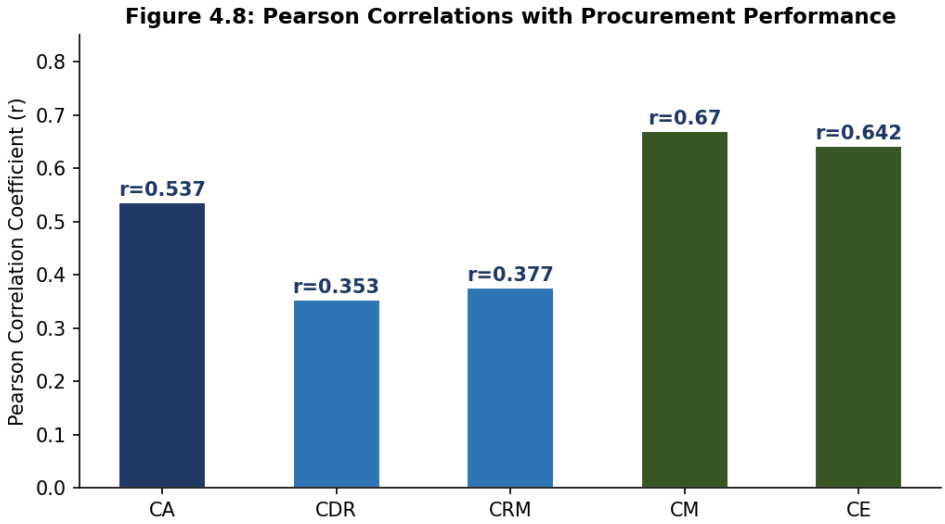


Figure 4.8: Pearson Correlations of Contract Management Dimensions with Procurement Performance

As shown in Table 4.5 and Figure 4.8, all five contract management dimensions exhibited statistically significant positive correlations with procurement performance (all $p < 0.001$). Contract Monitoring (CM) demonstrated the strongest bivariate correlation ($r = 0.670$), followed by Contract Evaluation (CE, $r = 0.642$) and Contract Administration (CA, $r = 0.537$).

4.6.2 Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to assess the combined explanatory effect of the five contract management dimensions on procurement performance and to test the five null hypotheses. All regression assumptions were satisfactorily met prior to analysis.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.723	0.522	0.499	2.570

Predictors: (Constant), CE, CA, CRM, CDR, CM. Dependent Variable: Procurement Performance (PP).

Table 4.7: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	743.956	5	148.791	22.511	.000
Residual	680.797	103	6.610		
Total	1424.752	108			

Dependent Variable: Procurement Performance (PP).

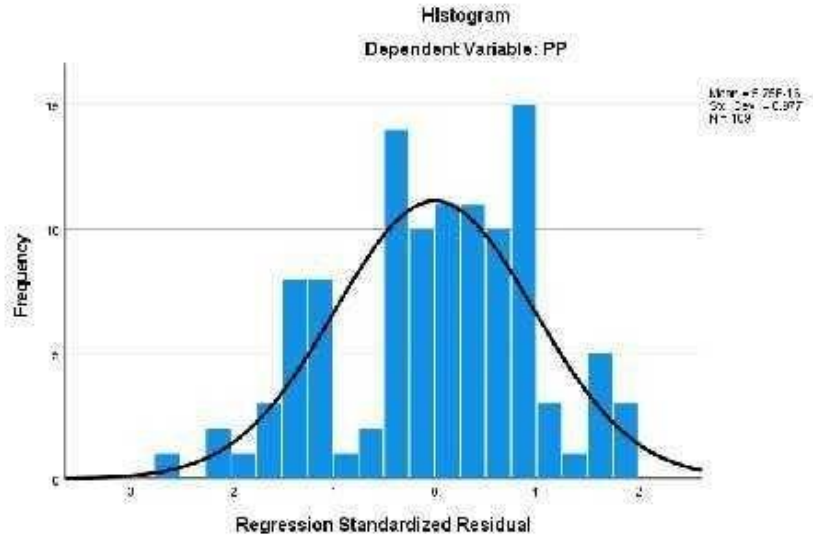


Figure 4.9: Regression Standard Residual Contract Management Dimensions on Procurement Performance

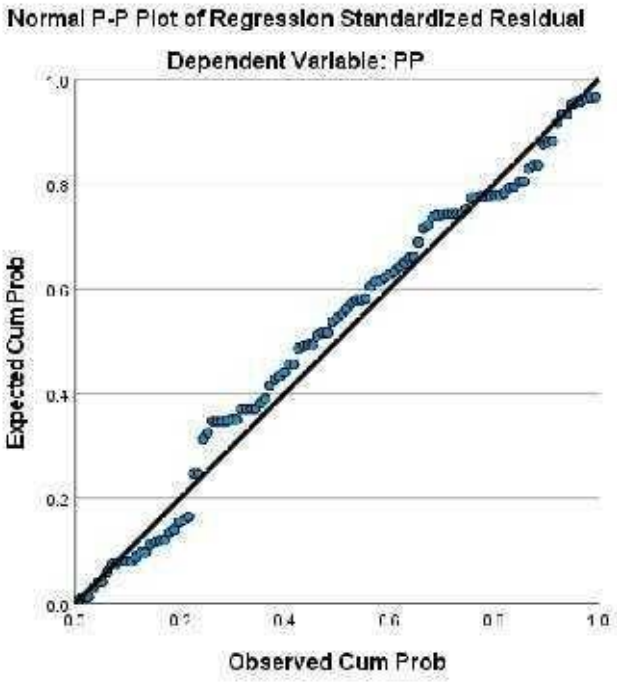


Figure 4.10: Normal P.P Plot of Regression Standard Residual

Table 4.8: Regression Coefficients

Variable	B	Std. Error	Beta (β)	t	Sig.	Decision on H_0
(Constant)	1.127	0.812		1.388	.168	—
Contract Administration (CA)	0.301	0.119	0.287	2.529	.013	Reject H01
Contract Dispute Resolution (CDR)	0.198	0.094	0.188	2.106	.038	Reject H02
Contract Relationship Mgt (CRM)	−0.087	0.112	−0.074	−0.777	.439	Fail to Reject H03
Contract Monitoring (CM)	0.412	0.131	0.410	3.145	.002	Reject H04
Contract Evaluation (CE)	0.356	0.127	0.331	2.803	.006	Reject H05

Dependent Variable: Procurement Performance (PP). Significance level: $p < 0.05$.

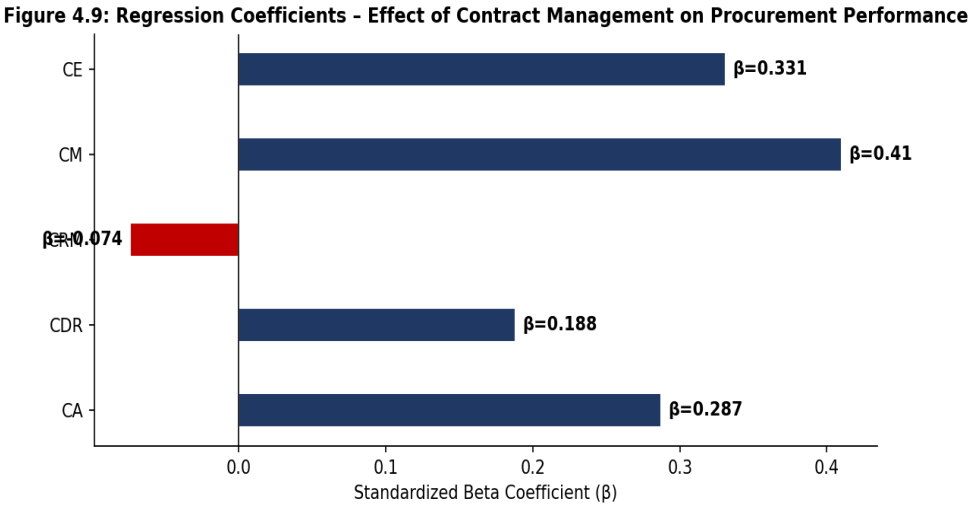


Figure 4.11: Standardized Regression Coefficients (β) – Effect of Contract Management Dimensions on Procurement Performance

The overall regression model was statistically significant ($F(5, 103) = 22.511$, $p < 0.001$) and explained 52.2% of the variance in procurement performance ($R^2 = 0.522$). The explanatory analysis confirmed that Contract Monitoring (CM) is the strongest predictor of procurement performance ($\beta = 0.410$, $p = 0.002$), followed by Contract Evaluation ($\beta = 0.331$, $p = 0.006$) and Contract Administration ($\beta = 0.287$, $p = 0.013$). Contract Dispute Resolution ($\beta = 0.188$, $p = 0.038$) also significantly predicted performance. Contract Relationship Management did not significantly predict procurement performance ($\beta = -0.074$, $p = 0.439$).

4.7 Discussion of Results

4.7.1 Contract Administration and Procurement Performance

The finding that contract administration significantly predicts procurement performance in the ESIG ($\beta = 0.287$, $p = 0.013$) is consistent with prior studies. Silvana (2015) and Langat (2013) similarly found that effective contract administration, particularly through clear scope definition, risk management, and performance monitoring, enhances procurement efficiency and effectiveness. From an explanatory perspective, Transaction Cost Theory predicts that clearly specified contractual obligations reduce information asymmetries and enforcement costs, leading to superior procurement outcomes—a prediction confirmed by the regression findings.

4.7.2 Contract Dispute Resolution and Procurement Performance

The positive and significant relationship between contract dispute resolution and procurement performance ($\beta = 0.188$, $p = 0.038$) aligns with findings by Coyle and Drahozal (2019) and Marathe et al. (2017), who emphasize that proactive dispute management reduces delays and costs. The finding is theoretically grounded in Transaction Cost Theory, which posits that efficient dispute resolution mechanisms reduce transaction costs by providing structured pathways for resolving contractual disagreements without recourse to costly litigation.

4.7.3 Contract Relationship Management and Procurement Performance

The insignificant and slightly negative relationship between contract relationship management and procurement performance ($\beta = -0.074$, $p = 0.439$) is a notable finding. While Relational Contract Theory (Macneil, 1978) generally supports the importance of relationship management, this finding may reflect strong multicollinearity between CRM and CDR ($r = 0.664$), which may have reduced the unique variance attributable to CRM in the regression model. Additionally, in a highly transactional public procurement environment, formal relational mechanisms may not yet be sufficiently institutionalized to yield measurable performance benefits. This finding calls for a strategic review of how relationship management is conceptualized and practiced within the ESIG.

4.7.4 Contract Monitoring and Procurement Performance

The finding that contract monitoring is the strongest predictor of procurement performance in the ESIG ($\beta = 0.410$, $p = 0.002$) is consistent with the emphasis placed on oversight and accountability by the PPDA (2010), Rotich (2014), and Byaruhanga and Basheka (2017). This result is theoretically anchored in Agency Theory, which predicts that effective performance oversight aligns agent behavior with organizational objectives. The descriptive data revealed that CM received relatively low scores on training items ($M = 4.02$), suggesting that investments in monitoring capacity are likely to yield significant returns in procurement performance.

4.7.5 Contract Evaluation and Procurement Performance

The significant positive effect of contract evaluation on procurement performance ($\beta = 0.331$, $p = 0.006$) confirms the findings of Rotich (2014), Forbes and Brady (2019), and Armstrong and Baron (2014), who emphasize the importance of systematic performance assessment for continuous improvement in public procurement. The result supports Public Contract Theory (Spiller, 2008), which argues that transparency and accountability both inherent in systematic contract evaluation enhance organizational profitability and stakeholder satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary of Findings

This study examined the effect of contract management on the procurement performance of the Ethiopian Sugar Industry Group (ESIG) using a mixed-methods research approach integrating descriptive and explanatory research designs. The descriptive component characterized the current state of contract management practices and procurement performance, while the explanatory component tested the causal relationships between contract management dimensions and procurement performance through Pearson correlation and multiple linear regression analyses.

Data were collected from 111 respondents (out of 126 targeted) at the ESIG head office using a structured seven-point Likert-scale questionnaire, supplemented by secondary data from the ESIG Annual Procurement Performance Report for 2022/23. The overall regression model was statistically significant ($F(5, 103) = 22.511$, $p < 0.001$), explaining 52.2% of the variance in procurement performance. The key findings were:

- Contract Administration (CA): $\beta = 0.287$, $p = 0.013$ – H01 REJECTED (significant positive effect)
- Contract Dispute Resolution (CDR): $\beta = 0.188$, $p = 0.038$ – H02 REJECTED (significant positive effect)
- Contract Relationship Management (CRM): $\beta = -0.074$, $p = 0.439$ – H03 NOT REJECTED (insignificant effect)
- Contract Monitoring (CM): $\beta = 0.410$, $p = 0.002$ – H04 REJECTED (strongest positive predictor)
- Contract Evaluation (CE): $\beta = 0.331$, $p = 0.006$ – H05 REJECTED (significant positive effect)

5.2 Conclusions

Contract Administration and Procurement Performance

The study concludes that contract administration is a significant and positive predictor of procurement performance in the ESIG. Strengthening contract administration practices—including clear scope definition, timeline management, risk anticipation, and budget allocation—will lead to measurably improved procurement outcomes in terms of cost efficiency, quality, and lead time.

Contract Dispute Resolution and Procurement Performance

The study concludes that effective contract dispute resolution mechanisms significantly enhance procurement performance in the ESIG. Institutionalizing structured dispute management processes including alternative dispute resolution methods such as mediation, negotiation, and arbitration reduces procurement delays and associated costs.

Contract Relationship Management and Procurement Performance

The study concludes that, in the current ESIG context, contract relationship management does not exhibit a significant positive effect on procurement performance. A fundamental strategic review of how supplier and stakeholder relationships are managed is warranted, with particular attention to training, institutionalization of relational norms, and the development of win-win policy frameworks.

Contract Monitoring and Procurement Performance

The study concludes that contract monitoring is the most powerful predictor of procurement performance in the ESIG. Regular, systematic oversight of supplier compliance and contractual obligations including performance-linked payment mechanisms, on-site inspections, and structured closeout procedures is the single most critical factor for achieving procurement objectives.

Contract Evaluation and Procurement Performance

The study concludes that contract evaluation significantly influences procurement performance in the ESIG. Establishing robust, regular evaluation frameworks that assess value for money, quality, and supplier performance against pre-defined benchmarks drives continuous improvement in procurement outcomes.

5.3 Recommendations

Based on the study conclusions, the following recommendations are made:

1. The ESIG should establish a dedicated Contract Management Unit responsible for overseeing contract administration, monitoring, and evaluation across all procurement activities. This unit should develop standardized contract templates, risk registers, and milestone-tracking systems.
2. The ESIG should invest in comprehensive capacity-building programs for procurement and contract management staff, including regular mandatory training on contract administration, dispute resolution, and supplier performance evaluation.
3. A formal Contract Dispute Resolution Framework should be developed and institutionalized within the ESIG, incorporating structured pre-dispute mechanisms, alternative dispute resolution options, and clear timelines for dispute escalation and resolution.
4. The ESIG should critically review and redesign its contract relationship management strategy, including supplier engagement programs, joint performance review meetings, and relationship management KPIs integrated into procurement scorecards.
5. A systematic Contract Evaluation Framework should be implemented across all major procurement contracts, incorporating periodic performance reviews, value-for-money assessments, and documented lessons-learned reports.
6. The Ethiopian Public Procurement and Property Administration Agency (PPPAA) should incorporate specific contract management performance indicators into its national procurement audit framework and develop sector-specific guidelines for public agro-industrial enterprises.

5.4 Suggestions for Further Research

This study focused exclusively on the ESIG head office and employed a cross-sectional research design. The following directions are suggested for future research:

- Subsequent studies should extend the scope to all ESIG factory sites and subsidiary units to obtain a more comprehensive picture of contract management practices across the enterprise.
- Longitudinal research designs should be employed to examine how changes in contract management practices affect procurement performance over time, enabling causal inference.
- Future researchers should compare contract management practices and procurement performance across multiple Ethiopian public enterprises to identify sector-wide patterns and best practices.
- Research should investigate the role of digital procurement systems and e-contract management tools in improving procurement performance in Ethiopian public enterprises.
- Future studies should examine the mediating or moderating roles of organizational culture, institutional capacity, and the regulatory environment in the relationship between contract management and procurement performance.

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APPENDIX I

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

BY

MICHAEL ABBI

Questionnaire for the User Departments

MAY 2025

ADDIS ABABA, ETHIOPIA

EFFECT OF CONTRACT MANAGEMENT ON PERFORMANCE OF PROCUREMENT

(THE CASE OF ETHIOPIAN SUGAR INDUSTRY GROUP)

Questionnaire for the User Departments

My name is Michael Abbi; I am a student at A.A.U School of commerce Graduate Studies, Department of Logistics and supply chain management; I am carrying out an academic research study for the requirement for the award of the degree of Master of Arts in Logistics and supply chain management. The purpose of this survey is to know the effect of contract management on the performance of procurement within Ethiopian Sugar Industry Group. You are selected to participate in this survey, due to your important role in the procurement and law department. I will ask you a series of questions that would take your valuable time and your response is crucial for the success of this study. You are not required to disclose your name and responses will remain confidential and be analyzing together with the responses of others, solely for this study. We expect you to answer all questions truthfully.

SECTION ONE: Demographic Information of Respondent

Please circle the most appropriate option.

1: Gender of respondent? A. Male ☐ B. Female ☐

2: Age of Respondent? A. 22-30 ☐ B. 31-40 ☐ C. 41-50 ☐ D. 51-60 ☐

3: What is your current job title/position/? _____

4: How long have you worked in this section/department? A. 1-3 ☐ B. 4-6 ☐ C. 7-10 ☐ D. above 10 years ☐

5: What is your highest qualification? A. Diploma ☐ B. Degree ☐ C. Masters and above ☐ G. Others (Please specify) _____

SECTION TWO: Please read the following sentences and indicate the degree to which you agree or disagree by selecting the appropriate number on the following scale

S/N	Contract Administration on Procurement Performance	Ratings						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
		1	2	3	4	5	6	7
1	The ESIG has made enough allocation of budget for contract administration							
2	The ESIG has made regular follow upon the implementation of the contract							
3	The ESIG contract requirements are clearly indicated when it makes contract							
4	The sugar industry group made plan to handle contracts or to prevent the contract from failing							

S/N	Contract Dispute Resolution	Ratings						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
		1	2	3	4	5	6	7
1	The ESIG has strict law and provisions for rising of any contract violations							
2	There is a coordination of party Responsibility in each concerning department							
3	The ESIG has uses an effective strategy to implement conflict resolution methods when conflict is arisen							
4	The ESIG there is readiness and enough preparation to handle properly when un expected is happen related to contracts							
5	The ESIG contract administration plan is updated regularly to prevent the contract from failing							
6	The ESIG contract administration is make Clearfield responsibility of							
7	There is transparency at time of dispute resolution process in The ESIG							
8	The ESIG uses alternative dispute resolution methods like negotiation, arbitration and mediation at time of dispute							
9	To prevent breach of contract The ESIG has clear control provisions							

S/N	**Contract Relationship Management**	Ratings						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat disagree	Agree	Strongly agree
		1	2	3	4	5	6	7
1	The ESIG has made positive relationship among the stake holders or the parties involved in contract							
2	The ESIG management has effective information sharing related to contract and contract agreement							
3	The ESIG made contract agreements which ensures for parties involved in contract remain on friendly terms							
4	The ESIG make a relation which is give and take or in other words a win vs win policy for all parties							

S/N	**Contract Monitoring on Procurement Performance**	Ratings						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
		1	2	3	4	5	6	7
1	The ESIG has an effective training policy to upgrade its employs who are working related to contracts							
2	There are written policies and procedures to ensure an effective contract monitoring process in The ESIG							
3	The ESIG has regular and seasonal programs for to are being meet							
4	The ESIG believes and forwards Training of staff in contract monitoring to make reliable contract monitoring process							
5	There is Access to Records/Rights to Audit Clauses in The ESIG							

S/N	**Contract Evaluation**	Ratings						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
		1	2	3	4	5	6	7
1	The ESIG has an effective training policy to upgrade its employs who are working related to contracts							
2	There is effective contract evaluation process intense data collection is done in The ESIG							
3	The ESIG made consistent procedures to evaluate the performance of each vendor							
4	The ESIG has make ongoing evaluation after the completion of the contract							

S/N	**Procurement Performance**	Ratings						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
		1	2	3	4	5	6	7
1	The ESIG make Cost efficiency in bulk purchases							
2	There is on time purchase of Good and services when the user department needs in The ESIG							
3	There is reduced lead time in procurement in The ESIG							
4	The ESIG make improvement in quality specially in service							

APPENDIX II



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1) በሀገር ውስጥ በግልፅና በውስን ጨረታ እንዲሁም በቀጥታ ግዥ የተፈፀሙ ግዥዎች ዝርዝር

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
1	የአፈር ማዳበሪያ ግዥ (9,386 ኩንታል ኤንፒኤስ እና 30,000 ኩንታል ዩሪያ) (ቀጥታ ግዥ)	ኦፕሬሽንና ፕሮጀክት ዘርፍ	160,523,898.00	ማዳበሪያውን እንዲሸጥልን ለግብርና ምርት ማሳደጊያዎች አቅራቢ ድርጅትን ጠይቀን ለፕሮጀክቶች(ለአርጆ ዲዴሳ፣ ለኦሞ ኩረዛ 1፣2፣ና3) ውል ተፈርሞ ርክክብ ተጀምሯል፤ ለፋብሪካዎች (ለፊንጫኣ፣ ለመተሐራ፣ ለወንጂ እና ለከሰም) ውል ተፈርሞ ለፋብሪካዎች ድርሻቸውን እንዲረከቡ ተልኮላቸዋል፡፡
2	የ2013/14 ቀሪ የአገዳ ማመላለሻ ጎማና ከመነዳሪያ ግዥ ለስኳር ፋብሪካዎችና ፕሮጀክቶች (ቀጥታ ግዥ)	ኦፕሬሽንና ፕሮጀክት ዘርፍ	24,230,994.67	አቅራቢው ድርጅት /ሆራይዘን አዲስ ጎማ/ በ2013 ዓ.ም ያልተረከብነውን ጎማና ከመነዳሪ እንዲያስረክበን ጠይቀን ውል በተፈራረምንበት ዋጋ ላይ 52% ጭማሪ በመጠየቁ ድርድር ተደርጎ በማኔጅመንት ውሳኔ መሠረት 47% ጭማሪ የተቀበልን መሆናችንን ገልጸን፣ የተመረተውን 367 ጎማና 734 ከመነዳሪ ርክክብ ተፈፅሟል፡፡
3	ከውጭ ለሚገባው 2,000,000 ኩንታል ስኳር የትራንስፖርት አገልግሎት ግዥ (ግልፅ ጨረታ)	ማርኬቲንግ		ብሔራዊ ግልፅ ጨረታ ወጥቶ በጨረታ አሸናፊ የሆነው (ጥቁር አባይ) ከጅቡቲ ወንጂ አሸናፊ በመሆኑ ውል ፈርሟል፡፡ ሌላው አሸናፊ (ፀሐይ ትራንስፖርት) በሌሎች መዳረሻዎች ውል ለመፈረም ባለመቻሉ የጨረታ ማስከበሪያ ተወርሶ በድጋሚ ሌላ ጨረታ ወጥቷል፡፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
4	ስኳር ከፊንጫኣ ስኳር ፋብሪካ ወደ አዲስ አበባ ማንገዝ (ግልፅ ጨረታ)	ማርኬቲንግ	214,500,000.00	500,000 ኩንታል ስኳር ከፊንጫኣ ስኳር ፋብሪካ ወደ አዲስ አበባ እንዲጓጓዝ በተጠየቀው መሰረት፤ በ5 ድርጅቶች አማካኝነት ተጓጉዞ ተጠናቋል፡፡ ክፍያም እንዲፈጸም ለፋይናንስ ተላልፏል፡፡ ተጨማሪ 11,546 ኩንታል እንዲጓጓዝ ጥያቄ ቀርቦ ተጓጉዟል
5	የወርክሾፕ ዕቃዎች በድጋሚ የወጣ (ግልፅ ጨረታ)	ኦፕሬሽንና ፕሮጀክት ዘርፍ	849,496.94	አሸናፊው ድርጅት በውሉ መሰረት አሟልቶ ባለማስረከቡ መቀጫ ከክፍያ ላይ ተቀናሽ ተደርጎ ቀሪው ክፍያ ተፈጽሟል፡፡
6	የጥበቃ አገልግሎት ቃሊቲ ለሚገኘው የፊንጫኣ መጋዘን (ግልፅ ጨረታ)	ፋሲሊቲ	327,888.00 (ለአንድ ዓመት)	በግልፅ ጨረታ ግዥው ተፈፅሞ እና ከአሸናፊው ጋር ውል ተፈርሞ ውሉን እንዲያስተዳደር ለጠያቂው ለፋሲሊቲና ትራንስፖርት ዋና ክፍል ተልኳል፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
7	የተለያዩ ማሽነሪዎች፣ ተቀፅላ መሳሪያዎች እና ፓምፖች ግዥ (ቀጥታ ግዥ)	ኦፕሬሽንና ፕሮጀክት ዘርፍ	110,732,330.68	ውል ተፈርሟል፡፡ አቅራቢው 30 በመቶ ቅድመ ክፍያ ጋራንቲ በማቅረቡ ክፍያ እንዲፈፀም ለፋይናንስ ተልኮ ክፍያ ተፈፅሟል፡፡ ለወንጂ እና ለመተሐራ ስኳር ፋብሪካ ተጨማሪ ትራክተሮች ግዥ እንዲፈፀም በተፈቀደው መሠረት ለአቅራቢው ደብዳቤ ተፅፏል፡፡ ፋብሪካዎቹ ፎርማሊቲውን አሟልተው ርክክብ እንዲፈፅሙ በግልባጭ እንዲያውቁት ተደርጓል፡፡ አቅራቢው አዳማ እርሻ መሳሪያዎች ኢንዱስትሪ ትራክተሮቹና ተቀፅላ መሳሪያዎቹ ዝግጁ መሆናቸውን ባሳወቀን መሰረት የቴክኒክ ፍተሻ የተደረገ ሲሆን፣ ብቁ የሆኑትን 20 ትራክተሮችን ሌሎች ተቀፅላ መሳሪያዎች ርክክብ እንዲደረግ ደብዳቤ ተፅፏል፡፡ ሆኖም አቅራቢው ቀሪ 70 በመቶ ካልተከፈለ ርክክብ አልፈፅም ለዚሁ ክፍያ እንዲዘጋጅ ለፋይናንስ ሰኔ 16/2015 ተልኳል፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
8	ዩሪያ እና ኤንፒኤስ የአፈር ማዳበሪያ (ለኩራዝ 2 እና ለኩራዝ 1/3) (ቀጥታ ግዥ) ጠቅላላ (7000 ኩንታል)	የኦፕሬሽንና ፕሮጀክት አስተዳደር ዘርፍ	30,860,517.00	ለስኳር ፋብሪካዎች ለሸንኮራ አገዳ ልማት ሥራ የተጠየቀ ሲሆን፤ ግዥው እንዲፈቀድ ለክቡር ዋና ሥራ አስፈፃሚ ቀርቦ አልተፈቀደም፤ ይህንኑ ለጠያቂው ዘርፍ ሚያዝያ 10/2015 በተፃፈ የውስጥ ማስታወሻ እንዲያውቁት ተደርጓል፡፡ በድጋሚ ጠያቂው ዘርፍ ዋና ሥራ አስፈፃሚን አስፈቅዶ ግንት 7/2015 ጥያቄ ያቀረበ በመሆኑ፤ ዋጋ እንዲቀርብ ግብርና ሥራዎች ተጠይቋ፡፡ ሆኖም አቅራቢው ቀደም ሲል ለተፈፀመ ግዥ ቀሪ ያልተከፈለ አለ በሚል ዋጋ ለመስጠት አልቻለም፡፡ ይህንንም ለማጥራት ሥራ እየተሰራ ነው፡፡
9	ከጅቡቲ ወደብ ወደ ሀገር ውስጥ ስኳር ማጓጓዝ አገልግሎት ግዥ (ግልፅ ጨረታ)	ማርኬቲንግ ዘርፍ	462,180,000.00	በድጋሚ ብሔራዊ ግልፅ ጨረታ ወጥቶ ጨረታው የካቲት 9/2015 ዓ.ም የተከፈተ ቢሆንም፤ ጨረታው በተከፈተበት ወቅት ወደ ፋይናንሻል ግምገማ ያለፉ ተጫራች ባለመገኘቱ በድጋሚ ግልፅ ጨረታ ወጥቶ፡ ጨረታው መጋቢት 5 ቀን 2015 ዓ.ም ተከፍቷል፡፡ ቃለ ጉባኤ ፀድቆ አዋርድ ተሰጥቷል፡፡ ውል ተዘጋጅቶ የህግና ኢንሹራንስ መምሪያ በሰጠው አስተያየት መሠረት ተስተካክሎ ጥቁር አባይ ፊርሞ ልኳል፡ ንፋስ ስልክ ቀለም ፋብሪካ ፊርሞ እንዲያመጣ ክትትል እየተደረገ ነው፡
10	ፊንጫኣ ስኳር ፋብሪካ የሚመትረተውን 300,000 ኩንታል ስኳር ወደ አዲስ አበባ ለማጓጓዝ ትራንስፖርት ጨረታ	ማርኬቲንግ ዘርፍ	145,125,000.00 (በኩንታል 483.75)	ግልፅ ጨረታ ወጥቶ አሸናፊ ከሆነው ድርጅት ጋር ውል የተፈረመ ሲሆን ውሉን እንዲያስተዳድር ለማርኬቲንግ ዘርፍ ተልኳል፤

				ውል ተፈርሞ፤ ዕቃውን አስረክበዋል፡፡ ክፍያ ተፈጽሟል፡፡
11	የፅህፈት ዕቃዎች፣ የፅዳት እና ህትመት ሰነዶች ግዥ (ግልፅ ጨረታ)	ንብረትና ምርምር ማዕከል	5,218,675.65	
12			127,450,461.89	ግልፅ ጨረታ ወጥቶ ጨረታው ተከፍቶ አሸናፊ የተለየ በመሆኑ፤ ለአሸናፊው

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
	የኦሞ ኩራዝ-3 የመጠጥ ውሃ ግንባታና የኤሌክትሮ መካኒካል ሥራ	ፕሮጀክትና ፕሮጀክትአስተዳደር ዘርፍ		ድርጅት አዋርድ ተሰጥቷል፡፡ ውል ተዘጋጅቶ የህግ አስተያየት ተሰጥቶበት በሁለቱም ወገን ተፈርሞ ውሉን እንዲያስተዳድር ለጠየቂው ዘርፍ ተልኳል፡፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
13	በኦሞ ኩራዝ ቁጥር 2 እና 3 የኩማ እና ክኖር ወንዝ ድልድይ ግንባታ ሥራ ግዥ	ፕሮጀክትና ፕሮጀክት አስተዳደር ዘርፍ	በሂደት ላይ ስለሆነ አይታወቅም	ጨረታው መጋቢት 22 ቀን 2015 የተከፈተ ሲሆን፤ ሁለት ተጫራቾች (አተም ኢንጂነሪንግ እና ይርጋለም ኮንስትራክሽን) ቅሬታ ያቀረቡ በመሆኑ፤ ለቅሬታው ምላሽ እስከሚሰጥ ድረስ የቆየ ሲሆን፤ ለቅሬታው ምላሽ የተሰጠ በመሆኑ፤ ለግምገማ ሚያዝያ 16/2015 ዓ.ም የተላከ ቢሆንም፤ በግምገማው ሁሉም ተጫራቾች ወድቀዋል። ውጤቱ ለተጫራቾች በደብዳቤ እንዲያውቁት ተደርጓል። በድጋሚ ግልፅ ጨረታ ወጥቶ የጨረታ ሰነድ እየተሸጠ ነው። ጨረታው ሐምሌ 4/2015 ይከፈታል።

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
14	የኢትዮጵያ ኢንዱስትሪ ግብዓቶች ድርጅት የስኳር መጋዘን ኪራይ (ቀጥታ ግዥ)	ማርኬቲንግ	የወር ኪራይ 250,470.00x4= 1,001,880.00	ለድርጅቱ ውሉ ለአንድ ዓመት እንዲራዘም ተጠይቆ፤ ድርጅቱ ከዚህ በፊት ከነበረው ኪራይ ዋጋ ላይ 39% ጭማሪ አድርጎ የላከ በመሆኑና፤ ውሳኔ የሚፈልግ በመሆኑ፤ ለማኔጅመንቱ ቀርቦ ውሉ እስከ ጥቅምት 30 ቀን 2015 ተራዝሞና ክፍያ ተፈፅሞ ውሉ እንዲቋረጥ ወስኗል፡፡ ውሉ ከህዳር 1 ቀን 2015 ዓ.ም ጀምሮ ተቋርጧል
15	ለIFRS የሀብት ግመታ እና ቢዝነስ ቫሉዌሽን ጥናት አገልግሎት ግዥ (ቀጥታ ግዥ)	ፋይናንስ መምሪያ	802,355.00	የግሩፑ ማኔጅምንት በቀጥታ ከኢንዱስትሪ ፕሮጀክቶች አገልግሎት ግዥው እንዲፈፀም በወሰነው መሰረት ድርጅቱ ባቀረበው ዋጋ ላይ የዋጋ ድርድር የተጀመረ ቢሆንም፤ ድርጅቱ ያቀረበው ፕሮፖዛል በሚፈለገው መጠን ተሟልቶ ያላቀረበ በመሆኑ፤ በድጋሚ እንዲያቀርብ ተደርጎ በግዥ ኮሚቴ ተከፍቶ ለድርድር ኮሚቴ ተልኮ በድርድሩ ውጤት መሰረት የግዥ ኮሚቴ ቃለ ጉባኤ ተዘጋጅቶና ተፈርሞ ፀድቋል፡፡ ረቂቅ ውል ተዘጋጅቶ ለአስተያየት ለህግና ኢንሹራንስ አገልግሎት መምሪያ መጋቢት 5/2015 ተልኮ በተሰጠው አስተያየት መሠረት ተስተካልሎ ተፈርሟል፡፡ ደርጅቱም ውል ማስከበሪያ አቅርቧል፤ ውሉን እንዲያስተዳደሩ ለፋይናንስ መምሪያ ሚያዝያ 5/2015 ዓ.ም ተልኳል፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
16	የተለያዩ ጎማ፤ ከመነዳሪዎች	ንብረትና ፋሲሊቲ እና ምርምር ማዕከል	1,118,020.19	ጨረታው ተከፍቶ ቃለ ጉባኤ ተዘጋጅቶ ለውሳኔ በቀረበው መሠረት በወቅቱ ካለው የገንዘብ አቅም ማነስ የተነሳ የተወሰኑ ጎማዎች እና ከመነዳሪዎች ግዥው እንዲፈጸም ተወስኖ አሸናፊ ድርጅቶቹ ጎማዎቹን እያስገቡ ሲሆን ይገኛሉ፡፡ የአንደኛው አቅራቢ ክፍያ ለፋይናንስ የተላለፈ ሲሆን፤ የ2ኛው አቅራቢ የገቢ ሰነድ ከንብረት ክፍል እንደቀረበልን ለፋይናንስ የሚላክ ይሆናል፡፡ ሆኖም ጎማው ላይ PR ባለመፃፉ ገቢ ያልተደረገ ሲሆን፤ ለዚሁ ማረጋገጫ እንዲያቀርብ ለአቅራቢው ደብዳቤ ተፅፏል፡፡
17	የኢትዮጵያ ንግድ ስራዎች ኮርፖሬሽን የስኳር መጋዘን ኪራይ አገልግሎት ግዥ (ቀጥታ ግዥ)	ማርኬቲንግ ዘርፍ	በወር 350,000.00x9= 3,150,000.00 ብር	የግሩፑ ማኔጅምንት ጥቅምት 23/2015 ዓ.ም ባደረገው ስብሰባ የመጋዘን ኪራይ ውል ለአንድ ዓመት እንዲራዘም በወሰነው መሠረት ከመስከረም 4/2015 ዓ.ም ጀምሮ ለስድስት ወር የተራዘመ ሲሆን፤ በቀጣይ ስድስት ወራት እንዲራዘም ከማርኬቲንግ ዘርፍ በቀረበ ጥያቄ መሰረት ለድርጅቱ የካቲት 14/2015 ዓ.ም ደብዳቤ ተፅፎ ውሉ በአከራዩ ተዘጋጅቶ ተፈርሟል፡፡ (መስከረም 5/2015 እስከ መጋቢት 4/2015)

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
18	የኢትዮጵያ ንግድ ስራዎች ኮርፖሬሽን የስኳር መጋዘን ኪራይ አገልግሎት ግዥ (ቀጥታ ግዥ)	ማርኬቲንግ ዘርፍ	በወር 350,000.00x9= 3,150,000.00 ብር	የግሩፑ ማኔጅመንት ጥቅምት 23/2015 ኣ.ም ባደረገው ስብሰባ የመጋዘን ኪራይ ውል ለአንድ ዓመት እንዲራዘም በወሰነው መሠረት ከመስከረም 4/2015 ዓ.ም ጀምሮ ለስድስት ወር የተራዘመ ሲሆን፤ በቀጣይ ስድስት ወራት እንዲራዘም ከማርኬቲንግ ዘርፍ በቀረበ ጥያቄ መሰረት ለድርጅቱ የካቲት 14/2015 ዓ.ም ደብዳቤ ተፅፎ፡፡ ውሉ በአከራዩ ተዘጋጅቶ መቷል፤ በግሩፓችን በኩል ውል ማራዘሚያው ተፈርሞ ለአከራይ ፈርሞ እንዲልክ ሚያዝያ 4 ቀን 2015 ዓ.ም በተፃፈ ደብዳቤ ተልኳል፡፡ ሆኖም ክትትል ቢደረግም አከራይ የዋጋ ጭማሪ ለማድረግ የገበያ የዋጋ ጥናት እያደረኩ ነው ጠብቁ የሚል ምላሽ ሰጥቷል፡፡ (ከመጋቢት 5/2015 እስከ ነሐሴ 4/2015)
19	ለግሩፑ ሠራተኞችና ቤተሰብ የህክምና አገልግሎት (ግልፅ ጨረታ)	ጤና አገልግሎት	989,442.50	የፋይናንስ ሰነድ ጥር 9/2015 ተከፍቶ ለሆስፒታል/ህክምና ውል ተዘጋጅቶ ተፈርሞ ተጠናቋል፡፡
20	ለግሩፑ ሠራተኞችና ቤተሰብ የህክምና አገልግሎት (ግልፅ ጨረታ)	ጤና አገልግሎት	109,155.00	የፋይናንስ ሰነድ ጥር 9/2015 ተከፍቶ የጥርስ እና የመነፅር ውል ተዘጋጅቶ የህግ እና ለሰው ሀብት አስተያየት ተሰጥቶበትና በድርጅቶቹ በኩል ተፈርሞ በግሩፑ እንዲፈረም ቀርቧል፡፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
21	የሆቴል አገልግሎት ግዥ (ግልፅ ጨረታ)	ፋሲሊቲ	ለአንድ ሰው ሙሉ መስተንግዶ አገልግሎት ብር 4,847.00	አዲስ አበባ፣ አዳማ እና ቢሾፍቱ ከተሞች ላይ የሆቴል አገልግሎት ግዥ እንዲፈጸም በተጠየቀው መሰረት፣ ግልፅ ጨረታ ወጥቶ አዳማ ላይ አሸናፊ ድርጅት ተገኝቶ ውል የተፈረመ ሲሆን፣ ለአዲስ አበባ እና ለቢሾፍቱ ከተሞች በቂ ተጫራች ስላልተገኘ ጨረታው ተሰርዟል። አዲስ አበባ እና ቢሾፍቱ የሚገኙ ሆቴሎች በውስን ጨረታ እንዲፈፀም የግዥ ኮሚቴው በወሰነው መሠረት በየደረጃው የሚገኙ ሆቴሎችን መርጦ እንዲልክ ለጠያቂው ክፍል ተልኳል።
22	የተለያዩ ዕቃዎች ከቦታ ወደ ቦታ ለማንቀሳቀስ የትራንስፖርት አገልግሎት ግዥ	ፋሲሊቲና ትራንስፖርት ዋና ክፍል	(0.64) ሳንቲም ለአንድ ኩንታል በአንድ ኪ.ሜትር	ብሔራዊ ግልፅ ጨረታ ወጥቶ ጨረታው የካቲት 16 ቀን 2015 ዓ.ም የተከፈተ ቢሆንም ውል ገብቶ እየሰራ ያለው ድርጅት አሁን ላይ ፍቃደኛ ሆኖ እየሰራ በመሆኑና የቀድሞው የውል ዘመን እስከ ጥቅምት 2016 ድረስ የሚቆይ በመሆኑ፣ እንዲሰረዝ ሃሳብ ቀርቧል፣ ታይቶ የሚሰረዝ ይሆናል፣
23	የስኳር ጫኝና አውራጅ ውል ማራዘም (ቀጥታ ግዥ)	ማርኬቲንግ ዘርፍ	በኩንታል 4 ብር	ውሉ ለ6 ወራት እንዲራዘም የተጠየቀ ሲሆን ተራዝሞ ለክትትል ለዘርፉ ተልኳል። በድጋሚ የቀረበ የአንድ ማህበር ማራዘሚያ ጥያቄ ማህበሩ ካደራጀው አካል ደብዳቤ እንዲያመጣ ተደርጎ የውል ማራዘሚያ ተፈርሟል። ውሉን እንዲያስተዳድር ለማርኬቲንግ ዘርፍ ተልኳል።

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
24	ለ2015 የለቤድ የጭነት ትራንስፖርት አገልግሎት ግዥ (ግልፅ ጨረታ)	ፋሲሊቲ	በየመዳረሻዎቹ የተለያየ ዋጋ ቀርቧል	ቀድሞ የወጣው ጨረታ ተሰርዞ ለአራተኛ ጊዜ ከዚህ ቀደም በነበረው መስፈርት መሰረት ጨረታ ወጥቶ ሚያዝያ 17/2015 ዓ.ም ተከፍቶ በግዥ ኮሚቴ ቃለ ጉባኤ ተዘጋጅቶና ተፈርሞ እንዲጸድቅ ለዘርፉ ቀርቧል፡፡
25	የፊሊፕስ ቢሮ ዕድሳት (Meeting hall and CEO Office) (ውስን ጨረታ)	ፋሲሊቲ/ቤቶች ግንባታ	-	ቀደም ሲል በወጣው ጨረታ በቂ ተጫራች ባለመኖሩ የተሰረዘ በመሆኑ፤ በድጋሚ ውስን ጨረታ ወጥቶ የነበረ ሲሆን፡ የተገኘው ዋጋ ከቀሪዎቹ ቢሮዎች ዋጋ አንፃር የተጋነነ በመሆኑ ተሰርዟል፡፡
26	**የፊሊፕስ እና የተንዳሆ ቢሮ እድሳት ግንባታ ሥራ አገልግሎት ግዥ**	የኦፕሬሽንና ፕሮጀክት አስተዳደር ዘርፍ	ለፊሊፕስ 8,368,396.27 ለተንዳሆ 3,482,122.62	ግልፅ ጨረታ ወጥቶ ሚያዝያ 19/2015 ዓ.ም የተከፈተ ሲሆን፤ ሁለት ተጫራቾች ለፋይናንስ ውድድር አልፈዋል፤የፋይናንስ ሰነድ ማክሰኞ ግንቦት 9 ቀን 2015 ዓ.ም ተከፍቷል፡፡ የፋይናንስ ገምጋሚ ኮሚቴ ውጤቱን አቅርቦ የግዥ ኮሚቴ ቃለ ጉባኤ ተዘጋጅቶ እንዲፀድቅ ለዘርፉ ቀርቧል፡፡ ሆኖም የፊሊፕስ ህንፃ ዕድሳት በራስ አቅም ዕድሳቱ እየተጠናቀቀ ይገኛል፡፡
27	የስልክ እና ፋክስ ጥገና አገልግሎት (ግልፅ ጨረታ)	ፋሲሊቲ	-	ለሁለተኛ ጊዜ በድጋሚ ጨረታ የወጣ ቢሆንም፤ በድጋሚ አንድ ተጫራች ብቻ የቀረበና ድርጅቱም በቴክኒክ ግምገማ የወደቀ በመሆኑ፤ ለ3ኛ ጊዜ ለማውጣት ስፔስፍኬሽኑ እና የመገምገሚያ መስፈርቱ ላይ ማስተካከያ እንዲደረግ ለጠያቂው ለፋሲሊቲና ትራንስፖርት ዋና ክፍል ተልኳል፡፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
28	የኦሞ ኩራዝ ቁጥር 1 እና 2 የመስኖ መሰረተ ልማት ችግርና መፍትሔ የምክር አገልግሎት ግዥ (ቀጥታ ግዥ)	የኦፕሬሽንና ፕሮጀክት አስተዳደር ዘርፍ	6,461,390.86	በቀጥታ ከኢትዮጵያ የኮንስትራክሽንና ዲዛይን ሱፐርቪዥን ሥራዎች ኮርፖሬሽን እንዲገዛ በተወሰነው መሰረት የቴክኒክ እና የፋይናንስ ፕሮፖዛል እንዲያቀርብ ተደርጎ ተከፍቷል፡፡ የፋይናንስ የድርድር ኮሚቴ የተቋቋመ እንዲቋቋም ደብዳቤ ተዘፋጅቶ ቀርቧል እስከአሁን አልተፈረመም፡፡
29	የተለያዩ ጋዜጦች አቅርቦት ግዥ	ህዝብ ግንኙነትና ተሳትፎ መምሪያ	ለአንድ ዓመት 54,791.75	ብሔራዊ ውስን ጨረታ ወጥቶ ጨረታው የካቲት 10/2015 የተከፈተ ሲሆን፤ በጨረታው 2 ተጫራቾች ብቻ ለፋይናንስ የቀረቡበት በመሆኑ፤ የግዥ ኮሚቴ ቃለ ጉባኤ ተዘጋጅቶና ተፈርሞ ጸድቋል፡፡ ሆኖም በውስን ጨረታ ሁለት ተጫራች የቀረበበት ሲሆን፤ በማኔጅመንት ይሁንታን ማግኘት ያለበት በመሆኑ፤ ለማኔጅመንት እንዲቀርብ የካቲት 30/2015 ለኮርፖሬት ጉዳዮች ሥራ ዘርፍ በማስታወሻ የተላከ ቢሆንም፤ ጨረታው ተሰርዞ በድጋሚ እንዲወጣ መጋቢት 21/2015 ተወስኗል፡፡ ውስን ጨረታ የወጣ ቢሆንም፤ ሁለት ድርጅቶች ብቻ ለፋይናንስ የቀረቡ ቢሆንም፤ በውስን ጨረታ ከሶስት በላይ መቅረብ ያለባቸው በመሆኑ ማስቀጠል አልተቻለም ጨረታው ተሰርዟል፡፡
30	ለ2015 አጀንዳና ካላንደር (ውስን ጨረታ)	ኮርፖሬት ጉዳዮች	-	በውስን ጨረታ 5 ድርጅቶች ተጋብዘው ሁለት ድርጅቶች ብቻ ቀርበዋል፡፡ ለግዥው በቂ ተጫራች ያልቀረበበት በመሆኑ፤ ጨረታው እንዲሰረዝ ኮሚቴው ወስኖ ለተጫራቾች እንዲያውቁት ተደርጓል፡፡

ተ.ቁ	የዕቃው/የአገልግሎቱ/የግንባታው ዓይነትና የግዥ ዘዴው	ግዥውን የጠየቀው/ የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ግምታዊ ጠቅላላ ዋጋ በብር	ስራው ያለበት ደረጃ
31	የጠበቃ የህግ አገልግሎት ግዥ	ህግና ኢንሹራንስ መምሪያ	በሂደት ላይ ስለሆነ አይታወቅም	ጨረታ ወጥቶ አንድ ተጫራች ብቻ የመወዳደሪያ ሰነድ ያቀረበ ቢሆንም፤ የጨረታ ማስከበሪያ ያላቀረበ በመሆኑ፤ ጨረታው ተሰርዞ በድጋሚ በድጋሚ ጨረታ ወጥቶ ጨረታው ተከፍቷል፡፡ ለግምገማ ተልኳል፡፡
32	የሸንኮራ አገዳ ቆንጨራ (ለኩራዝ 1/3፤ ለኩራዝ 2 እና ለአርጆ)	የኦፕሬሽንና ፕሮጀክት አስተዳደር ዘርፍ	12,368,250.00	ግልፅ ጨረታ ወጥቶ ጨረታው ሚያዝያ 24/2015 ዓ.ም የተከፈተ ቢሆንም፤ አንድ ተጫራች ብቻ በማለፉ ጨረታው በድጋሚ ወጥቶ የጨረታ የተከፈተ ቢሆንም፤ አንድ ተጫራች ብቻ ግምገማውን አልፏል፡፡ የገበያ ጥናት ዋጋ መረጃ ተሰብስቦ በግዥ ኮሚቴ ሶስት ተከፈተ ሲሆን፤ ጠቅላላ ድምር ዋጋው 12 ሚሊዮን አካባቢ በመሆኑና ከግዥ ኮሚቴ ሶስት የግዥ ስልጣን በላይ በመሆኑ፤ ወደ ግዥ ኮሚቴ አንድ ተልኳል፡፡ ኮሚቴው ግዥውን መርምሮ ቃለ ጉባኤ አዘጋጅቶ እንዲፀድቅ ለዘርፉ ሰኔ 16/2015 ቀርቦ የፀደቀ በመሆኑ፤ አዋርድ ተሰጥቷል፡፡ ረቂቅ ውል ለህግና ኢንሹራንስ ለአስተያየት ሰኔ 19/2015 ተልኳል፡፡
33	የተለያዩ የትራክተር ጎማና ለመነዳሪዎች (ፍሎቴሽን ጎማ)	የኦፕሬሽንና ፕሮጀክት አስተዳደር ዘርፍ	በሂደት ላይ ስለሆነ አይታወቅም	በሀገር ውስጥ ብሔራዊ ግልፅ ጨረታ እንዲወጣ የተወሰነ በመሆኑ ግልፅ ጨረታ ወጥቶ የጨረታ ሰነድ እየተሸጠ ነው፡፡ ጨረታው ሰኔ 23/2015 ይከፈታል፡፡

1. በዋጋ ማቅረቢያ /ፕሮፎርማ/ የተፈፀሙ ግዥዎች ዝርዝር

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
1	Starter s2	pkt	3	ንብረት አስተዳደር	3,363.75
2	Florcent light 18w	pkt	3	ንብረት አስተዳደር	7,874.63
3	Heading Paper	pcs	50,000	ንብረት አስተዳደር	153,387.00
4	Remote Control Battery	pcs	4	ንብረት አስተዳደር	2,629.54
5	Toner 64A	pcs	2	Finance	11,260.00
6	Titer	pcs	2	Procurement & property	1,500.00
7	Engine Oil 20W 50	lit	8	Procurement & property	4,000.00
8	Engine Oil Pressure Switch	pcs	1	Procurement & property	2,875.00
9	Pressure Roller for HP2055 DN Printer	pcs	3	ICT	4,050.00
10	ለ4 የስራ ኃላፊዎች ቲተር	pcs	8	ኦፕሬሽንና ፕሮጀክት	5,600.04
11	5 የተለያዩ የፋይናንስ ሰነዶች ህትመት	pad	5 types	Finance	34,845.00
12	Lunch	pcs	12	የህዝብ ግንኙነት	8,750.00
13	Cola	Bottle	100	Local Sels	31,740.00
14	breakshoe kit for two rear legs	set	1	fainance	10,350.00
15	Lunch አዲስ አበባ	per/ person	12	ኮርፖሬት ጉዳዮች	10,455.33.00
16	Lunch አዲስ አበባ	per/ person	12 person for 5 days	operation & project	39,750.00
17	Laptop Bag	pcs	1	ግዥና ንብረት	3,500.00
18	Lunch አዲስ አበባ	per/person	16	public relation & participation	16,910.00
19	UPS	pcs	2	finance	13,110.00
20	የሆቴል መስተንግዶ አዳማ	per/person	35	የእቅድ ልማትና ስጋት አስተዳደር	128,797.60
21	የሆቴል መስተንግዶ አዲስ አበባ	per/person	23	corporate affairs	23,140.00
22	የሆቴል መስተንግዶ ቢሾፍቱ	per/person	44	corporate affairs	536,920.74

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
23	የሆቴል መስተንግዶ ቢሾፍቱ	per/person		corporate affairs	545,255.00
24	የሆቴል መስተንግዶ ቢሾፍቱ	per/person	05	corporate Finance	41,049.50
25	UPS 1000VA	pcs	2	Finance	12,882.00
26	Greeting Card	Pcs	2000	Corporate affairs	48,300.00
27	Tapicery	pcs	16	Facility & transport	77,280.00
28	Car lift Crain Service	trip	1	Facility & transport	
29	UPS Battery12v 170 AM	pcs	8	ICT	21,520.00
30	Starter s2	pkt	2	Marketing	2,250.00
31	Florcent light 18w	pkt	2	“	5,950.00
32	Divider 6 hole	Pcs	2	Marketing	1,640.00
33	Dish cable	Roll	1	Marketing	2,300.00
34	CEXV33 Toner	Pcs	2	Fiancne	3,900.00
35	Florcent light 18w	pkt	3	Corporat Affires, Operation & Project Mgt	11,575.37
36	Electric Cable 1.5	Roll	1		
37	የሆቴል መስተንግዶ አዳማ	Per person	6	Human Resourse	296,728.00
38	የትርጉም ስራ የተለያዩ	በገፅ	931	ህግና ኢንሹራንስ መምሪያ	29,248.76
39	የሆቴል መስተንግዶ አዳማ	per/person	35	Human Resourse	87,079.67
40	Starter s2	pkt	2	Marketing	2,250.00
41	Florcent light 18w	pkt	2	“	5,950.00
42	Brake Pad	Set	04	Facility & Transport	25,300.00
43	Ladies suit	Pcs	4	Legal	18,406.03
44	የሆቴል መስተንግዶ አዳማ	per/person	6	Plad & Development	105,756.00
45	One time translation From English to Amharic	Per/page		legal	29,248.50
46	Vat cash sales Invoice	pad	100	Finance	74,750.00
47	የሆቴል መስተንግዶ አዳማ	per/person	11	HR	35,5357.07
48	የሆቴል መስተንግዶ አዲስ አበባ	per/person	60	Corporate Affairs	125,646.00

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
50	Primers (forssrmarkers)	pairs	25	Wonji research	80,000.00
51	**የሆቴል መስተንግዶ አዳማ**	Per person	03	HR	46,047.33
52	Sewing yarn	Pcs	50	Local sales	16,675.00
53	Laundary soap 250g	pcs	200	Facility	11,850.00
54	**የሆቴል መስተንግዶ አዳማ**	per/person	16	HR	491,134.27
55	**የሆቴል መስተንግዶ አዳማ**	per/person	16	HR	87,079.67
56	Starter s2	pkt	2	Marketing	2,250.00
57	Florcent light 18w	pkt	2	Marketing	5,950.00
58	Divider 6 hole	Pcs	2	Marketing	1,640.00
59	Dish cable	Roll	1	Marketing	2,300.00
60	CEXV33 Toner	Pcs	2	Fiancne	3,900.00
61	Erogomic Chair	Pcs	3	Corporat Affires, Operation & Project Mgt.	104,999.00
62	Florcent light 18w and Electric Cable 1.5	Pkt/mt	3/1	“	11,575.37
63	Brake Pad	Set	04	Facility	25,300
64	Emplyee Identification Card	Pcs	226	Human Resource	49,233.80
65	Break pad & Break shop…..	Pcs	19	Facility	223,729.50
66	Petty Cash Voucher	Pad	150	Marketing	84,000.60
67	Laboratory Chmicals	Pcs	17	Resecrech	126,760.00
68	Factory Product Store Issue & Revicing	Pcs	200	Marekting	106000.00
69	Hotel Service	Date/**በቀን**	01	Facility	42000.00
70	Hotel Service	Date/**በቀን**	12	Facility	274,010.00
71	Hand Wash Mix	Pcs	9	Facility	16,200.00
72	Bank Pyt Voucher	Pad	200	Finance	80,005.50
73	Hotel Service	Days	5	Planning	122,964.33
74	Conference Table	Pce	01	Facility	450,000.00
75	Cylinder Assy, Oil Filter	Pcs	1/1	Facility	21,314.33
76	Curtain Shatter	M2	125.90	Facility	427,115.75
77	Hotel Service	Days	5	Corporat Affires	257,960.00
78	UPS Battery 12v, 17Ah	Pcs	16	ICT	73,600.00

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
	Group Table 4 Person & 2 Person	Pcs	6/2	Facility	669,863.87
79	Paint, Ceiling Paint (የቀለም ቅብ አገልግሎት ዋጋ)	M2	2,832.87	Facility	232,857.21
80	Disk,Pad,Head Lamp,Break Pad		Different	Facility	369,610.00
81	Radiator		1	Facility	64,377.00
82	Disc, Break Pad	Pcs	2/2	Facility	60,490.00
83	Lunch Service		35	Corporat Affires	42,000.00
84	Cylinder Door Lock	Pcs	20	Facility	23,999.81
85	Super White Paint	Gallon	100	Facility	77,999.90
86	Group Table 4 Person	Pcs	7	Facility	645,260.00
87	Group Table 6 Person &4 Person	Pcs	2/4	Facility	645,260.00
88	Peric Acid 62%	Lit	10	Research	49,800.00
89	Had wash, Urinary Unit	Pcs	1/4	Facility	26,800.00
90	Lw flash Water control	Pcs	11	Facility	154,000.00
91	Lunch Service	Person	26	Corporat Affires	28,470.00
92	Juction Box,LED Lamp,Spot led, Incandescent, Connector		Different	Facility	174,995.50
93	Wall Mount,Flourescent Lamp	Pcs	3/30	Facility	15,111.00
94	Double Way Switch, Socket, Led Lamp, Led Circute	Pcs	Different	Facility	101,158.86
95	Color Tonner	Pcs	4	Human Resourse	21,100.00
				ጠቅላላ ድምር	9,622,722,.80

2. በዋጋ ማቅረቢያ /ፕሮፎርማ/ በሂደት ላይ ያሉ ግዥዎች ዝርዝር

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
1	Car lift Crain Service	trip	1	Facility & transport	ውል ተዘጋጅቷል
2	Hp Laserjet 64A Toner	Pcs	02	Finance	On process
3	Tyre & Inner Tube	Pcs	06	Facility	On process
4	Car assicceries	Pcs	06	Facility	205,280.00
5	Radiatory	Pcs	01	Research	60,490.00

3. በፔቲ ካሽ የተፈፀሙ ግዥዎች ዝርዝር

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
1	Starter s2	pkt	3	ንብረት አስተዳደር	3,363.75
2	Florcent light 18w	pkt	3	ንብረት አስተዳደር	7,874.63
3	የበር ቁልፍ ማስቀረጽ	pcs	2	ግዥና ሎጂስቲክስ	119.99
4	Remote Control Battery	pcs	4	ንብረት አስተዳደር	2,629.54
5	Titer	pcs	2	ንብረት አስተዳደር	1,500.00
6	Titer	pcs	2	Procurement & property	1,500.00
7	Engine Oil 20W 50	lit	8	Procurement & property	4,000.00
8	Engine Oil Pressure Switch	pcs	1	Procurement & property	2,875.00
9	Pressure Roller for HP2055 DN Printer	pcs	3	ICT	4,050.00
10	ለ4 የስራ ኃላፊዎች ቲተር	pcs	8	ኦፕሬሽንና ፕሮጀክት	5,600.04
11	Laptop Bag	pcs	1	ግዥና ንብረት	3,500.00
12	የአለምኢየም ተንሸራታች ስላይድ በር ቁልፍ	pcs	1	Facility	543.96
13	Posta A5	pcs	500	Corporate affairs	3,001.50
14	Motor Oil	lit	4	Service	1,200.00
15	Divider	pcs	2	Auditor	2,400.00
16	Thiter	pcs	2	marketing	1,400.00
17	Aluminium Lock	pcs	1	Finance	350.00
18	Glass door lock	pcs	1	Lizen office	1,265.00
19	PC bag	pcs	1	Logistics	3,500.00
20	የሻይ ማፍያ Electrical	pcs	1	Service	1,800.00
21	የቡና ማፍያ Electrical	pcs	1	Service	1,750.00
22	Aluminium lock	pcs	1	Facility	350.00
23	Alkaline Battery AA size	Pcs	2	finance	200.00
24	Laptop charger	pcs	1	Audit	2,200.00
25	Sticker with installation	pcs	01	Communication	870.00
26	Certificate paper	Pcs	20	IT	399.97
27	Banner 28*2.5m	pcs	1	Women & youth	575.00
28	Nails Ø 4 & Ø7	kg	1	Facility	275.00
29	Water ½ liter	Pcs	48	Women & yoyth	419.98
30	Photograph frame	Pcs	5	communication	2,999.99
31	Shwarema Sandweh	pcs	50	Women & youth	8,000.00

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
32	File Divider & Scisser	Pcs	20/01	Finance	4,149.92
33	Copy Holder	Pcs	01	Finance	790.00
34	Power save lump	Pcs	04	Marketing	460.00
35	Stove with two plate	Pcs	01	CEO	3000.00
36	Surface Mounted Socket	Pcs	5	Faclilite	345.00
37	Hand Torch	Pcs	2	Facility	4,500.00
38	Pad Lock 60mm	Pcs	2	“	4,500.00
39	Cola	Pcs	3	“	2,999.89
40	Door lock	Pcs	3	“	2,800.00
41	Umbralla	Pcs	5	“	2,400.00
42	Automatic Name Titer	Pcs	08	Finance & Marketing	7,000.00
43	Double Hot Plate	Pcs	01	Marketing	2,700.00
44	Tea cup	Pcs	06	Marketing	233.33
45	Tea spoon	Set	1	“	350.00
46	Document Handing bag	Pcs	01	Procurement	2,500.00
47	Classic cup	Set	01	Marketing	2,500.00
48	Banner	Pcs	02	Women’s Affaires	4,000.00
49	Aja Defo	Pcs	03	“	1,600.00
50	WiFi raouter	Pcs	01	“	1,399.93
51	Coffe Cup	Pcs	06	“	2,999.99
52	Document delivery pad	Pad	10	“	8,500.00
53	Ply Sheet	Pcs	200	“	1,050.00
54	Morale	Pcs	10	Facility	6,087.00
55	MDF 2.5 Laminat	Pcs	4	Facility	2,782.00
56	Divider	Pcs	2	Finance	2600.00
57	Nalis/ሚስማር	Kg	2	Facility	460.00
58	Women first t-shirt	Pcs	45	Women & youth	19,897.61
59	Sofani, angle Valve	Pcs	9/9	Facility	4,500.00
60	Pty Cash Paint, Varnish, Tinner		Different	Facility	19,639.97
61	Pty Cash Cement Board, Paint, Silicon		Different	Facility	18,559.98
62	Pty Cash Fiber Cement Board, Paint, Mega Enamel		Different	Facility	18,616.02
63	Pty Cash Morale, Enamel Paint,Pipe,Sofani		Different	Facility	19,070.99

64	Tyre 265/65/R17	Pcs	25	Facility	517,500.00
65	Pty Cash,Sofani, Hand Wash,Silicon,atakin		Different	Facility	19,110.26
66	Pty Cash,Gypsom, Breaker, Pipe, Lamp		Different	Facility	19,565.71
67	Pty Cash,Drill Bits, J box, Ceramic Cleaner, Stationery Items		Different	Facility	16,258.18
68	Flourecent, Scatola, Box, Led Lamp		Different	Facility	18,748.38
69	Pty Cash,bowsaw Blade, Fuser Film,ID Card, Water Glass		Different		9,429.94
70	Potassium Hydogen	gm500	4	Research	7,200.00
71	Pty Cash Fuser Film, date Stamp, Door Key, Business Card, Battery 70Ah		Different		19,600.00
72	Hand Wash Basin	Pcs	9	Facility	8,550.00
73	Pty Cash Paint, ID Card	Gal/Pcs	25/4		19,775.09
74	White Paint	Gallon	25	Facility	19,499.98
75	Pty Cash Royal Mereje, GS Nipples, Angle Valve, Umbrella		Different	Facility	18,611.01
76	Pty Cash Tinner,Pipe,Elbow,Switch Frame	Lit/Pcs	Different	Facility	19,567.87
				ድምር	**956,921.40**

2. በቀጥታ የተፈፀመ የ Fuel Couponግዥ፤

ተ.ቁ	የግዥው ዓይነት	መለኪያ	ብዛት	ግዥ ጠያቂው ዘርፍ/ክፍል	ጠቅላላ ዋጋ በብር
1	Fuel coupon 1000 each	በቁጥር	50	Facility & Transport	50,000.00
2	Fuel coupon 1000 each	በቁጥር	70	Facility & Transport	70,000.00
3	Fuel coupon 1000 each	በቁጥር	100	Facility & Transport	100,000.00
4	Fuel coupon 1000 each	በቁጥር	100	Facility & Transport	100,000.00
5	Nafta (Diesel)	ሊትር	400	Facility & Transport	19,608.00
6	Nafta (Diesel)	ሊትር	400	Facility & Transport	23,960.00

7	Fuel coupon 1000 each	በቁጥር	360	Facility & Transport	360,000.00
8	Nafta	ሊትር	400	Facility & Transport	23,960.000
9	Nafta	ሊትር	400	Facility & Transport	23,960.000
10	Fuel coupon/ለጋላፊዎች	በቁጥር	439	Facility & Transport	439,000.00
11	Fuel coupon	በቁጥር	100	Facility & Transport	100,000.00
12	የነዳጅ ኩፖን	በቁጥር	100	Facility & Transport	100,000.00
13	Fuel coupon/ለጋላፊዎች	በቁጥር	362	Facility & Transport	362,000.00
14	Fuel coupon/ለጋላፊዎች	በቁጥር	384	Facility & Transport	384,000.00
15	Fuel coupon/ለጋላፊዎች	በቁጥር	439	Facility & Transport	439,000.00
16	Fuel coupon/ለጋላፊዎች	በቁጥር	425	Facility & Transport	425,000.00
17	Fuel coupon	በቁጥር	100	Facility & Transport	100,000.00
18	Fuel Coupon	በቁጥር	50	Facility & Transport	50,000.00
19	Fuel coupon/ለጋላፊዎች	በቁጥር	425	Facility & Transport	425,000.00
20	Fuel coupon/ለጋላፊዎች	Pcs	425	Facility & Transport	425,000.00
21	Nafta (Diesel)	Lit	400	Facility & Transport	28,460.00
22	Fuel Coupon	Pcs	100	Facility & Transport	100,000.00
23	Fuel coupon/ለጋላፊዎች	Pcs	461	Facility & Transport	461,000.00
				ድምር	4,609,948.00

ለ) የውጭ ሀገር ግዥ አፈፃፀም ዝርዝር

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
1	የኬኤቲ ትራክተር መለዋወጫ ለፋብሪካዎችና ፕሮጀክቶች	ማሽነሪ ጥገናና አቅርቦት	የተለያየ	USD 339,543.05	ዕቃዎች በሙሉ የገቡ ሲሆን የገቢ ደረሰኝ ከንብረት ክፍል ተቆርጧል ያስያዘው የውል ማስከበሪያ ተለቆለታል፡፡
2	የፋብሪካ ኦፕሬሽን ኬሚካል	ለበለስ	የተለያየ	USD 73,967.27	ዕቃዎች የገቡ ሲሆን የገቢ ደረሰኝ ከንብረት ክፍል ተቆርጧል ነገር ግን 0.4 ቶን የጎደለ ሲሆን ለጉድለቱ ከተያዘው አስር ፐርሰንት ሪቴንሽን እንዲቆረጥ ተደርጓል፡፡
3	ተጨማሪ የዕቃና የአገልግሎት ግዥ /Variation order/ 49 Item	ለበለስ	የተለያየ	USD 382,500.00	ፋብሪካውን እየገነባ ያለው የቻይናው ካምሴ ኩባንያ ባቀረበው ዋጋ ላይ ድርድር ተደርጎ የተጠናቀቀ ሲሆን፤ የግዥውን ውል መፈራረም እንዲቻል ፋብሪካው ከመስከረም 22/2015 ዓ.ም. ጀምሮ ራሱን የቻለ በመሆኑ ማኔጅመንቱ አቅጣጫ እንዲሰጥበት እየተጠበቀ ይገኛል፡፡
4	የበለስ ስኳር ቀሪ የግንባታ ዕቃዎችና አገልግሎቶች /Variation order for 3rd batch/	ለበለስ	የተለያየ	USD 5,944,542.17	ግሩፑ ከ CHINA CAMC ENGINEERING CO.LTD.ጋር ውል ተፈረመ ሲሆን ውሉን እንዲያስተዳድሩ ኦፕሬሽንና ፕሮጀክት አስተዳደር ዘርፍ ተልኳል

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
5	ተጨማሪ የዕቃና የአገልግሎት ግዥ /Variation order/ 28 Item	ለበለስ	28	USD 684,250.00	የፋይናንሻል ሰነዱም ታህሳስ 17 ቀን 2015 ዓ.ም የተከፈተ ሲሆን በቀረበው ዋጋ ላይ የፋይናንስ የድርድር ኮሚቴ ተቋቁሞ፣ የቀረበው ዋጋ ከአማካሪው ጋር ሰፊ ልዩነት ስላለው በሂደት ላይ ያለ፡፡
6	የስኳር የሰርቬር ሰርቪስ ግዥ	ማርኬቲንግ	200,000 .00 MT	USD 64,000.00	በአሸናፊው Control Union እና በግሩፑ ውል ተፈርሟል፣
7	200,000 MT Plantation White Cane Sugar.	ማርኬቲንግ ዘርፍ		USD 110,400,000.00	ውል ተዋውለን ለመጀመሪያው ዙር 50,000 ሜ.ቶ ጃንዋሪ 5/2023 እና ለሁለተኛው ዙር 50,000 ሜ.ቶ ጃንዋሪ 17/2023 ኤልሲ ተከፍቷል፡፡ ሞኑት አልተጀመረም

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
8	200,000 MT Plantation White Cane Sugar	ማርኬቲንግ ዘርፍ			ግዥው ጥቅምት 17 ቀን 2015 ዓ.ም በቁጥር ግምዋ/022/15 የተጠየቀ ሲሆን የግሩፑ ማኔጅመንት ሚያዚያ 8 ቀን 2015 ዓ.ም ግዥው እንዲቀጥል በወሰነው መሰረት ስኳር ለማቅረብ ፍላጎት ያሳዩ 11 ድርጅቶች ተጋብዘው 7 ድርጅቶች ሰነድ ያቀረቡ ሲሆን ከቀረቡት ድርጅቶች መካከል አሸናፊው ድርጅት ያቀረበው ዋጋ USD 185,440,000.00 ለግዥው ከተያዘው በጀት በላይ በመሆኑ የግዥ ሂደቱ በሌላ አማራጭ የሚታይ ሆኖ እ.አ.አ 24 ሜይ 2023 በቁጥር 13/5325/439 ተቋርጧል።
9	200,000 ሜ.ቶ የኢምፖርት ስኳር:	ማርኬቲንግ ዘርፍ			አሸናፊ ከሆነው ሚል ሀውስ ኢንተርናሽናል ድርጅት ጋር August 4 ቀን 2022 ውል ተፈርሟል። የብድርና የውጭ ምንዛሪ ከባንክ ለማግኘት ብዙ ጥረት ተደርጎ የተገኘ ቢሆንም አቅራቢው የውል ማስከበሪያ ባለማምጣቱ ኤልሲ አልተከፈተም፣የግዥ ሂደቱ እ.አ.አ ዲሴምበር 13 ቀን 2022 የውልማቋረጫ ደብዳቤ ተፅፎልታል የውል ግዴታውን ባለማክበሩ የሚያስከስሰው ከሆነ ክስ እንዲመሰረትበት ለህግና ኢንሹራንስ ታህሳስ 19 ቀን 2015 ዓም ደብዳቤ ተፅፈዋል።

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
10	Long Reach Chain/Steel Track Hydraulic Excavator Engine power 185 HP - 205 HP with Maximum reach 0f ≥ 18 meters	ኦፕሬሽንና ፕሮጀክት ዘርፍ		USD 336,416.41	አዋርድ/የአሸናፊነት መግለጫ November 18/2022 ተሰጥቷል። ረቂቅ ውል ተዘጋጅቷል።
11	Various Tyres & Inner Tubes	ማሽነሪ	ጎማ ከመነዳሪ	USD 849,586.00	ጨረታው ተሰርዞ ወደ በሀገር ውስጥ ግዥ ግልጽ ጨረታ ወጥቷል።
12	ለኦሞ ኩራዝ ቁጥር 2 እና 3 ስኳር ፋብሪካዎች ቤሪንግ እና ኮንቬየር ቢልት የመለዋወጫ ዕቃዎች ግዥ	ኦፕሬሽንና ፕሮጀክት ዘርፍ	የተለያየ	USD 135,561.77	አዋርድ/የአሸናፊነት መግለጫ March 10/2023 ተሰጥቷል፡ውል እንዲፈረም በሂደት ላይ ነው።
13	የስፔስፊኬሽን ዝግጅት	ለበለስ			ፋብሪካው በአዋጅ ከግሩፑ ራሱን ችሎ ከመስከረም 22/2015 ዓ.ም ጀምሮ የወጣ በመሆኑ ግዥውን መፈጸም የሚቻል ስለመሆኑ በልዩ ሁኔታ ማኔጅመንቱ ካልፈቀደ መግዛት እንደማንችል ለጠያቂው ዘርፍ የውስጥ ማስታወሻ ተፅፏል።

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
14	ለኦሞ ኩራዝ ቁጥር 2 እና 3 ስኳር ፋብሪካዎች Complete PUMP & Pump spare parts ግዥ	ኦፕሬሽንና ፕሮጀክት ዘርፍ	የተለያየ	USD 304,667.53	ለአሸነፉት ድርጅቶች የአሸናፊነት መግለጫ/አዋርድ ተሰጥቷቸዋል፡፡
15	የማዕከላዊ ፋብሪኬሽን ለመገንባት የአዋጪነት ጥናት ቅጥር ጥናት	ለወንጂ			በጨረታው ለቴክኒክ ግምገማ የደረሱት 3 ተጫራቾች በሙሉ በቴክኒክ ግምገማ በመውደቃቸው ጨረታው ተሰርዟል፤ከጠያቂው የስራ ዘርፍ ጋር በመነጋገር ቀሪ ስራዎች የሚሰሩ ይሆናል፡፡
16	IFRS Consultancy	ፋይናንስ መምሪያ		9,545,000 .00 ብር	ውል March 17, 2023 ተፈርሟል:: መጋቢት 12 ቀን 2015 ዓ.ም በቁጥር ግንአመ/2015 ውል እንዲያስተዳድር ለፋይናንስ መምሪያ ተልኳል፡፡
17	Management Service for Beles 1 Sugar Factory	ኦፕሬሽንና ፕሮጀክት ዘርፍ		USD 3,234,375 .00	ውል ተፈርሟል፡፡ ውል ለሚያስተዳድረው ክፍፊል ሚያዚያ 02 ቀን 2015 ዓ.ም በቁጥር 13/4778/129 በተፃፊ ደብዳቤ ተልኳል፡፡
18	የዝርያ ማሻሻያ ማዕከል ለማቋቋም የአማካሪ ግዥ	ምርምር ስልጠና ዘርፍ		በሂደት ላይ ስለሆነ አይታወቅ ም	ግዥው የካቲት 15 ቀን 2015 በቁጥር ምስዘ/ 112/15 የተጠየቀ ሲሆን በጀት መኖሩንና በዋና ስራ አስፈፃሚ መፈቀዱ ተረጋግጦ ግዥው ሚቀጥል

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
19	የቆንጨራ ግዥ	ኦፕሬሽንና ፕሮጀክት ዘርፍ	ለ2016 በጀት አመት		ግዥው መጋቢት 1 ቀን 2015 በቁጥር ኦፕአዘ/ 44/15 ለኦሞ ኩራዝ ቁጥር 1 እና 3፣ ለኦሞ ኩራዝ ቁጥር 2 እና ለአርጆ ደዴሳ ስኳር ፋብሪካዎች 9000 ቆንጨራ የተጠየቀ ሲሆን አስፈላጊው የቴክኒክ መግለጫና የመገምገሚያ መስፈርት ከነጥብ ጋር አሟልተው እንዲያቀርቡ ለክፍሉ በውስጥ ማስታወሻ መጋቢት 4 ቀን 2015 በቁጥር ግንአመ/087/15 ተፅፏል፣ በዋና ስራ አስፈፃሚ መፈቀዱ ተረጋግጧል፣ በአገር ውስጥ ግዥ ለሁለተኛ ጊዜ ግልፅ ጨረታ ወጥቷል፡፡
20	Lot-1: Mechanicals Spares & Equipment Lot-2: Electrical Spares Lot-3: Instrument Spars	ኦፕሬሽንና ፕሮጀክት ዘርፍ	የተለያየ	በሂደት ላይ ስለሆነ አይታወቅም	ግዥው መጋቢት 22 ቀን 2015 ዓ.ም በቁጥር ኦፕአዘ/167/15 የተጠየቀ ሲሆን፣ አለም አቀፍ ጨረታ ወጥቶ ጨረታው ግንቦት 22 ቀን 2015 ዓ.ም ተከፍቶ የቴክኒክ ሰነድ ለግምገማ ግንቦት 24 ቀን 2015 በቁጥር ግንአመ/143/15 በውስጥ ማስታወሻ ተልኳል፡፡
1	ከፊንጫኣ ስኳር ፋብሪካ ወደ አዲስ አበባ ለተንዳዘ ስኳር ክፍያዎችን አጣርቶ ለፋይናንስ መላክ				

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
1.1	የትራንስፖርት አገልግሎት ግዥ			59,958,649.19	ለፊንጫ ትራንስፖርት ከ7/7/2022-3/3/2023 ከፊንጫአ ወደ አዲስ አበባ መጋዘኖች ላጓጓዘው 143,622 ኩንታል ስኳር ክፍያ ተፈፅሟል ::
1.2	የትራንስፖርት አገልግሎት ግዥ			33,305,469.01	ለ ሀይለማርያም ማዘንጊያ ትራንስፖርተር ከ7/7/2022-30/8/2022 ከፊንጫአ ወደ አዲስ አበባ መጋዘኖች ላጓጓዘው 77,747 ኩንታል ስኳር ክፍያ ተፈፅሟል::
1.3	የትራንስፖርት አገልግሎት ግዥ			15,953,158.10	ለ ሰለሞን ታደሰ ትራንስፖርተር ከ6/7/2022-30/8/2022 ከፊንጫአ ወደ አዲስ አበባ መጋዘኖች ላጓጓዘው 37,239 ኩንታል ስኳር ክፍያ ተፈፅሟል::
1.4	የትራንስፖርት አገልግሎት ግዥ			6,931,467	ለ ኡመር ትራንስፖርተር ከ1/7/2022-21/7/2022 ከፊንጫአ ወደ አዲስ አበባ መጋዘኖች ላጓጓዘው 17,350 ኩንታል ስኳር ክፍያ ተፈፅሟል::
1.5	የትራንስፖርት አገልግሎት ግዥ			7,415,830	ለ አስማማው ለይኸ ትራንስፖርተር ከ1/7/2022-27/7/2022 ከፊንጫአ ወደ አዲስ አበባ መጋዘኖች ላጓጓዘው 17,330 ኩንታል ስኳር ክፍያ ተፈፅሟል::

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
2	ከኢንቨስትመንት ኮሚሽን የቀረጥ ነፃ መጠየቅና ማስፈቀድ ከሌሎች ተቋማት የድጋፍ ደብዳቤ መጠየቅ				USD 12,246,355.37 ዋጋ ያላቸው እና ለበለስ ስኳር ፋብሪካ ግንባታ የሚያስፈልጉ በስምንት ሰነዶች ለመጡ ልዩ ልዩ ማቴሪያሎች ከቀረጥ ነፃ እንዲፈቀድ ለኢንቨስትመንት ኮሚሽን ደብዳቤ ተፅፎ ወደሀገር ውስጥ እንዲገቡ የማመቻቸት ስራ ተከናውኗል
3	የአገልግሎት ክፍያ				
3.1	የክሊራንስ ክፍያ			USD 2,284.00	የበለስ ኬሚካል
3.2	የአገልግሎት ክፍያ			113,756.16	የበለስ ኬሚካል
3.3	የፍሬት ክፍያ			USD 24,808.00	የበለስ ኬሚካል
3.4	የኢንላንድ ክፍያ			225,205.00	የበለስ ኬሚካል
3.5	ቀሪ የስቲቨዶሪንግ ፎርዋርዲንግና ክሊሪንግ ክፍያ			USD 44,900.35	ቀሪ የእስቴቨዶሪንግ ለኢባትሎአድ የተከፈለ ክፍያ
3.6	ለኢትዮጵያ ጉምሩክ ኮሚሽን ለታክስ የሚከፈል ክፍያ			1,386,109.09	የበለስ ኬሚካል ለታክስ የተከፈለ ክፍያ

ተ.ቁ	የዕቃው/የአገልግሎቱ/ የግንባታው ዓይነትና የግዥ ዘዴው	ግዥው የተጠየቀለት ፋብሪካ /ፕሮጀክት/	ዓይነት	ጠቅላላ ዋጋ	ስራው ያለበት ደረጃ
3.7	ብሄራዊ ባንክ ላይ የተወራረደ ዲክላሬሽን			USD 224,415,638.30	የሱክደን 5፣ የኬኤቲ 2፣የፊልትሬሽን ግሩፕ 3 እና ከዚህ ቀደም ወደ አገር ውስጥ የገባ ስኳር 17 ዲክላራሲዮን ተወራርዷል፡፡

<u>ሐ) የግዥ ጥናት ስራዎች</u>

- የ2015 በጀት ዓመት ዓመታዊ ግዥ ዕቅድ በተመለከተ ከዘርፎችና ከስራ ክፍሎች በመሰብሰብ የማደራጀት ስራ ተሰርቷል፡፡
- ለ2015 በጀት ዓመት የአጀንዳ እና ካለንደር ህትመት ግዥ ለመፈፀም የገበያ ጥናት አስፈላጊ ሆኖ በመገኘቱ በቀረበው ናሙና መሠረት ወደሚመለከታቸው ደርጅቶች ጋር በአካል በመሄድ የዋጋ መረጃ የመሰብሰብ ስራ ተሰርቷል፡፡
- የፌደራል ፍርድ ቤቶች የችሎት ስርዓት መመሪያ ቁጥር አንቀጽ 13 ንዑስ ቁጥር 5 መሠረት ማንኛውም ነገረፈጅ ለወንድ ሙሉ ልብስ ኮትና ሱሪ፤ ሸሚዝ፤ ክረባት እንዲሁም ለሴት ሙሉ ልብስ (ሱፍ/ጨርቅ) ኮትና ሱሪ ወይም ቀሚስ፣ ከውስጥ ሸሚዝ ወይም ሹራብ መልበስ እንዳለባቸው በማስገድዱ በግሩፑ ስር እና በተንዳሆ ስኳር ፋብሪካ ስር ለሚገኙ ባለሙያዎች የሚያሰፈልጉ አልባሳት የዋጋ መረጃ የመሰብሰብ ስራ ተሰርቷል፡፡
- ስኳር ኢንዳስትሪ ግሩፕ፣ ለKAT (Model-1804), Part No 16080810590 ትራክተሮችን እና ለYTO (Model-1804), Part No 1604-1-21-015 ትራክተሮች ጥገና የሚውል ቡስተር ፓምፕ ክላች (Booster Pump Clutch) ለመግዛት እንዲቻል አሁናዊ የገበያ ዋጋ በማስፈለጉ የገበያ ጥናት ስራ ተሰርቷል፡፡
- ስኳር ኢንዳስትሪ ግሩፕ፣ ሁለት Long Reach Chain/Steel Track Hydraulic Excavator ግዥ እንዲፈፀም በጠየቀው መሠረት፣ ሁለት ጊዜ የአገር ውስጥ ብሔራዊ

ግልፅ ጨረታ ወጥቶ በቂ ተጫራች ባለመገኘቱ አለምአቀፍ ግልፅ ጨረታ ወጥቶ አንድ ተጫራች ብቻ ስለቀረበ የግዥ ሂደት ለመስቀጠል እንዲቻል አሁናዊ የገበያ ዋጋ በማስፈለጉ የገበያ ጥናት ስራ ተሰርቷል፡

- ግሩፑ በ2015 ዓ.ም በጀት ዓመት 200,000 ሜትሪክ ቶን ስኳር ወደ ሀገር ውስጥ ለማስገባት በዝግጅት ላይ ይገኛል። ከዚሁ ጋር ተያይዞ ስኳር ከጁቡቲ ወደብ ወደ መሀል ሀገር ለማጓጓዝ ለትራንስፖርት አገልግሎት ግዥ ዋጋ ማነፃፀሪያ ይረዳን ዘንድ ከኢትዮጵያ የግብርና ስራዎች ኮርፖሬሽን፣ ለብሔራዊ የአደጋ ስጋት አመራር ኮሚሽን እና ከኢትዮጵያ ንግድ ስራዎች ኮርፖሬሽን መሰል ጭነቶችን ሀገር ውስጥ ያስገቡበት የትራንስፖርት አገልግሎት ዋጋ መረጃ የመሰብሰብና የማደራጀት ስራ ተሰርቷል።
- በአገር አቀፍ ደረጃ የነዳጅ ዋጋ ከመጨመሩ ጋር ተያይዞ የትራንስፖርት አገልግሎት እየሰጡ ያሉ ድርጅቶች የዋጋ ጭማሪ እንዲደረግላቸው ጠይቀዋል። በዚሁ መሠረት አጓጓዥ ድርጅቶች ምላሽ ለመስጠት ከተለያዩ ተቋማት የዋጋ መረጃ የመሰብሰብና የማደራጀት ስራ ተሰርቷል።
- ለ2015 በጀት ዓመት የፅህፈት መሳሪያዎች፣ የፅዳት ዕቃዎች፣ የህትመት ዕቃዎች፣ የቢሮ ዕቃዎች፣ የኤሌክትሮኒክስ ዕቃዎች፣ የአደጋ መከላከያ አልባሳቶች፣ ወ.ዘ.ተ ከማዕከላዊ ስታቲስቲክስ ኤጀንሲ ወቅታዊ የገበያ ዋጋ እና የአቅራቢዎች ዝርዝር መረጃን የመሰብሰብና የማደራጀት ስራ ተሰርቷል።
- በአገር አቀፍ ደረጃ የነዳጅ ዋጋ ከመጨመሩ ጋር ተያይዞ የነዳጅና ተዛማጅ ምርቶች አገልግሎት ለፋብሪካዎችና ፕሮጀክቶች እየሰጠ ያለው ናሽናል ኦይል ኢትዮጵያ ኃ.የተ.የግ.ማህበር የዋጋ ጭማሪ እንዲደረግለት በጠየቀው መሠረት ምላሽ ለመስጠት ከነዳጅና ኢነርጂ ባለስልጣን የጥር 2013 ዓ.ም እና ወቅታዊ የዋጋ መረጃ የመሰብሰብና የማደራጀት ስራ ተሰርቷል።
- ለ2015 በጀት ዓመት የተቋሙን ምልዕክቶችና አርማ የያዘ ፕሮሞሽናል የማስታወሻ ደብተር፤ Small Note Book፣ Medium Note Book እና Large Note Book አሳትሞ አገልግሎት ላይ ለማዋል እንዲረዳ ወቅታዊ የገበያ ጥናት ተጠንቶ ቀርቧል።
- ተቋሙ አዲስ ለሚያስገባው ዋና ቢሮ ህንፃ፣ የመካከለኛ ቮልቴጅ መስመር ዝርጋታ ኤሌክትሪክ ዕቃዎችን ማለትም Concrete Pole 12mx500dan፣ Concrete Transformer Seat፣ Cable Termination 3x70 Out Door እና MV Underground Cable 3x70mm2 ለመግዛት ይረዳ ዘንድ ወቅታዊ የገበያ ጥናት ተጠንቶ ቀርቧል።

- ግሩፑ በተያዘው በጀት ዓመት ከውጭ በግዥ ለማስገባት ላቀደው ስኳር የግዥ ሂደት አጋዥ እንዲሆን የተለያዩ የመረጃ አማራጮችን በመጠቀም ወቅታዊ የአለምአቀፍ ስኳር ዋጋ አጥንቶ የማቅረብ ስራ ተሰርቷል፡፡
- በዚሁ መሠረት International Sugar Organization፣ albania.com እና Y chart የመረጃ ምንጮች በመጠቀም ወቅታዊ የአለምአቀፍ ስኳር ዋጋ መረጃ እና ከዚህ በፊት በተለያዩ ጊዜ ተቋማችን የስኳር ግዥ ጨረታ አውጥቶ ፋይናንሻል ሠነድ በከፈተበት ቀን የነበረውን የአለምአቀፍ ስኳር መሸጫ ዋጋ መረጃን በመሰብሰብ 2 ገፅ የጥናት ሪፖርት ከዚህ ደብዳቤ ጋር አባሪ አድርገን የላክን መሆኑን እንገልፃለን፡፡
- የበለስ ሰኳር ፋብሪካ የቴስትና ኮሚሽኒንግ ስራዎችን ለመስራት እና ፋብሪካውን ወደ ምርት ሂደት ለማስገባት የላብራቶሪና የፕሮሰስ ኬሚካሎች በግዥ ለማግኘት ባለመቻሉ በትውስት ከተንዳሆ ሰኳር ፋብሪካ ወደ በለስ ሰኳር ፋብሪካ ኬሚካሎቹን ለማጓጓዝ የጭነት ትራንስፖርት አገልግሎት ለመስጠት ከስኳር ኢንዳስትሪ ግሩፕ ጋር ውል ለገባው ለአስማማው ላይከ የሀገር ውስጥ ደረጃ-4 የደ/ጭ/ማ/የግል ትራንስፖርት ትዕዛዝ የተሰጠ ሲሆን ድርጅቱ ኬሚካሉን በሚያጓጉዝበት ወቅት 810 ኪሎ ግራም የትራይ ሶዲየም ጉድለት ተከስቷል፡፡ ስለሆነም በማጓጓዝ ሂደት ለሚከሰተው ጉድለት/ስብራት/ብልሽት ከድርጅቱ ተከፋይ ሂሳብ መቀነስ ወይም በቀጥታ ማስከፈል ስለሚቻል፣ ለተከሰተው ጉድለት አጓጓዥ ድርጅቱን ለማስከፈል ይረዳን ዘንድ ከአምስት ዓመት በፊት ትራይ ሶዲየም የነበረበት ዋጋ እየተጠና ይገኛል፡፡
- ግሩፑ Sugar Cane Knife with Wooden Handle of 3 or 5 Rivets ግዥ ለመፈፀም የገበያ ጥናት አስፈላጊ ሆኖ በመገኘቱ በቴክኒክ ስፔስፍኬሽን እና መመዘኛ መስፈርት መሠረት ከሚመለከታቸው ደርጅቶች የዋጋ መረጃ የመሰብሰብ ስራ ተሰርቷል፡፡

የሀገር ውስጥ እና የውጭ ሀገር ግዥ ማጠቃለያ

ሀ) የሀገር ውስጥ ግዥ የ2015 ዓ.ም. ዓመታዊ አፈፃፀም ሪፖርት ማጠቃለያ

ተ.ቁ	የጨረታው ዓይነት	ክንውን በመጠን	ከጠቅላላ ያለው ድርሻ በ%	ክንውን በገንዘብ	ከጠቅላላው ያለው ድርሻ በ%
1	ግልፅ ጨረታ	20	8.81	982,091,756.07	73.39
2	ውስን ጨረታ	3	1.32	54,791.75	0.004
3	ቀጥታ ግዥ	10	4.41	340,913,366.21	25.47
4	ፕሮፎርማ ግዥ	95	41.85	9,622,722.80	0.72
5	ጊቲ ካሽ	76	33.48	956,921.40	0.07
6	ነዳጅ ኩፖን እና የናፍጣ ግዥ	23	10.13	4,609,948.00	0.34
	ጠቅላላ ድምር	227	100.00	1,338,249,506.23	100.00

ለ) የውጭ ሀገር ግዥ የ2015 ዓ.ም. ዓመታዊ አፈፃፀም ሪፖርት ማጠቃለያ

ተ.ቁ	የጨረታው ዓይነት	ክንውን በመጠን	ከጠቅላላው ያለው ድርሻ በ%	ክንውን በገንዘብ	ከጠቅላላው ው ድርሻ በ%
1	ግልፅ ጨረታ	11	61.11	2,103,742.03	1.71
2	ውስን ጨረታ	3	16.67	110,400,000.00	89.94
3	ቀጥታ ግዥ	4	22.22	10,245,667.00	8.35
	ጠቅላላ ድምር	18	100.00	122,749,409.03	100.00
1	ቀጥታ ግዥ በብር	1	100	9,545,000.00	100.00