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**THE EFFECTS OF PROCUREMENT MANAGEMENT ON PROJECT  
SUCCESS:**

**THE CASE OF JOHN SNOW, INC. ETHIOPIA**

**BY:**

**RAHEL ENDALE**

**A RESEARCH SUBMITTED TO THE DEPARTMENT OF PROJECT  
MANAGEMENT PRESENTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR A DEGREE OF MASTER OF ARTS IN PROJECT  
MANAGEMENT**

**ADVISOR:**

**FISSEHA ASSEFA (ASST. PROFESSOR)**

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## **Declaration**

I, Rahel Endale declare that this project work is a result of my independent research work on the topic entitled “The effect of Procurement Management on Project success: The case of JSI projects”. In partial fulfilment of the requirements for the Degree of Masters of Art in project Management at Addis Ababa University. This work has not been submitted for a degree to any other university. All the references are also duly acknowledged.

Rahel Endale

\_\_\_\_\_

Date

\_\_\_\_\_

Signature

## Letter of Certification

This is to confirm that Mrs. Rahel Endale has conducted this project work under the title “The effects of Procurement Management on project success in the case of John Snow, Inc. Ethiopia” is under my supervisory. This work is original and suitable for the submission in partial fulfilment of the requirement for the award of Master of Arts Degree in Project Management.

Fisseha Assefa (Asst. Prof)

\_\_\_\_\_

Date

\_\_\_\_\_

Signature

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## **List of Acronyms and Abbreviations**

JSI- John Snow, Inc. Ethiopia

PMBOK- Project management body of knowledge

USAID- The United States Agency for International Development

FMOH- Federal Ministry of Health

TD- Technical Director

PI- Path Finder International

OFAD -Operations Finance and Administration Director

SPSS - Statistical Package for the Social Sciences.

SOW – Statement of Work

TOR- Terms of Reference

EVA- Earned Value Analysis

EAC- Estimate at Completion

## ***Abstract***

*The purpose of this research was to assess the effect of procurement management on project success at the JSI projects, specifically, to know the procurement planning practice of JSI and its effect on project success; to know the practice of conducting procurement at JSI and its effect on project success and to know the procurement control and closeout practice of JSI and its effect on project success. A descriptive research design was engaged as the intention of this study was to examine the effect of procurement management on project success at JSI projects. Mixed research approach that involves collecting, analysing and integrating quantitative and qualitative was employed in this research. The total population in the study was 30 and all 30 people in the project and home office were enumerated for the study; hence, the census method is used. Respondents for the interview were selected using a purposive sampling technique. Data via questionnaires were collected by employing 5-point Likert scale type of questionnaire, and collected data were examined using SPSS package. Descriptive and inferential data analysis techniques were used. Findings reveal that while JSI defines procurement requirements, it often lacks detail, and market research outlined in the Supply Chain Mangers Handbook are not fully implemented. Although bid advertisements are effectively executed online, the absence of bidder conferences limits information distribution, potentially affecting bid quality. The inferential analysis conducted in this study reveals a positive and significant correlation between the components of procurement management—planning, conducting, and controlling—and project success. Regression analysis further confirms that these independent variables significantly influence project success. Recommendations include enhancing documentation clarity, conducting market research regularly, recognizing the value of bidder conferences, and expanding advertisement platforms to improve outreach. By addressing these gaps, JSI can enhance procurement efficiency, and ultimately improve project success.*

***Key words:*** *Project Procurement Management, planning, conduct, close out and control procurement*

## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the Study

Projects are the most important means to create value and leverage for entities. Nowadays, higher responsible bodies in an organization are required to manage with restricted budgets, shorter timelines, scarce resources, and very dynamic technology. Projects are a keyway to creating value and benefits in organizations. To continue competent in the world economy, organizations are taking up project management to consistently deliver higher value in business.

Project management is meeting project requirements by applying know-how, skills, tools and techniques in activities. To implement project management, processes identified for the projects should be practical and integrated. Project management helps entities to implement projects effectively and efficiently. Furthermore, it supports public and private entities to enhance their chances of success. A knowledge area in project management is defined by its specific knowledge requirements and is characterized by its component processes, practices, inputs, outputs, tools, and techniques. Procurement management is an area of knowledge identified in project management, in most projects (PMBOK Guide, 2017).

Project procurement management is a very important part for successfully implementing project by involving external capacities to attain project objectives. Significant project success could be achieved through project procurement management by improving the usage of resources, minimizing risks, monitoring costs, and promoting stakeholder satisfaction. Furthermore, with careful planning, implementation, and regular enhancement, entities could take advantage of procurement strategies to efficiently and effectively ascertain project goals.

The success of a project is determined by the owner's determination of criteria like allocations of resources, safety, quality, cost, and time. Project management enables the achievement of goals by allocating resources strategically (P. Hersey and K. Banchard, 1982).

## **1.2. Background of the Organization**

JSI is an international non-profit organization committed to enhancing lives worldwide by promoting health, education, and socioeconomic equity for individuals and communities.

JSI is a sub-contractor on the IFHB, which is funded by USAID. The project focuses on enhancing the health of mothers, new-borns, and children by providing a comprehensive range of services. These services are based on proven strategies and are implemented at both the household and referral facility levels. The project works in collaboration with the government, and communities, and through behavior change communication to enhance family planning practices, improve the accessibility and quality of services, products, and information, and strengthen the local health system to meet the needs of the community.

Since 1994, JSI has been working with the Federal Ministry of Health(FMOH) in Ethiopia to enhance healthcare access for everyone. Over the years, JSI has implemented over 60 health projects in Ethiopia, focusing on supporting local initiatives, developing innovative solutions for better health outcomes, strengthening community engagement, patient-centred services, and ensuring continuous care through multi-level engagement. JSI also provides systems-level support to build resilience in the healthcare system.

As per the project staffing structure, the Technical Director (TD) is responsible for the overall management of the Project from the perspective of JSI. The TD serves as the principal project representative advising Pathfinder International (PI), USAID and other partner organizations on project related technical and policy issues. The TD is ultimately responsible for the commitment and disbursement of all project funds.

The Operations Finance and Administration Director (OFAD) is responsible for the financial oversight and management of project operations to ensure that financial systems and internal controls are in place and that all financial policies and procedures of JSI/HQ and USAID are adhered to.

The Procurement and Logistics Assistant is responsible to assist OFAD in handling logistics, obtains quotes in line with the JSI/IFHP Procurement Policies and Procedures Manual for supplies, materials to be purchased by the Project and Liaison with Vendors. He/she is responsible for the flow of resources between the point of origin and the point of destination in order to meet the requirements of offices. The Procurement and Logistics Assistant works under the supervision of OFAD and in close coordination with other members of the administration central office team.

The JSI Home Office should be advised of all planned procurements over \$10,000. Depending on the project contract, geographic code and local procurement regulations, work with the Home Office to decide where the item can be purchased (JSI operational manual, 2022).

### **1.3. Statement of the Problem**

The success of projects across various industries increasingly relies on effective procurement processes. Procurement involves the sourcing, acquisition, and management of the goods and services essential for project execution (Waters D., 2004). Effective procurement planning, established well before the procurement phase, is a critical factor in project success (Deme A., 2009).

In the pre-assessment of JSI's project procurement management conducted by the researcher with the Procurement Head and Project Coordinator at the home office, discussions highlighted the vital role of procurement in ensuring project success. However, it also revealed potential challenges that can arise when procurement is not executed systematically and proactively. JSI Ethiopia has established adequate guiding procedures, rules, and process descriptions for procurement activities in general (JSI, Handbook). Nonetheless, the pre-assessment identified certain challenges and problems within specific aspects of project procurement, indicating visible gaps in effective project management operations, which can be traced back to deficiencies in the procurement management process (Samuel N., 2019).

Delivering projects on time and within budget is a key goal of project management, aimed at maximizing the return on investment (PMI, 2004). JSI currently implementing over 60 projects in Ethiopia, and addressing its existing challenges is crucial. It is imperative for JSI to adopt effective project procurement management practices that ensure cost minimization, mitigate risks through strategic sourcing of goods and services, implement efficient contract management, and guarantee the timely delivery of high-quality outputs while adhering to budget and schedule constraints.

The key aspects of procurement in project management and its correlation with project success found that increased collaboration and cooperation with suppliers can positively impact products and services, resulting in favourable outcomes for the organization. The study also highlighted a lack of research on supplier integration, selection criteria, and overall success, indicating a need for further investigation (Buzzetto, R., et al., 2020).

Therefore, it is both crucial and timely to research project procurement management at JSI. This study aims to fill the research gap by examining the issues that hinder the effectiveness of project procurement management.

Despite the presence of these challenges within the organization, there has been limited research aimed at enhancing the project procurement management process for successful project outcomes in a non-profit context like JSI. This study evaluates the procurement management processes at JSI by considering its procurement activities comprehensively. By analyzing the procurement process and applying relevant theoretical frameworks, the study aims to assess the impact of JSI's procurement activities on project success.

#### **1.4. Research Questions**

Per the defined statement of problems that set the context for this research, general and specific research questions are drawn so the data gathering and further analysis are guided very well. The research in general looked forward to searching and addressing the question; What effect does Procurement Management has on the project success in the JSI?

Precisely, the study addresses the below research questions;

- What effect does procurement planning has on the success of JSI projects?
- What effect does Conducting procurement has on the success of JSI projects?
- What effect does procurement controlling and closeout processes has on the success of JSI projects?

## **1.5. Objectives of the Study**

### **1.5.1. General Objective of the Study**

This study entails the following general and specific objectives. The study is generally aimed to assess the effect of Procurement Management on project success in JSI Ethiopia.

### **1.5.2. Specific Objectives of the Study**

Particularly, the specific objectives of this study are:

1. To know the procurement planning practice of JSI and its effect on project success.
2. To know the practice of conducting procurement at JSI and its effect on project success.
3. To know the procurement control and closeout practice of JSI and its effect on project success.

## **1.6. Significance of the Study**

Although quite a number of significant research has been made, the effect of Procurement Management on project success in Ethiopia in general and in JSI being one of the biggest development partners to the government of Ethiopia in particular, since three decades ago has not been well tracked and published. The main reason behind undertaking this study is to assess the effect of procurement management on the project success at the JSI taking into consideration three key variables: procurement planning, Conducting procurement and procurement controlling and closeout, and come up with plausible bits of advice to enhance project success by implementing effective mechanism for procurement management.

Furthermore, this study will contribute to the body of knowledge on procurement management in the development organizations that are involved in project implementation in Ethiopia and can be a base for future broader studies. The findings from this study on the effect of procurement management on project success will help the procurement managers and project managers in the JSI to see their gaps in Procurement management and help to develop policies and instruments that can foster procurement management and then project success.

### **1.7. Scope and Limitation of the Study**

JSI Ethiopia is currently managing over 62 projects across Addis Ababa and various regions throughout Ethiopia. The researcher believes it is crucial to analyze existing procurement management practices, as these can significantly influence the success of projects. In this study, the focus was exclusively on respondents from projects located in Addis Ababa, where the majority of the procurement activities are concentrated.

The primary aim of this research is to explore the impact of procurement practices on project success, specifically examining three key variables within project procurement management: procurement planning, the procurement conducting process, and the procurement controlling process. To gather relevant data, the researcher conducted surveys and interviews with project managers and procurement professionals, aiming to collect both qualitative and quantitative insights.

For the scope of this study, the researcher focused on the main project office and the home office situated in Addis Ababa. However, it is important to note that JSI Ethiopia operates several projects beyond those included in this analysis. To address this limitation, the researcher sought to include respondents who possess a comprehensive understanding of procurement practices within the organization.

Additionally, some of the selected respondents were higher-ranking employees, which resulted in delays in providing timely and appropriate responses. It is suggested that if the study had encompassed all projects, whether in Addis Ababa or other regions, and had involved a broader range of respondents, the findings could have yielded more robust and insightful results.

## **1.8. Operational Definition of Terms**

Procurement: The process of getting goods, services, and knowledge from others outside that are necessary for executing, sustaining, and managing the organization's main and supporting activities economically (Van Weele, 2006).

Project Procurement: according to (PMBOK, 2013), "includes the actions necessary to obtain product, services, or outcomes from sources outside the project team".

Procurement planning: Planning procurement management is the process of documenting procurement decisions, indicating the method, and finding potential providers in order to know whether goods and services should be acquired from outside, in what manner, how and when to acquire it (PMBOK, 2017).

Conducting procurement: Conducting procurement is the process of acquiring seller responses, choosing a seller, and awarding and drawing a contract (PMBOK, 2017).

Procurement controlling: Control Procurements is the process of managing procurement relationships; monitoring contract performance, making changes and corrections as appropriate; and closing out contracts (PMBOK, 2017).

Project: is different from various kinds of work (PMI, 2004) clarifies a project as a temporary endeavour/business that is conducted to produce a unique output/product, service/.

Project Success- projects are temporary. Thus, the success of the project should be measured in terms of achieving the project within the constraints of scope, time, budget, quality, resources, and risk as agreed upon by senior officials and project managers (PMI, 2013).

## **1.9. Organization of the Paper**

The study is structured as follows: Chapter one introduces the research. Chapter two entailed the works of related literature that have been reviewed. The research design and methodology are well explained in chapter three. The presentation of data with its analysis and interpretation of results by the researcher is presented in chapter four. At the end of this research, the researcher gave its conclusions and recommendations under chapter five.

## **CHAPTER TWO: RELATED LITERATURE REVIEW**

### **2.1. Introduction**

This section of the research examines the literature which is relevant to the research under study. It involves a Theoretical Review, Empirical Review and Conceptual Framework of the study.

### **2.2. Theoretical Review**

#### **2.2.1. Project**

A project is an interim endeavour assumed to generate a unique output. The fact that a project is temporary is that it has a beginning and an end. However, the length of a project is not linked to its temporariness. A project is finalized when the set objectives are reached, or the project is annulled due to unachievable objectives or the requirement is no more there. (PMBOK 6<sup>th</sup> edition 2017).

#### **2.2.2. Procurement in Projects**

Organizations responsible for the delivery of different projects are eager to look into the procurement process to improve the quality, cost and time of the product they deliver (Sanderson & Cox, 2008).

The procurement process consists of various stages, as pre-acquisition, bid process and contract awarding, and contract and supplier management. Each of the processing stages requires due attention in planning and structuring to guarantee the best possible outcome (Baldi et al., 2016).

To ascertain on-time identification and correction of failures, undertakings by service providers and suppliers should be monitored and controlled in an ongoing manner (Ng et al., 2002). In fact an evaluation of undertakings is mandatory throughout project implementation in order for projects to succeed (Araújo et al., 2017).

The logical flow for procurement management is to plan and tie what we would be in need in a contract, in what manner we will do it, approach sellers to bid for contractual requirements, and enter into contractual obligations with the most economical bidder. Monitor the required provisions during the implementation to make sure that contractual obligations are implemented as agreed. Once the work is finalized, do close-out activities and document (Adrienne Watt, 2014).

Project Procurement management involves the important processes of acquiring services or products that cannot be acquired inside/the project team. Project Procurement activities could be done by responsible project team personnel or the procurement department if available (PMBOK, 2017).

Unlike other project management processes, the project procurement process involves quite a lot of legal obligations and penalties. Although the project manager need not to be subject matter expert of procurement rules and regulations, familiarizing oneself to a certain extent in order to make smart decision in regards to contractual matters is an advantage (PMBOK, 2017).

Project procurement processes comprise reaching into an agreement by two parties that involves different requirements. Hence, depending on the complexity of an output, contracts should be drawn in a compliant manner with local, international and national rules. (PMBOK, 2017).

Expected outputs, achievements, and knowledge transfer required by the seller should explicitly be stated in the contract. What is not incorporated cannot be legitimately enforced. No matter how vividly a contract is drawn, project managers should put at the back of their minds the influence that culture and local rules have on the enforceability of contracts. (PMBOK, 2017).

Effective procurement enables successful project execution. Components and supplies contribute above fifty percent of overall project cost, for several high-technology projects, it could surpass ninety percent (Morries & Pinto, 2007).

Different levels of corruption, bureaucracy, lack of open competition and transparency, neglect, lack of proper direction, poor coordination, bureaucracy, and lack of trained and qualified procurement specialists that are capable of managing the procurement process in a professional, timely, and cost-effective manner are all challenges that outbreak several procurement undertakings. Poor project planning, lack of funding, and inaccurate and timely procurement execution lead weak project procurement (Karlsson, 2012).

### **2.2.3. Project Procurement Management Processes**

#### **2.2.3.1. Plan Procurement**

Planning procurement management is the process of documenting procurement decisions, indicating the method, and finding potential providers in order to know whether goods and services should be acquired from outside, in what manner, how and when to acquire it. In addition, undertakings and decisions as to international, national or local competitive bidding is made during the procurement management plan (PMBOK, 2017). When planning is properly envisioned and realized, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004).

Directions that are included in the procurement management plan are, time schedule of main procurement activities; roles and responsibilities by stakeholders; limitations and expectations that could influence planned procurements; legislation and currency issues that payments will be effected; issues about risks management (PMBOK, 2017). Early involvement during plan procurement is necessary in order options and alternatives can be discovered with the requesting body. Issues in the agenda for plan procurement could be such as purchase estimates, product specifications, make or buy decisions, and outsourcing opportunities (Mathews, 2005).

The development of the procurement statement of work, specifications, and work breakdown structure, outlining the major milestones and the timing and schedule, determining whether long-lead procurement is necessary, cost estimation including lifecycle costing, determining whether qualified sellers exist, identifying the source selection criteria, and creating a listing of potential sources are all included in the procurement plan (Kerzner, 2009).

#### **2.2.3.1.1. Market Research**

Among the tools and techniques that are used in planning procurement management are data-gathering through market research. Market research involves checking the industry and specific seller expertise. Procurement teams could take advantage of information gathered from different sources like conferences, online reviews, and different other sources to identify market capabilities (PMBOK, 2017).

As stipulated in the guideline developed by JSI on conducting market surveys, the objectives of a market survey are to gather information on contractual values, the range of potential bidders, and availabilities on certain services and products on the market; the foundation for an appropriate contract award procedures are laid by market survey results. Also, market surveys enable organizations to clearly set and draw high-quality requirements.

Furthermore, to design the procurement strategy, the procurement unit develops a good understanding of the market by covering the market structure considering the size of the market, how many suppliers are in the market, and what their size in terms of production capacity and market share, where they are located, their degree of market concentration and trends (JSI Logistic Handbook, 2019).

#### **2.2.3.1.2. Project Schedule**

Scheduling is the development of planned dates for performing project activities and meeting milestones. Scheduling includes the project start and completion dates, project deliverables and milestones dates, and the start and completion dates for all activities needed to successfully complete the project. Scheduling is a management tool that can be used to satisfy a number of objectives such as coordination, analysis and forecasting, reporting against a baseline, integrating the activities of the various project participants, and showing interface responsibilities, particularly with respect to timing (AAU Project Planning and Scheduling module, 2014).

Scheduling is a very important aspect in every plan as it is the timetable for work to be undertaken. It includes charting the requirements for the resources or the progress expected in finalizing components activities over the course or project implementation. Setting inaccurate work schedules leads to unnecessary issues in the construction of project and this will result in uncertainties which will result in overruns of time on the project work. The timing of resource consumption and dependability schedules must align with the field survey's work plan and timeline. A work schedule error could lead to poor schedule performance index, low quality standards, and cost overruns. The causes of crashing and hurried actions, in addition to bad timing, increased costs, sloppy work, and late project completion, must be addressed. Finding and examining the factors that have a significant impact on the work schedule is necessary in order to establish a trustworthy and appropriate schedule, which is essential for an efficient project timeline, project tracking, and project success (R.Vidhyasri and R. Sivagamasundari, 2017).

#### **2.2.3.1.3. Make- or- Buy Analysis**

Is one of the data analysis techniques in procurement planning that is used to identify if deliverables are best fulfilled by a project team or outside sources. Existing resources and their skills and abilities, the need for particular expertise, the desire to not increase permanent employment responsibilities, and the need for independent know-how are factors to consider in the make-or-buy decision in an organization. assessing risks involved with each make-or-buy decision is also important (PMBOK, 2017).

According to Adrienne Watt (2014) make or buy analysis means making a choice between figuring out a solution to your problem or buy one that is already available. Same aspects as in major project decisions help with this one. Related analysis from cost point of view, to what extent the scope and schedule of the project will be affected, available time to do the work and still meet commitments should be done in make or buy decision. Company makes the outsourcing decision based on reducing production and transaction costs (Williamson, O.E. 1985).

#### **2.2.3.1.4. Source Selection Analysis**

Sellers are required to allocate a good amount of time and resources before engaging in competitive selection methods. Hence practices should be in place for bidders to know how they will be evaluated. When evaluation criteria are set the buyer needs to ensure that value for money is ascertained for the services required.

The source selection criteria that could be incorporated are competence and ability; life cycle cost in relation to the product; delivery time; expertise involved in; necessary experience; Acceptability of the proposed approach and work schedule in; financial stability; experiences of higher official; and approaches to knowledge transfer (PMBOK, 2017).

Among the key activities in the area of procurement is the selection of a supplier or service provider. An accurate and clear method should be in place to select the right provider as not doing so may jeopardize the performance of the entire project (Cheng & Li, 2004). The selection process in procurement is very tough and complex as it involves human judgments, trade-offs between demanding goals and scarce resources. Selecting one provider among many is highly dependent on the organization's preferences and evaluation criteria, and willingness to commit to the demands of the supplier (Watt et al., 2009).

#### **2.2.3.1.5. Bid Documents and Procurement Requirement /**

As per (PMBOK, 2017), bid documents are shared with potential sellers when proposals are sought. Based on the required goods or services, the information that are gathered and shared with the bidding documents could vary. Request for information (RFI) could be shared when more knowledge on the goods or services to be procured is necessary from the seller. On the other hand, following to RFI, Request for quotation (RFQ) is placed when cost and how vendors would meet set information are in need. At other times Requests for proposal (RFP) is requested to be submitted by bidders by documenting overall description, SOW and manner by which the seller needs to respond when solution to a problem is difficult to find.

The complexity and how detailed our procurement input should be consistent in relation to the value of, and risks linked with, the planned procurement. Procurement documents are required to be enough detailed to ascertain consistency, right responses, but at the same time should be flexible enough to allow aspects and suggestions by sellers better means to satisfy the same requirements (PMBOK, 2017).

#### **2.2.3.1.6. Criteria and Methods of Evaluation**

In order to determine which offer best suits an organization's needs, bids are evaluated by comparing them to the predetermined assessment criteria and evaluation technique.

To guarantee that each bidder is treated equally, the procedure must be carried out in an open and equitable manner. The tender document's evaluation criteria and methodology should serve as the foundation for assessing the bids that were received.

The bid evaluation process involves three key stages: first, bid responsiveness, which checks if all required documents were submitted on time and in accordance with the tender guidelines; second, a technical review that evaluates the bid against the specified technical requirements, leading to the rejection of any non-compliant submissions; and third, a business review that analyzes the proposed pricing, potentially requiring a more complex assessment for best-value determination.

However, in addition to the technical requirements, in the case of health commodities, at the very least, the supplier's dependability with regard to Delivery timeline; Quality; National requirements, such as registration and/or pre-shipment inspection; Persistence; Reduced danger should be considered (JSI, The Supply Chain Mangers Handbook, 2020).

#### **2.2.3.1.7. Procurement Statement of Works and Terms of Reference (ToR)**

The statement of work (SOW) describes the procurement detail in satisfactory manner to allow potential sellers to figure out if they would be capable of providing the products, services, or results. Satisfactory details could differ depending on the nature of the goods and requirement of the buyer. Details that are included in a SOW are specifications, required quantity and quality standards, performance data, duration for the performance, place of performance, and others.

When procuring services the *terms of reference* (TOR) is used. Similar to the SOW, TOR also includes elements as tasks to be performed by the contractor, applicable standards that are required to be satisfied by the contractor; information required to be handed for an approval; detailed list of all information and services that are required as an input to the contractor; detailed schedule for performance, work review, approval, and submission (PMBOK, 2017).

### **2.2.3.2. Conducting Procurement**

Conducting procurement is the process of acquiring seller responses, choosing a seller, and awarding and drawing a contract.

The Conducting procurement process comprises of evaluating and confirming specifications, validating qualified sources, reviewing previous performance, revisiting team members or partnership contracts and creating the solicitation package (Kezner, 2009).

Approaching potential vendors to gauge interest in bidding, obtaining seller responses from the department of works and choosing preferred vendors, selecting preferred vendors, negotiating contracts with preferred vendors, and communicating status to various stakeholders and processes are the main components of conducting procurement, according to (Richardson, 2015). Requests for information (RFI), requests for proposals (RFPs), requests for quotations (RFQ), invitations to bid (IFB), and invitations to negotiate (ITN) are examples of common procurement documents, according to Richardson (2015). These documents are also referred to as bid documents because they are used to solicit bids (Darnall & Preston, 2012).

Furthermore, JSI Logistics hand book specifies that these documents main purposes are to develop a clearer understanding of the market, Stimulate interest and assess the market for interested parties, align the technical requirements with the market's capacity, and help determine the most appropriate procurement approach (JSI, The Supply Chain Mangers Handbook, 2020).

#### **2.2.3.2.1. Expert Judgment**

When conducting procurement individuals and groups should be equipped with specialized knowledge and trained with topics like evaluations of offers/proposals; important functional areas like finance, engineering, design supply chain management; rules, regulation, compliance and negotiations (PMBOK, 2017). Expert judgment can be utilized in the evaluation of seller proposals. This evaluation process may involve a multidisciplinary review team, comprising experts from various fields relevant to the procurement documents and the proposed contract. The team can include specialists from functional areas such as contracting, law, finance, accounting, engineering, design, research and development, sales and manufacturing (Temesgen Belayneh & Dargie Arbise, 2016).

#### **2.2.3.2.2. Bidders Conferences**

In order to ascertain that all potential bidders have a clear and common understanding of the procurement documents and no discrimination among bidders are made, bidder conferences which is a meeting between the buyer and sellers are recommended before proposal's are submitted (PMBOK, 2017). Furthermore, bidders conference enables responses to questions to be incorporated into the procurement documents as amendments. To be fair buyers must take great care to ensure that all prospective sellers hear every question and answer from any individual seller (Temesgen Belayneh & Dargie Arbise, 2016).

#### **2.2.3.2.3. Data Analysis**

More to proposal evaluation, data's are analysed to make sure that complete bid documents are in line with bid documents, procurement statement of works, ToRs, source selection criteria, and others that were incorporated as a bid package (PMBOK, 2017).

#### **2.2.3.2.4. Solicitation Process**

The main focus for the solicitation procedure is to get appropriate responses from potential service providers/suppliers to achieve the requirements of the acquired product/service. The secondary objective is to make sure that all potential bidders are treated fairly and neutrally and equal opportunities are availed (Fleming, 2003).

#### **2.2.3.2.5. Negotiation**

Negotiation is one interpersonal and team skill used aiming to reach into an agreement. Procurement negotiation gives clarity of the structure, rights, and obligations of the bodies and other terms of the purchases so that mutually benefiting agreements are reached before signing the contracts. (PMBOK 6<sup>th</sup> edition 2017). By negotiation, we refer to any form of peaceful confrontation in which two or more parties with conflicting yet complementary interest and positions aim to achieve a mutually beneficial agreement, the terms of which are not predetermined (Volkema 1999).

Negotiation will remain a crucial process in the business realm, particularly in public procurement. The nuances of negotiation hold significant importance, encompassing a diverse range of knowledge applicable to various types of public procurement contracts being important (Janetta Sirbu 2020).

#### **2.2.3.2.6. Agreement**

A contract is a jointly binding agreement that lay down an obligation by the provider on provision of specified products, services, or results; on the other hand set an obligation to compensate the seller; and lay down a legal tie that is subject to remedies before the court.

According to (PMBOK, 2017), an agreement document typically encompasses various key elements, which may include but are not limited to, a procurement statement of work outlining major outcomes, a schedule detailing milestones or required complete dates, a report on performance metrics, cost considerations, inspection quality and acceptance criteria, warranty and product support provisions, as well as stipulations regarding benefits and penalties.

A project is a formal agreement between two parties that is established based on an approved proposal from one bidder. This legally binding contract obligates the buyer to make payments and the seller to deliver value. Vendors must be precise regarding deliverables, deadlines, and pricing to ensure compliance. It is essential to clearly understand what will be received, when and at what cost. Moreover, having a formal written contract not only mitigates project risks but also ensures that the vendor provides the customer with something of value (Akhter, 2014).

#### **2.2.3.3. Control Procurement**

The process of managing procurement relationships, monitoring contract performance, making changes and corrections as needed, and closing out contracts.

Control Procurements involves managing procurement relationships, monitoring contract performance, making necessary changes and corrections, and concluding contracts. The primary benefit of the control procurement process is that it ensures both parties fulfil their obligations as outlined in the legal agreement established for the project (PMBOK, 2017).

Before approving or rejecting any requirement modification, an impact analysis is necessary to reduce its impact on the time, cost, and overall performance of the project (Wysocki, 2014). Additionally, he recommended that for changes to be approved, members of both sides must examine, approve, and disclose change proposals to potential stakeholders.

(Fleming, 2003), asserts that formal change control procedures, including the identification of those with the authority to make changes, are necessary for project procurement. (Cohen, 2012) claims that the foundation of this system is the implementation of various controls, particularly internal audits, which are the source of internal control. This approach has been proposed to hold managers accountable, guarantee the effective use of financial resources provided by the government, and rationalize expenses and receipts. By using a tool that frames and restricts the authority granted by the legislator to this public institution, control inside the public administration is meant to hold managers responsible (Proulx, 2008).

In his work on public choice theory, Buchanan (1972) describes control as a countermeasure to officials and politicians who maximize their own interests rather than the interests of the public. Control also directs the behavior of actors in public organizations towards their political objectives and limits opportunism. This affects how well these organizations perform (Ouashil & Ouhadi, 2016).

#### **2.2.3.3.1. Claims Administration**

When buyers and sellers cannot reach into an agreement on remuneration that may arise due to constructive or argued changes, it is referred to as claims. At times when they cannot be fixed, they become disputes and finally appeals. Claims should be properly documented, processed, monitored, and managed during the entire contract life cycle as per the terms and conditions set in the contract. If two bodies in the agreement are not in a position to resolve the claim themselves, an alternative dispute resolution (ADR) mechanism should be involved as per procedures laid down in the contract. It is also highly advised that disputes and claims are settled via negotiation (PMBOK, 2017). According to Project Logistics and Contract Administration module, claims are documented, processed, monitored, and managed throughout the contract life cycle, usually in accordance with the terms of the contract (Temesgen Belayneh & Dargie Arbise, 2016).

### **2.2.3.3.2. Monitoring and Controlling of Procurements**

Monitoring and controlling of procurements could be done following different mechanisms (PMBOK, 2017):

**Performance Reviews.** Performance reviews for contracts measure, compare and analyze quality, resource, schedule, and cost performance against the agreement. This includes identifying work packages that are ahead or behind schedule, over or under budget, or have resource or quality issues.

**Earned Value Analysis (EVA)** Schedule and cost variances along with schedule and cost performance indexes are calculated to determine the degree of variance from target.

**Trend Analysis** Trend analysis can develop a forecast estimate at completion (EAC) for cost performance to see if performance is improving or deteriorating.

According to Supply Chain Mangers Handbook, routine monitoring of the supply chain's performance, including rigorously reviewing, analyzing, and fine-tuning key performance indicators, is necessary to determine current status, effectiveness, and efficiency of supply chain operations (JSI, The Supply Chain Mangers Handbook, 2020). Furthermore, the handbook specifies that contract monitoring and performance are necessary to ensure that the supplier is ultimately meeting its obligations so that products arrive on time and in good condition. It entails that a contract monitoring system ensures that the technical specifications and contract requirements are met, especially in terms of quality, price, schedules; enables the purchaser to identify any potential issues, changes, and conflicts; and evaluates the supplier's overall performance (JSI, The Supply Chain Mangers Handbook, 2020).

#### **2.2.3.3.3. Inspection**

An inspection is a revisiting of works already rendered in a structured manner that may range from simple to actual review of works and output being performed. Inspections comprise of walking through the site by both the buyer and the provider to ascertain good understanding of the work in progress (PMBOK, 2017). Also, inspection is a general examination of an organizational unit, issue or practice to ascertain the extent it adheres to normative standards, good practices or other criteria and to make recommendations for improvement or corrective action. It is often performed when there is a perceived risk of non-compliance (AAU project monitoring and evaluation module, 2016).

#### **2.2.3.3.4. Audits**

Audits are an organized examination of the procurement process. Rights and obligations related to audits should be described in the procurement contract. Resulting audit observations should be brought to the attention of the buyer's project manager and the seller's project manager for adjustments to the project, when necessary (PMBOK, 2017). Furthermore, an Audit is an assessment of the adequacy of management controls to ensure the economical and efficient use of resources; the safeguarding of assets; the reliability of financial and other information; the compliance with regulations, rules and established policies; the effectiveness of risk management; and the adequacy of organizational structures, systems and processes (AAU project monitoring and evaluation module, 2016).

The objective of a procurement audit is to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts on the project, or on other projects within the performing organization (Temesgen Belayneh & Dargie Arbise, 2016).

#### **2.2.3.3.5. Closing the Contract**

The project manager frequently disregards the closing function of a contract. Closing the contract facilitates and gives an opportunity to clear out pending issues and effect final payments to all beneficiaries. While the closing of contractual demands are undertaken an understanding as to when the project will be finally closed after the contract is closed is very essential. Furthermore, the material used should also be recorded (Wysocki, 2014).

Contractual closure is made by ascertaining the output/performance acceptance; with evidence that the provider's performance was acceptable and recommendable to future assignments; assessing room for improvement; maintaining important project documents; carrying out lesson-learned exercises evaluating and spotting best practices (Kerzner H., 2009).

Claims that just because the provider/seller finalized and handed over all deliverables it doesn't mean that the process of procurement is concluded all relevant closing activities should be undertaken. Contract paperwork, phases in the claims process, contract termination, and lessons learned are all part of the contract closeout function (Fleming, 2003)

#### **2.2.4. Project Success**

Project success is defined from the point of view of final results being operational on a given time, cost, and quality. Success criteria should be defined at the very beginning of a project (PMI, 2013) Project team may take different directions that may even pave the road to failure unless and otherwise success criteria are agreed upon long before projects are kicked (Wateridge, 1998).

One of the important aspect for a project success is meeting project scope on time and budget (PMI, 2004). According to (Cooke-Davies, 2002) project success is measured by performance aspects like undertaking projects on schedule, on budget and quality. The performance aspects are still valid to regularly evaluate project success (Scott-Young and Samson, 2008; Papke Shields et al., 2010).

A project's success is evaluated from the point of the set criteria and objectives. Most of the time the success of an output by the project cannot be determined unless the project is finalized. (PMBOK 6<sup>th</sup> edition 2017).

(Judges and Muller, 2005), in their article, noted that defining success in the context of a project is akin to reaching a consensus among a group on what constitutes good art. Project success is a topic that is often debated but seldom agreed upon (Baccarini, 1999). Cleland,1986) suggested that "project success is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise". (Freeman and Beale,1992) provide and intriguing illustration of differing viewpoints: and architect may view success in terms of aesthetic appeal, and engineer may focus on technical competence, and accountant may assess it based on budget adherence, a human resource manager may consider employee satisfaction, and a chief executive officer may evaluate success through stock market performance.

### **2.2.5. Project Procurement Management and Project Success**

There are a lot of emerging practices and trends that can affect the success rate of projects with procurement management like software tools, risk, processes, logistics, and technologies. It is worth noting of the online tools that give leverage to buyers to complete end-to-end procurement processes.

Projects that use a software tool like BIM (building information model) in the construction field proved to save a good deal of money and time. (PMBOK 6<sup>th</sup> edition 2017)

When it comes to more advanced risk management, drawing contracts that specifically allocate risk to those bodies that can manage it is an emerging practice for successful projects.

It may not be possible to engage in every seller as they may not always fulfill one's organizational needs. Hence, trial engagements are necessary by engaging several candidate sellers for initial deliverables and work outputs before committing fully to a greater proportion of the project scope, to accelerate momentum by allowing buyers to pre-evaluate potential candidates while projects are progressing parallelly. Based on the complexity of procurement, the physical location of buyers and sellers, whether governance and regulatory environment are integrated with organizational policies and the availability of capable contractors, the project procurement management process should be tailored to projects (PMBOK, 2017)

### **2.3. Empirical Review**

A study that was conducted by (Benyam Amensa, 2021), on the title of "The Effect of Procurement Management on Project Success in the Case of Ethiopian Airlines" revealed that procurement management has a substantial effect on project success. Furthermore, he stressed that procurement management, if it is done in line with project management practices, has a major impact on achieving project objectives and also in ascertaining project success.

(Benyam Amensa, 2021), in his research also recommended that comparative research in this area be studied further as projects as well as organizations are unique from their operating environment point of view. He further outlined the importance of capacity building for both procurement and giving good attention to all steps of procurement management when it comes to facilitating procurement of different projects.

(Muhammad Haziq Adham Bid Rosli, 2012) on his research on the how the effectiveness of project management lead to project success delivered certain good thoughts on success criteria for project management. Measuring the success of project is highly linked with the Iron triangle as referred as cost time and quality since several years ago. They further outlined that the role of project management within projects should be enhanced in order for projects to be successful.

Another researcher named (Fikremariam Abebe, 2017) tried to identify the practice of project procurement management in the Bank of Abyssinia. His findings from his study reflected that not enough consideration was given to the procurement plan and project schedule associated to it. All in all, the result of the research confirmed that project procurement management practice is implemented partially but there is room for improvement between the theory of project procurement management and the actual practices. Hence the researcher outlined Therefore, probable recommendations for the bank to make a regular review and monitor procurement progress through performance reports, early procurement planning to make resources readily available for project activities, and conducting a make-or-buy analysis to enable cost-benefit decisions for the benefits of the bank were among the few.

#### **2.4. Conceptual Framework of the Study**

Drawing on the context at hand, the researcher developed a conceptual framework to lead her study throughout the phases of the research, mainly the analysis. According to Smyth (2004), the conceptual framework is structured from a set of broad ideas and theories that help a researcher properly identify the problems, frame research questions and find relevant literature. It assists the researcher in clarifying his/her research question and objectives as well as in data collection and analysis. The Conceptual framework also provides relationships between concepts and the research questions (Fisher, 2010).

Accordingly, the conceptual framework of this study is based on the anticipated relationship between the independent and dependent variables.

The independent variables in this study is constructed based on the (PMBOK, 2017) project procurement management and consist of the three components of project procurement as outlined in the literature: Procurement planning, Conducting procurement, Procurement Controlling and closeout. The study aims to understand the extent to which the three project procurement management processes influence on project success. This is based on the assumption that each independent variable has a positive and significant effect on the dependent variable.

The following conceptual frame work has been developed for the purpose of the study based on the literature review

### **Independent Variables: Procurement Management Components**

**Procurement Planning:** This phase involves defining project needs, establishing procurement strategies, and identifying potential suppliers. Effective procurement planning sets the foundation for the entire procurement process, ensuring that resources are allocated efficiently, risks are mitigated, and timelines are established.

**Procurement Conduct:** This encompasses the execution of procurement activities, including solicitation, evaluation of bids, contract negotiation, and supplier selection. Successful conduct requires transparency, adherence to regulations, and strong communication with stakeholders. This phase directly affects the quality and timeliness of the resources procured.

**Procurement Controlling and Closeout:** This involves monitoring procurement performance against established plans, managing contracts, and ensuring that all deliverables meet project specifications. The closeout phase includes formalizing the completion of contracts, resolving any outstanding issues, and documenting lessons learned.

### **Dependent Variable: Project Success**

Project success is multifaceted, typically assessed through criteria such as time, cost, quality, stakeholder satisfaction, and the achievement of project objectives. It reflects the overall effectiveness of project execution and the extent to which project goals are met.

The following figure, being developed by a researcher, demonstrates the conceptual framework of this study

### **Project Procurement Management**

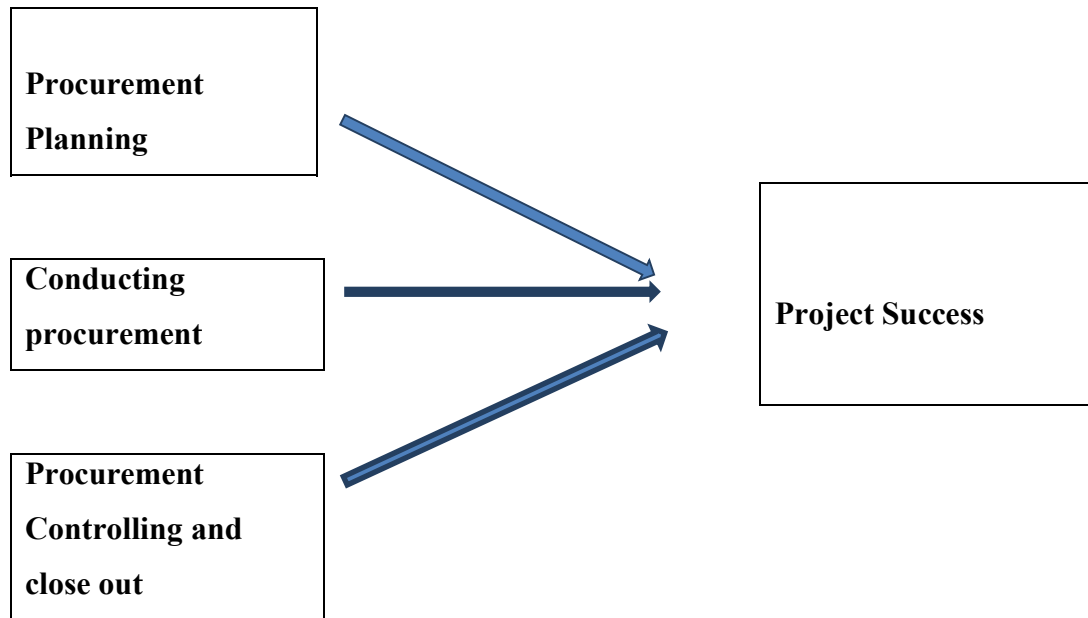


Fig 2.1 Conceptual Framework

Source: adapted from PMBOK, 2017

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. Introduction**

This is one of the research segments that laid down the methodology elements utilized to perform a survey. It composed the study of the population, study design, methods and instruments applied in collecting data, and data analysis.

### **3.2. Research Design**

Research design is defined as, the general plan of how the research questions could be answered. Depending on the goal of the study, research can be exploratory, descriptive, analytical or predictive. Since, the intention of this study was to examine the effect of procurement management on project success at JSI, projects, the researcher employed a descriptive research design. Furthermore, descriptive research design was chosen because it provides a means to contextually interpret and understand the study variables (Saunders et al., 2009).

According to (Fox & Bayat,2007), “Descriptive Research is aimed at casting light on current issues or problems through a process of data collection that enables them to detail events more accurately than was possible without using this method.” Therefore, this study tries to describe the effects of procurement management on project success in the projects of JSI.

### **3.3. Research Approach**

Mixed research approach that involves collecting, analyzing and integrating quantitative and qualitative was employed in this research; this helps to offset the weakness of both. Mixed method research approach is an approach to inquiry that combines or associates both qualitative and quantitative forms of research (Creswell, 2009).

### **3.4. Population and Sample**

#### **3.4.1. Target population of the study**

The term target population is defined as the total number of subjects or the total environment of interest to the study (Oso and Ornen, 2009). In this study, the target population of the research were contract specialists, project monitoring and evaluation officers and project managers in the JSI projects as well home office. These groups were targeted because it can help to meet the objective set for the study.

#### **3.4.2. Sample**

With the support of the project coordinator offices, 15 Procurement Officers both at the home and project office, a procurement head, 4 project monitoring and evaluation officers and 10 project managers were considered as a sample. Since the total population in the study is 30 or smaller, all 30 people in the project and home office were enumerated for the study; hence, the census method is used.

Respondents for the interview were selected using a purposive sampling technique. Purposive sampling, also called judgment sampling, is the deliberate choice of respondents due to the qualities the respondent possesses. Purposive Sampling is a sampling technique confined to specific types of people who can provide the anticipated information, because they are the only ones who have the information or confirm to some criteria set by the researcher (Sekaran U., Bougie R., 2009). The sample respondents for the interview were 6 individuals, three Procurement officers, one procurement head, one project monitoring and evaluation officer and one project manager.

Questionnaire were distributed to all 30 staffs from the home office and projects who were involved in the project procurement, as responsible staff that have a direct involvement in procurement processes are limited in number in the JSI.

### **3.5. Type and Sources of Data**

Ways of collecting data differ in terms of costs, time, and other resources readily available for the researcher (Kothari, 2004). To get appropriate data, both primary and secondary sources of data were used. Interview and questionnaire were prepared and administered based on the review of related literature made on the subject of the study. For primary data source, semi-structured interview and close ended questionnaire were used to get answers for the basic and specific questions related to the objective of the study. As a secondary data source, relevant documents like company sourcing policy and procedures and other related documents, modules, books, articles, journals and online information were used to supplement the study.

### **3.6. Procedure of Data Collection**

In order to gather primary information, interviews and questionnaires were prepared and administered based on the review of related literatures by focusing on the purpose of the study.

Close-ended Questionnaires were administered with the 24 employees from the projects and home office procurement unit who are directly involved in the procurement management process and end users. Semi-structured Interviews were conducted with 6 individuals, two procurement officers, 1 procurement head, 1 project monitoring and evaluation officers and 2 project managers.

### **3.7. Data Collection Methodology**

All participation in this research were voluntary and participants of the research were given a full information of the study before deciding to participate through phone and email. After granting consensus for participation the questionnaires were mailed to individual e-mail addresses to be filled and returned within ten days. The researcher reminded the participant three days before the final date of submission to have a high response rate.

### **3.8. Data Collection Instrument**

A combination of data collection instruments were employed in this research. When this research was in need of the opinions or experiences of individuals, the interview method of data collection was used widely. In addition, the researcher also used questionnaires as an instrument for data collection.

The questionnaire utilized for this study were organized into three main sections: the Demographic and general background, General Procurement aspects, and questions specific to the study of objectives focusing on the project procurement management process and project success as outlined in the conceptual framework. The last section encompassed the three key dimensions: Procurement Planning, the Procurement Conducting Process, and Procurement Controlling.

To assess respondents' perceptions, a five-point Likert scale was employed, allowing participants to express their agreement or disagreement with various statements. The scale ranges from "strongly disagree" (1) to "strongly agree" (5), enabling a nuanced understanding of the respondents' views on the relationship between procurement practices and project success.

### **3.9. Data Analysis Methods**

In this study, descriptive and inferential statistical analysis techniques were employed for the assessment of data obtained from both primary and secondary sources. In this study, inferential and regression statistics data analysis were used to analyse the acquired data. The data were coded according to the questionnaire and entered and processed in the SPSS package. Simple statistical tools like percentage, tables, charts and frequencies were used in the analysis and presentation of quantitative data. The researcher used inferential statistics (correlation and regression) to analyze the data.

Pearson correlation coefficient was to assess the relationship between Procurement Management and Project success dimensions, whereas multiple regression analysis was used to examine the extent of the influence Project Procurement management on project success dimensions.

The multiple linear regression equation is in the form of:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y= Project success;

X1 = Procurement planning;

X2 = Conducting procurement process;

X3 = Procurement controlling process;

$\beta_1$ = Coefficient associated with X1;

$\beta_2$  = Coefficient associated with X2;

$\beta_3$  = Coefficient associated with X3

$\alpha$  = Constant;  $\varepsilon$  = Standard Error;

Concerning the data to gathered through interview, the researcher took notes, coded the obtained data, described the data and analysed the data thematically. More importantly, the data gathered through both, and qualitative methods were triangulated to enhance the validity. Furthermore, for qualitative data that were collected via an interview, narrative analysis is placed.

### **3.10. Validity and Reliability**

Khotari (2004), stated that validity is about the degree of our testing measures and to what certainty it can measure, and also it is about the reliability of the quality of our measurement procedure. (Saunders et al, 200) furthermore stated, that reliability is about to what extent our data-gathering techniques will provide us with consistent results/findings, while validity is concerned with whether the findings are really about what they need to be about.

Before distributing the questionnaire, pilot tests were conducted to ensure the instrument's validity and reliability. This is done by circulating the questionnaire to a selected group of respondents that are thought to be indicative of the actual survey in the research. Opinions were asked about the relevance, structure, and content of the questions for further advancement before actual distributions were made.

◆ Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	5	83.3
	Excluded <sup>a</sup>	1	16.7
	Total	6	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.959	39

To achieve reliability of data, the 5-likert scale was provided to get respondents understanding of the matter. The respondents' responses from the same department were checked for consistency on some of the questions they responded. The interview was used to crosscheck data collected through a questionnaire. To avoid errors in coding, two people shall be used, one reading and the other entering in the SPSS software. The reliability of the study data was tested using SPSS to calculate the Cronbach's alpha coefficient of internal consistency of the variables that were used in the questionnaire. The variables have more than 0.959 coefficient of reliability. The coefficient of reliability gives the true score percentage of the associated particular variable which can be driven from a composite score of the items in that variable.

Furthermore, to enhance the reliability of the questionnaire, the researcher took measures like ensuring clarity and precision in the wording of questions to minimize ambiguity and misinterpretation. In addition, pre-testing the questionnaire with a small, representative sample to help identify potential issues and refine questions based on feedback was considered.

### 3.11. Research Ethics

Considerations of ethics in research are very important. It concerns the norms or standards that clearly demonstrate the difference between what is acceptable and wrong. They help to

determine the difference between right and unacceptable behaviors on the part of the researcher. Hence, this study addressed ethical issues like voluntary participation and informed consent.

These principles are followed to ensure that all involved in the research participate voluntarily with full information as to the procedure followed to conduct the research and the risks involved.

## CHAPTER FOUR: FINDINGS AND DISCUSSION

### 4.1. Introduction

This chapter of the research paper discusses and presents the results of the survey findings that were gathered by quantitative and qualitative means. In general, closed-ended questionnaires were distributed among 26 procurement specialists, project officers and project managers and interviews were conducted among 6 selected staff members. Accordingly, 22 out of 26 responded for the questionnaire and all 6 were available for interview questions. Considering the overall target population, the response rate was 93.3%, which is considered very good.

### 4.2. Demography and General Background

As part of the general background and demography of the survey the respondent's gender, age, function, academic qualification, and year of experience were analyzed. The result of the survey is reflected in the below table:

Table: 4.1 Demography and General Background

#	Respondents	Frequency	Percent	
I	Sex	Female	12	54.50%
		Male	10	45.50%
II	Age	21-30	2	9.10%
		31-40	11	50.00%
		41-50	7	31.80%
		above 51	2	9.10%
III	Academic	MA/MSC	7	31.80%
	Qualifications	BA/BSC	15	68.20%

Table 4.1 continued

#		<b>Respondents</b>	<b>Frequency</b>	<b>Percent</b>
IV	Position or Function	Middle Management	3	13.6%
		Contract/Procurement Specialist	11	50.0%
		Middle Management	2	9.1%
		Project Officer	6	27.3%
V	Experience	Below 3	5	22.7%
		3-5	5	22.7%
		5-10	7	31.8%
		Above 10	5	22.7%

Source: Compiled by the researcher

Table 4.1, Item I, shows that gender distribution among the respondents, who are selected as a stakeholder in the project procurement management area are more or less equivalent as 54.5% being Female and 45.5% Male.

Table 4.1, item II, regarding respondents' age, out of the 22 that responded, 2 are in the range from 21-30 years of age, 2 or 9.1% are above the age of 51. Whereas the majority or over 80% of the respondents are between the age of 41 and 50. This is a positive indication as staff that have the responsibility of project procurement management area are in their productive age.

When it comes to academic qualification, Table 4.1, item III depicted that 15 out of 22 or quite a proportion of the respondents are BA/BSC holders whereas 7 are MA/MSC holders. None of the respondents holds an academic qualification below. From this one can observe that staff in general are equipped in terms of education to understand the questions posed.

The result of the respondents when it comes to functions as indicated in Table 4.1, item IV shows that 22% are in middle management, 50% are working in the area of procurement as procurement specialists, and 27.3 percent of respondents are responsible at the project level. From this result, one can interpret that this composition supports that data and perspective both from the procurement and project side is reflected and plays significantly to the achievement of the study objectives.

The last row in Table 4.1, item V, depicts the respondent's experience in relation to procurement. Accordingly, only 5 have below 3 years of experience. Whereas the other 5 have between 3 and 5 years of relevant experience. While 7 or a good proportion of respondents have between 5-10 years of experience, 5 respondents do have above 10 years of experience. One can conclude that due to the ample work experience the respondents have, a good understanding of the subject matter is available and their contribution to the quality of the research is anticipated good.

### 4.3. General Project Procurement Aspects

The questionnaire also addressed general project procurement aspects that are believed to contribute to the smooth implementation of project procurement processes. Accordingly, the results are depicted in the below table for an interpretation:

Table: 4.2 General Project Procurement Aspects

#	Respondents	Frequency	Percent	
a	Staff Composition	Strongly disagree	-	-
		Disagree	17	77.30%
		Neither agree nor disagree	-	-
		Agree	5	22.70%
		Strongly agree	-	-
b	Training and Capacity building	Strongly disagree	-	-
		Disagree	11	50.0%
		Neither agree nor disagree	1	4.5%
		Agree	8	36.4%
		Strongly agree	2	9.1%

Source: Compiled by the researcher

Table 4.2. continued

#	Respondents	Frequency	Percent	
C	Knowledge of technical personnel	Strongly disagree	4	18.2%
		Disagree	6	27.3%
		Neither agree nor disagree	4	18.2%
		Agree	8	36.4%
		Strongly agree	-	-
d	Software and tools	Strongly disagree	-	-
		Disagree	14	63.6%
		Neither agree nor disagree	-	-
		Agree	5	22.7%
		Strongly agree	3	13.6%

**a. Staff Composition**

As shown in Table 4.2 a, among the 22 respondents, 77.3% disagree to the question as to the procurement units in the JSI are sufficiently staffed, while the rest or 22.7% of are of the opinion that JSI procurement units are well-staffed. Moreover, none of the participants strongly disagreed, neither agreed or disagreed, and strongly agreed. In general, the result from the data collected shows that there is staff shortage at the JSI procurement unit. Staffing considered as the backbone and heart of an organization could be a reason for poor project procurement management if not addressed seriously.

**b. Training**

The survey results regarding training and capacity building in Table 4.2 b, indicate that 11 out of 22 respondents feel there are insufficient training and capacity measures for JSI procurement staff by stating their disagreement to the question. Conversely, 8 respondents acknowledged their agreement on the presence of such measures, with 2 expressing strong agreement. Additionally, 2 respondents strongly agree/firmly believe that these measures exist. None of the respondents strongly disagreed.

Continuous education and training among employees to capacitate and develop themselves have to be encouraged with in organization (Maurice Waswa muya et'al, 2019). To be more efficient and effective and increase the performance of procurement, staff competence is required (Harriet MUTESI and Dr Ernest SAFARI, 2021). This is also seconded by (Eliah A. Eliah, et'al, 2020).

### **c. Knowledge of Technical Personnel on Procurement Practices**

From the Table 4.2 c above, 18.2% of the respondents strongly disagree that Project managers and project technical personnel are familiar with the procurement, 27.3% of the respondents disagree. On the contrary, 36.4% agree that responsible technical personnel at the project level are familiar with procurement practices. However, 18.2% of the respondents are neutral in answering this topic. Whereas, no respondents strongly agreed.

### **d. Software and Tools**

The result under Table 4.2 d of the survey depicted that the majority or 63.6% of the respondents believe that there are no up-to-dated software tools and technologies for procurement management in JSI. While 22.7% agree that the software tools and technologies are up to date, 13.6% of them strongly agree with the latter. Also none were neutral.

Furthermore, for the interview question that was raised as to the software and tools used to process procurement, one of the procurement officers responded that SAP is mainly used as a procurement tool in JSI ETHIOPIA along with procurement and common portals and DMS for the file storage and most of the activities are looks work as a stand-alone system. Also, the Head of Procurement in the home office explained that the system lacks integrating different units/stakeholders activities i.e requisition and project planning, ordering, tendering, contract, delivery, Suppliers and logistics performance, finance payment system. Hence, it's not easy to when it comes to having the consolidated end to end report for tracking the procurement progress, and deliverables, ease evaluation of the performance of the procurement unit and the service providers and suppliers.

Another procurement officer interviewee responded that the procurement software tools at JSI ETHIOPIA are rarely utilized, with most procurements being handled manually rather than through software. He also mentioned that his experience with JSI ETHIOPIA procurement regarding the use of software is quite limited, especially considering the organization's size and its overall strategy to embrace digitalization.

The procurement function has undergone significant changes and evolved over the past decade. This transformation began with the digitization of procurement activities, where the primary benefit of electronic procurement (e-procurement) is enhancing the efficiency of various procurement tasks. Essentially, there has been a transition from traditional processes to a system that consolidates all information and activities related to procurement, fostering direct communication between buyers suppliers (Bienhaus, F., and A. Haddud, 2018). JSI in this regard needs to evaluate its software and tools that can stifle innovation and enhance the efficiency of its various procurement tasks, as outdated technology may not support modern procurement strategies such as e-sourcing or supplier collaboration, ultimately affecting its success and ability to respond swiftly to market changes.

#### **4.4. Findings of the Study Specific to the Study Objectives**

The objectives of the study are specifically to know the procurement planning practice of JSI and its effect on project success, to know the procurement execution practice of JSI and its effect on project success, and to know the procurement control and closeout practice of JSI and its effect on project success. The findings of the study are presented as per specific objectives as follows:

#### 4.4.1 Procurement Planning Practice of JSI

Table 4.3 demonstrates the findings from the survey conducted on different aspects of procurement planning:

Table: 4.3 Procurement Planning Practice of JSI

#	Respondents	Frequency	Percent	
4.4.1.1	Procurement requirements are defined	Strongly disagree	-	-
		Disagree	1	4.50%
		Neither agree nor disagree	-	-
		Agree	18	81.80%
		Strongly agree	3	13.60%
4.4.1.2	Approval to undertake procurement processes are secured from the right authority	Strongly disagree	-	-
		Disagree	-	-
		Neither agree nor disagree	-	-
		Agree	18	81.8%
		Strongly agree	4	18.2%
4.4.1.3	Market Research	Strongly disagree	-	-
		Disagree	7	31.8%
		Neither agree nor disagree	6	27.3%
		Agree	9	40.9%
		Strongly agree	-	-
4.4.1.4	Project schedule is clearly stated	Strongly disagree	-	-
		Disagree	12	54.5%
		Neither agree nor disagree	7	31.8%
		Agree	3	13.6%
		Strongly agree	-	-
4.4.1.5	Make or buy decision are available	Strongly disagree	-	-
		Disagree	2	9.1%
		Neither agree nor disagree	13	59.1%
		Agree	7	31.8%
		Strongly agree	-	-

Table 4.3 Continued

#	Respondents	Frequency	Percent	
4.4.1.6	Source Selection criteria are set	Strongly disagree	2	9.1%
		Disagree	2	9.1%
		Neither agree nor disagree	2	9.1%
		Agree	15	68.2%
		Strongly agree	1	4.5%
4.4.1.7	Selection criteria are based on competency, ability and cost	Strongly disagree	2	9.1%
		Disagree	2	9.1%
		Neither agree nor disagree	4	18.2%
		Agree	10	45.5%
		Strongly agree	4	18.2%
4.4.1.8	Procurement Requirements documents	Strongly disagree	7	31.8%
		Disagree	-	-
		Neither agree nor disagree	1	4.5%
		Agree	14	63.6%
		Strongly agree	-	-
4.4.1.9	Procurement requirement documents are detailed enough	Strongly disagree	-	-
		Disagree	6	27.3%
		Neither agree nor disagree	2	9.1%
		Agree	9	40.9%
		Strongly agree	5	22.7%
4.4.1.10	Procurement requirements are flexible enough	Strongly disagree	5	22.7%
		Disagree	6	27.3%
		Neither agree nor disagree	2	9.1%
		Agree	9	40.9%
		Strongly agree	-	-
4.4.1.11	Bid information	Strongly disagree	-	-
		Disagree	-	-
		Neither agree nor disagree	1	4.5%
		Agree	16	72.7%
		Strongly agree	5	22.7%

Table 4.3 Continued

#	Respondents	Frequency	Percent	
4.4.1.12	Evaluation criteria	Strongly disagree	-	-
		Disagree	1	4.5%
		Neither agree nor disagree	-	-
		Agree	14	63.6%
		Strongly agree	7	31.8%
4.4.1.13	SOW & ToR	Strongly disagree	-	-
		Disagree	1	4.5%
		Neither agree nor disagree	1	4.5%
		Agree	18	81.8%
		Strongly agree	2	9.1%

Source: Compiled by the researcher

#### 4.4.1.1 Procurement Requirements are Defined

Table 4.3, 4.4.1.1 illustrates the survey result that checks whether there is a practice of defining procurement requirements during the planning indicating that 81.8% of the respondents are in agreement. In addition to this, 13.6% of the respondents strongly agree to the existence of this practice, it is only one respondent that disagrees requirements are defined. On the other hand, none of the respondents either strongly disagreed or were neutral. From this result, one can observe that there is good practice in the JSI when it comes to defining procurement requirements which is an important aspect in the procurement planning process that puts the first-hand frame as to what is required, in what manner and with which procedure, when and how.

#### 4.4.1.2 Approval from the Right Authority

The JSI Supply Chain Managers Handbook clearly states that approval processes enable companies to establish consistent, standardized work practices. This helps employees identify errors before publishing or accepting work, thereby maintaining publishing and marketing standards and preventing financial mistakes. As shown in Table 4.3, section 4.4.1.2, 100% of

respondents confirmed this procedure, with none expressing strong disagreement, disagreement, or neutrality regarding whether approval for procurement processes is obtained from the appropriate authority. Among the 22 survey participants, 18 agreed and 4 strongly agreed with this statement.

#### **4.4.1.3 Market Research**

As stipulated in the literature review section 2.2.3.1.1 of this research, market research/survey is an important aspect in the procurement planning stage, as it lays the foundation for an appropriate contract award procedure. It generally assures whether the product/service we require are available in the market and within budget and time. Section 4.4.1.3, under Table 4.3 result indicates that 40.9% of the respondents agree that market research are done during the planning stage of the procurement, while 31.8% disagree, the rest of the respondents were not in a position to agree or disagree. Moreover, none of the respondents strongly disagreed or strongly agreed. From this result one can observe that market survey is not fully in place in the JSI, despite the fact that The Supply Chain Mangers Handbook depicts the importance of a good understanding of the market from the aspect of the market size, the number of suppliers in the market, their size from (production, capacity, market share), where they are located and their degree of market concentration and trend to design a procurement strategy.

#### **4.4.1.4 Project Schedule**

Table 4.3, section 4.4.1.4, of the survey result shows that 54.5% of the respondents disagree on the availability of a clear project schedule, 31.8% of them do not know if there is a clear project schedule or not, 13.6% of them believe that there is a clear project schedule stating practice in the JSI. Also, none of the respondents strongly disagreed or strongly agreed. As highlighted in the literature section 4.4.1.1, scheduling is a management tool that can be used to satisfy a number of objectives such as coordination, analysis and forecasting, reporting against a baseline, integrating the activities of the various project participants, and showing interface responsibilities, particularly with respect to timing.

#### **4.4.1.5 Make-or-Buy Decision**

Table 4.3, section 4.4.1.5 shows that 9.1% Disagree on the availability of a make or buy decision, 59.1% neither agree nor disagree whereas 31.8% agree, and none of the respondents strongly disagree or strongly agree that there is a make-or-buy decision in the JSI. A make or buy analysis is one technique in procurement planning that is done to figure out a solution to your problem from scratch or buy from an already available one, from cost point of view, to what extent the scope and schedule of the project will be affected, available time to do the work and still meet commitments (Adrienne Watt, 2014). A make-or-buy analysis should be made to determine the projects or services that will be outsourced or that can be performed by internal employees like system related projects (Fikremariam Abebe, 2017).

Even though the data reveals that a make-or-buy decision is available in JSI, there is a lot to improve when it comes to its extent. Moreover, one of the project managers explained during the interview that usually a make or buy decision is made only based on a cost-benefit basis. Whereas, he explained that cost is only one side of the coin; other factors specific to individual organizations should also be considered like core competencies, efficiency, technology, and current financial position. As, all these factors also play a significant role in deciding whether to make or buy the product.

#### **4.4.1.6 Source Selection Criteria**

Selecting the best service provider/supplier that will deliver on time, budget and quality requires a good source selection means in place. The result of this research under Table 4.3, section 4.4.1.6 on the question posed whether there is a source selection criteria or not shows positive in general as quite a good proportion or 68.2% and 4.5% of the respondents agree and strongly agree on the availability of this means respectively, while the other 9.1% disagree and the rest 9.1% strongly disagree. Furthermore, the interview question raised on the availability of source selection criteria, one of the procurement officer explained that there is an accurate and clear method is in place in JSI to select the right providers. He explained that at the start of the process, JSI establishes a standardized measuring grid that outlines the criteria for evaluation.

#### **4.4.1.7 Selection Criteria are Based on Competency, Ability and Cost**

The source selection criteria that could be incorporated are competence and ability; life cycle cost in relation to the product; delivery time; expertise involved in; and necessary experience; (PMBOK, 2017). Table 4.3 row 4.4.1.7 reflected that out of the respondents that have responded to the question as to whether the selection criteria in JSI are based on competency, ability, and cost revealed that 9.1% agreed similar to 9.1% others that have also disagreed. Whereas, 45.5% of them agreed and 18.2% strongly agreed and the remaining 18.28% stayed neutral. This result shows positive as the majority of the respondents confirmed that selection criteria are based on competency; ability and cost.

#### **4.4.1.8 Adequate and Precise Method of Selection**

Section 2.2.3.1.6 in the literature review depicts that in order to determine which offer best suits an organization's needs, bids are evaluated by comparing them to the predetermined assessment criteria and evaluation technique. The result in Table 4.3 sub section 4.4.1.8 also revealed positive as out of the 22 respondents on the question raised on the availability of adequate and precise methods to select the most appropriate providers during the planning stage of the procurement processes 2 and another 2 participants responded that they strongly disagree and disagree consecutively. While 4 of the respondents remained neutral, 10 agreed to the availability and the rest 4 strongly agreed.

#### **4.4.1.9 Procurement Requirement Documents are Detailed Enough**

From the Table 4.3 section 4.4.1.9, we can see that 27.3% of the people disagree that procurement requirement documents are detailed enough to ascertain consistent and right responses. While the majority 40.9% in terms of percentage and proportion to the respondents agree with, 9.1% that participated in the survey did not agree or disagree. None disagreed or strongly disagreed.

Section 2.2.3.1.4 in the literature review discusses how detailed and consistent our procurement input should be concerning the value of, and risks linked with, the planned procurement.

Moreover, procurement documents are required to be enough detailed to ascertain consistency, and right responses.

#### **4.4.1.10 Procurement Requirements are Flexible Enough**

Table 4.3, section 4.4.1.10 indicates that 22.7% of respondents strongly disagreed with the statement that requirement documents are flexible enough to accommodate suggestions from sellers and providers, while 27.3% disagreed. In contrast, 40.9% agreed, and 9.1% remained neutral, with no respondents strongly agreeing. This suggests that there is potential for JSI to improve the flexibility of its requirement documents, aligning with the literature in section 2.2.3.1.4, which emphasizes the importance of allowing seller input to better meet necessary requirements.

#### **4.4.1.11 Bid Information**

Bid information to bidders should ascertain consistency and right responses and at the same time be flexible enough for a better proposal by bidders.

From the summary of the Table 4.3, section 4.4.1.11, 1 respondent did not confirm bid information is based on the required goods or services. The majority or 16 responded that bid information is based on the required goods or services in JSI by agreeing, in addition, 5 of the respondents strongly agreed. Whereas none strongly disagreed or disagreed. From this one can understand that there is a good practice in place in JSI that ascertains proper bid information is in place for bidders.

#### **4.4.1.12 Evaluation Criteria**

Setting a clear evaluation criterion ensures that buyers that value for money is ascertained for the services and products required. According to Cheng & Li (2004), an accurate and clear method should be in place to select the right provider as not doing so may jeopardize the performance of the entire project. Effective procurement procedures necessitate ongoing evaluation of suppliers and, as times, individual purchases to ensure that they are obtaining the best value regarding quality, price, and services. Nebil Muzeyin (2021). The result of the survey under Table 4.3,

section, 4.4.1.12 from the respondents show positive as 63,6% and 31.8% of them agree and strongly agree consecutively that there is a clear evaluation criterion available in the JSI procurement system. While only 4.5% of the respondents disagree with this. Furthermore, none of the respondents either strongly disagreed or were neutral.

#### 4.4.1.13 SOW & ToR

The statement of work (SOW) describes the procurement detail in a satisfactory manner to allow potential sellers to figure out if they would be capable of providing the products, services or results. The result in Table 4.3, under section 4.4.1.13 from the survey reflects that the majority of the respondents, 18 in number out of 22 confirmed that the statement of works (SOW) or ToR describe the procurement details in a satisfactory manner. Similarly, 2 respondents gave their reflection for the question in strong agreement. While 1 replied that he/she had no idea if SOW /ToR is detailed enough or not, none strongly disagreed. This implies that the organization of the study (JSI) seems to have a good practice in this respect.

#### 4.4.2 Conducting procurement practice of JSI

Table: 4.4 Practice of Conducting Procurement at JSI

	Respondents	Frequency	Percent	
4.4.2.1	Bidder conference is conducted prior to submittal of bid/proposal	Strongly disagree	7	31.80%
		Disagree	9	40.90%
		Neither agree nor disagree	6	27.30%
		Agree	-	-
		Strongly agree	-	-
4.4.2.2	Advertisements are done to communicate solicitations to the vendors	Strongly disagree	-	-
		Disagree	2	9.1%
		Neither agree nor disagree	-	-
		Agree	9	40.9%
		Strongly agree	11	50.0%

Table 4.4 Continued

#	Respondents	Frequency	Percent	
4.4.2.3	Procurement individuals and responsible staff are equipped with specialized knowledge and training to evaluate offers or proposals	Strongly disagree	-	-
		Disagree	5	22.7%
		Neither agree nor disagree	6	27.3%
		Agree	8	36.4%
		Strongly agree	3	13.6%
4.4.2.4	Bidders are not restricted to compete	Strongly disagree	-	-
		Disagree	4	18.2%
		Neither agree nor disagree	1	4.5%
		Agree	13	59.1%
		Strongly agree	4	18.2%
4.4.2.5	Negotiations are done before concluding/drawing agreements	Strongly disagree	-	-
		Disagree	4	18.2%
		Neither agree nor disagree	5	22.7%
		Agree	12	54.5%
		Strongly agree	1	4.5%
4.4.2.6	Agreements are considerate of essential elements: offer, Acceptance, Awareness, Consideration, and Capacity	Strongly disagree	-	-
		Disagree	1	4.5%
		Neither agree nor disagree	-	-
		Agree	20	90.9%
		Strongly agree	1	4.5%

Source: Compiled by the researcher

#### 4.4.2.1 Bidders Conference

From the Table 4.4, section 4.4.2.1, one can see that a significant number of respondents or 72.2% disagreed that bidder's conference is conducted prior to the submittal of bid/proposal. Whereas 27.3 neither agree nor disagree. Also, none of the respondents have agreed or strongly agreed.

As outlined in the literature review, in order to ascertain that all potential bidders have a clear and common understanding of the procurement documents and no discrimination among bidders are made, bidder conferences which is a meeting between the buyer and sellers are recommended before proposals are submitted. However, the result entails that JSI did not yet recognize the importance of having a bidder conference and this could mean that information as to bids are not being shared evenly which in turn may have a significant cost and quality implication on the bid proposal and performance later on.

(Fikremariam Abebe, 2017) in his study on the procurement practices of Bank of Abyssinia specifies, the importance of having a meeting with bidders before the submission of a proposal to ascertain potential providers' clear understanding of both technical and contractual conditions and give a response to any queries that may arise. Moreover, the interview result with one of the procurement officers also revealed that there is no practice of having bidders conferences in JSI. Instead, bidders are provided with bid information via an invitation tender and ask questions electronically in case there is unclarity on bid documents.

#### **4.4.2.2 Advertisement**

Advertisements enhance the reachability of our solicitation to potential targets and response to our request. For the question that was outlined in this connection, whether advertisements are done to communicate solicitations to the vendors in JSI or not under Table 4.3, section 4.4.2.2, depicted that 40.9 % and 50% of the respondents agreed and strongly agreed consecutively that the practice is available. Moreover, no respondents strongly disagreed or were neutral. The result is also in line with the Supply Chain Mangers Handbook that outlines tender document needs to be publicly advertised (on organizational and government websites, in newspapers, trade bulletins, journals, and local bulletin boards). Moreover, the interview question with one of the procurement officers revealed that advertising bids are very much practical in the JSI, even though it is done using online platforms. However, due to the limited number of online platforms that are used it has impacted the reachability of potential providers.

#### **4.4.2.3 Specialized Knowledge in Area of Procurement**

As procurement management function is a key area in the project implementation. In general, it is the researcher's opinion that all staff in this area should be equipped with skillful and capacitated staff to support the project implementation very well. The result of the survey under Table 4.4, section 4.4.2.3, for the question posed as to are Procurement individuals and responsible staff are equipped with specialized knowledge and training to evaluate offers or proposals is satisfactory but not to the extent it should be as 22.7% disagree, 27.3 neither agree nor disagree, and the rest 36.4% and 13.6% agreed and strongly agreed respectively. Furthermore, no respondents were strongly disagreeing.

#### **4.4.2.4 Restriction to Compete**

The result of the survey under Table 4.4, section 4.4.2.4, the majority responded that bidders are not restricted to competing in JSI. Whereas, 18.2 of the respondents disagreed to this question, a few 4.5% were in a position of neither agreeing nor disagreeing. Furthermore, no respondents were strongly disagreeing. While this indicates the existence of good practice, encouraging competition among suppliers has a tremendous advantage when it comes to cost savings, increasing efficiency in delivering goods and services, minimizing costs across the value chain, ascertaining the best value for procurement needs and it should be not at all restricted.

#### **4.4.2.5 Negotiation**

The survey result under Table 4.4, section 4.4.2.5, reflects that 54.5% of the respondents agree and 4.5 % strongly agree that negotiations are done before concluding/drawing agreements which is positive considering the proportion of respondents that disagree which are 22.7%. Also, no respondents were strongly disagreeing.

The fact that this practice is in place in the JSI procurement management system is important as it is via negotiation that mutually beneficial agreements before signing the contracts are reached. According to Gulea 2015, negotiation allows the creation, maintenance and development of an interpersonal or social relationship, in general, as well as a business relationship, in particular. They are often made for their side effects such as: maintaining the contract, gaining time, and preventing the deterioration of the conflictual situation.

Moreover, the interview result with the head of the procurement also indicated that negotiations are made in the JSI. She further added that whenever there is a discrepancy between the requirement and what is offered for example when the offer received deviates from the cost estimation are incidents where negotiations are mostly made.

#### 4.4.2.6 Essential Elements of Agreement

An agreement should be considerate of essential elements to make it mutually binding and obligations are met for specified products, services, or results. In this relation, a question was posted to target respondents as to whether agreements in JSI are considerate of essential elements like offer, acceptance, awareness, consideration, and capacity. Accordingly, Table 4.4, section 4.4.2.6 shows that 90.9% of them agreed and 4.5% strongly agreed on the availability of this practice while only 4.5% disagreed. Moreover, none of the respondents were strongly disagreeing or neutral.

#### 4.4.3 Procurement Control and Closeout Practice of JSI

Table: 4.5 Procurement control and closeout practice of JSI

#	Respondents	Frequency	Percent
4.4.3.1	Strongly disagree	4	18.20%
	Disagree	6	27.30%
	Neither agree nor disagree	4	18.20%
	Agree	7	31.80%
	Strongly agree	1	4.50%

Table 4.5 Continued

#	Respondents	Frequency	Percent	
4.4.3.2	Inspections are ascertained	Strongly disagree	4	18.2%
		Disagree	1	4.5%
		Neither agree nor disagree	5	22.7%
		Agree	11	50.0%
		Strongly agree	1	4.5%
4.4.3.3	Evaluation of the supplier/service provider's performance throughout the project's implementation are done	Strongly disagree	4	18.2%
		Disagree	4	18.2%
		Neither agree nor disagree	5	22.7%
		Agree	8	36.4%
		Strongly agree	1	4.5%
4.4.3.4	Evaluation criteria's, weighting and an evaluation methods are set	Strongly disagree	-	-
		Disagree	-	-
		Neither agree nor disagree	1	4.5%
		Agree	16	72.7%
		Strongly agree	5	22.7%
4.4.3.5	Audits are conducted for adjustments to the project during the work	Strongly disagree	-	-
		Disagree	6	27.3%
		Neither agree nor disagree	8	36.4%
		Strongly agree	-	-
		Agree	8	36.4%
4.4.3.6	Pending issues are cleared out before final payments are effected to all beneficiaries under contracts	Strongly disagree	-	-
		Disagree	-	-
		Neither agree nor disagree	6	27.3%
		Agree	12	54.5%
		Strongly agree	4	18.2%
4.4.3.7	Lessons Learned are documented	Strongly disagree	4	18.2%
		Disagree	7	31.8%
		Neither agree nor disagree	6	27.3%
		Agree	5	22.7%
		Strongly agree	-	-

Source: Compiled by the researcher

#### **4.4.3.1 Monitoring of Claims**

Claims should be properly documented, processed, monitored, and managed during the entire contract life cycle as per the terms and conditions set in the contract. Contrary to this and according to the result of the survey under Table 4.5, section 4.4.3.1, claims in the JSI at times are not properly monitored and managed as per the result of the survey as 27.3% of the respondents disagree, 18.2% strongly disagree and only 31.8% agree on the availability and 18.20% are neutral. In the situation where JSI and other providers enter into disagreement due to claims, a resolution could be very tough as there are no mechanisms in place that ascertain procedures laid down in the contract.

#### **4.4.3.2 Inspection**

Inspection mainly focus on confirming that the outcome meets the needs recognized by the end user as agreed by the servicer/supplier in the solicitation stage. Due to quality issues that are faced during project implementation, the researcher sought to identify whether inspection of deliverables do exist in JSI. Accordingly, the respondents under Table 4.5, section 4.4.3.2, 18.2% strongly disagree, 4.5% disagree, 22.7% neither agree nor disagree, 50.0% agree, 4.5 strongly agree.

Moreover, the interview result with one of the project officers entails that inspection despite of its importance in reducing cost and improving quality is not consistently practiced consistently in JSI. As a result, risk of returns, repairs or replacements, and quality issues are there in JSI which otherwise could have been reduced by inspection.

#### **4.4.3.3 Evaluation of Performance**

The survey results for the question as to whether the Evaluation of the supplier/service provider's performance throughout the project's implementation is done or not, Table 4.5, section 4.4.3.3 portrays that 18.2% of the respondents strongly disagree and an equal proportion of the respondents disagree.

When 36.4% agree, only 4.5% of them strongly agree. 22.7% neither agree nor disagree. Performance evaluation fosters efficient and effective organization as it is an instrument that enhances accountability, guides decision-making, and improves learning. From this benefit point of view and not being utilized fully in JSI, one could analyze that the overall result is not satisfactory.

Furthermore, the interview results that were made with one of the Project Managers revealed that despite the increasing complexity of its procurement processes, JSI procurement performance evaluation system is not fully utilized. As a result, it lacks insight into the efficiency and effectiveness of its procurement activities. This oversight has led to inconsistent supplier performance, increased costs, and missed opportunities for optimizing procurement strategies.

#### **4.4.3.4 Evaluation Criteria**

As to the question posed on Evaluation criteria's, weighting and evaluation methods are set in the JSI or not Table 4.4, section 4.4.3.4, illustrates that none of the respondents strongly disagree or disagree. Whereas 72.7.4% agree, only 22.7% of them strongly agree and 4.5% neither agree nor disagree. From this result, one can conclude this practice is needs to be encouraged in the JSI. It is also supported by the supply chain managers handbook by the JSI that routine monitoring of the supply chain's performance, including rigorously reviewing, analyzing, and fine-tuning key performance indicators, is necessary to determine current status, effectiveness, and efficiency of supply chain operations (JSI, The Supply Chain Mangers Handbook, 2020).

#### **4.4.3.5 Audits**

Out of the respondents under Table 4.4, section 4.4.3.5, who replied for the question posed whether audits are conducted for adjustments to the project during the work or not, 27.3% disagreed, 36.4% neither agreed nor disagreed and the rest 36.4% agreed on the applicability of this instrument. Furthermore, none of the respondents either strongly disagreed or strongly agreed to the question. As audits support an organized examination of the procurement process, this practice of JSI could be seen as an area where room for improvement in needed.

Additionally, a response was received from one of the Project Manager interviewees on the existence of an internal control system in JSI ETHIOPIA. He further elaborated that Internal auditors do examine processes once the procurement activities are finalized on a periodic basis but recommended that an ongoing audit practice should be in place when processes are undertaken, in order to proactively manage errors and improve processes that could result in cost and quality than reactively.

#### **4.4.3.6 Closing the contract**

As stipulated in the literature review, closing the contract facilitates and allows clearing out pending issues and effecting final payments to all beneficiaries (Wysocki, 2014). The survey results in this respect for the question posed as to whether pending issues are cleared out before final payments are effected to all beneficiaries under contracts, Table 4.4, Section 4.4.3.6 illustrates that 27.3% of the respondents neither agreed nor disagreed, while 54.5% agreed, 18.2% strongly agreed. Moreover, none of the respondents strongly disagreed or disagreed to the question. Considering the respondents who were not in a position to agree or disagree to the question this can be taken as there is a good practice when it comes to closing of contract in JSI.

#### **4.4.3.7 Pending Issues**

Table 4.4, Section 4.4.3.7 demonstrates that, 54.5% of the respondents on the survey result agreed that pending issues are cleared out before final payments are effected, 18.2% have strongly agreed. Whereas 27.3% of the respondents did not agree or disagree. Whereas, none strongly agreed. Fleming (2003) claims that just because the provider/seller finalized and handed over all deliverables it doesn't mean that the process of procurement is concluded all relevant closing activities should be undertaken. The practice at JSI when it comes to this aspect is more than satisfactory as 70% of the respondents agreed or strongly agreed to the existence of clearing pending issues before effecting payments.

#### **4.4.3.8 Lessons Learned are Documented**

Upon finalization of contractual obligations, organizations are expected to carry out an evaluation on the performance of their providers in general. The reason for this conduct is to collect necessary feedback and decide for the future what to improve when it comes to monitoring by the organization and also to enhance its contractual management structure. In this relation, respondents under Table 4.4, Section 4.4.3.8 in the survey were asked to share their perspective on the documentation practice of JSI. Accordingly, 7 respondents out of 22 disagree, while 4 strongly disagree, 5 agree and 6 of them neither agree or disagree. Once the implementation of project activities is carried out, it is important to document lessons learned as one form of knowledge management mechanism and to assess what went wrong and right. The result however reflected that there is no structured mechanism in place as to the learnings from already implemented project procurement activities.

Moreover, the interview result for the question that is posed in the above relation, one of the project officers explained that JSI is way behind in placing the mechanism of lessons learned practices in all of its projects. He mentioned that few projects that have made practical of lessons learned sessions created an opportunity for their team members to share their perspectives and learn from each other's experiences and enable project managers to identify areas of improvement, refine processes, and enhance project outcomes. Not having this practice throughout caused JSI to make the same mistakes, incurring unnecessary costs and quality issues that could have been avoided.

#### **4.4.4 Project Success**

Project success is one of the dependent variables in the study. The reflection from respondents on the determinant aspects for the success of projects posed as a question is outlined in the below table.

Table: 4.6 Project Success

<b>Respondents</b>		<b>Frequency</b>	<b>Percent</b>
Success criteria are allocated long before projects are started	Strongly disagree	-	-
	Disagree	2	9.10%
	Neither agree nor disagree	6	27.30%
	Agree	14	63.60%
	Strongly disagree	-	-
Projects in the JSI are completed with time, budget, and the right quality	Strongly disagree	-	-
	Disagree	10	44.5%
	Neither agree nor disagree	9	40.9%
	Agree	3	13.6%
	strongly agree	-	-
Scheduled milestones are met mostly	Strongly disagree	-	-
	Disagree	7	31.8%
	Neither agree nor disagree	10	45.5%
	Agree	5	22.7%
	Strongly agree	-	-
Projects are finished on time	Strongly disagree	-	-
	Disagree	8	36.4%
	Neither agree nor disagree	10	45.5%
	Agree	4	18.2%
	Strongly agree	-	-

Table 4.6 Continued

Respondents		Frequency	Percent
Critical tasks and delivery dates were not lagging	Strongly disagree	4	18.2%
	Disagree	5	22.7%
	Neither agree nor disagree	9	40.9%
	Agree	4	18.2%
	Strongly agree	-	-
Projects decreased the cost of some activities without compromising the quality	Strongly disagree	2	9.1%
	Disagree	13	59.1%
	Neither agree nor disagree	6	27.3%
	Agree	1	4.5%
	Strongly agree	-	-
No major cost change requests arose during the project	Strongly disagree	4	18.2%
	Disagree	10	45.5%
	Neither agree nor disagree	5	22.7%
	Agree	3	13.6%
	Strongly agree	-	-

Source: Compiled by the researcher

In general success criteria are allocated in JSI, most respondents that were in a position to answer for this part of the survey stated that projects in the JSI are not completed with in time, budget and right quality. Quite a number of respondents do not think that scheduled milestones are met mostly. Good proportion of respondents also do not believe that projects are finished on time. Among the respondents that replied for the question weather critical tasks and delivery dates were not lagging close to 50% of them do not think so. As half of the target group are purely working in the area of procurement and they were not in a position to respond their agreement or disagreement. However, among those that responded, quite a lot inclined that project contributors for project success are not achieved in the JSI.

## 4.5. Inferential Analysis

### 4.4.5 Correlation Analysis

Table: 4.7 Correlation analysis between independent and dependent variables

CORRELATION

/VARIABLES = Planning Success Control Conduct

/PRINT = TWOTAIL

SIG.

#### Correlations

		Planning	Project Success	Procurement Control and Closeout	Procurement Conduct
Planning	Pearson Correlation	1.000	.616	.743	.777
	Sig. (2-tailed)		.002	.000	.000
	N	22	22	22	22
Project Success	Pearson Correlation	.616	1.000	.802	.614
	Sig. (2-tailed)	.002		.000	.002
	N	22	22	22	22
Procurement Control and Closeout	Pearson Correlation	.743	.802	1.000	.658
	Sig. (2-tailed)	.000	.000		.001
	N	22	22	22	22
Procurement Conduct	Pearson Correlation	.777	.614	.658	1.000
	Sig. (2-tailed)	.000	.002	.001	
	N	22	22	22	22

To meet the objectives outlined in the study, SPSS software was utilized for the statistical analysis of the collected data, employing Pearson's Correlation for interpretation. According to (Laerd Statistics, 2018) Correlation serves as an effect, size, and strength of association explained through specific terms and values and it can be explained as in below:

- .00-.19 “very weak”
- .20-.39 “weak”
- .40-.59 “moderate”
- .60-.79 “strong”, and .80-1.0 “very strong”

The findings were assessed in relation to the research objectives of the study. This study investigated whether there was a relationship between the three components of Procurement management and project success in JSI Ethiopia projects. Pearson's correlational analysis showed a positive and significant association between three components of procurement management and project success and positive in all of the three components of Procurement management: Procurement planning, Conducting procurement and Procurement control and closeout. In this case, there was a highly positive relationship between procurement control and closeout and project success.

A study that was conducted by (Binyam Amensa, 2012) in the case of Ethiopian Airlines, on the effect of procurement management on project success, the correlation analysis revealed that procurement planning, conduct and control and close out have shown strong association with project success. Their Pearson correlation value indicating their relation with Project success was .880 for procurement planning, .786 for Procurement conducting process and .701 for procurement controlling process.

(Muhammad Haziq & Adham Bid Rosli, 2012) on their research on the how the effectiveness of project management lead to project success delivered certain good thoughts on success criteria for project management. Measuring the success of project is highly linked with the Iron triangle as referred as cost time and quality since several years ago.

#### 4.4.6 Regression analysis

##### R-value test

R-squared and adjusted R-squared statistics are obtained from analyses grounded in the general linear model. They indicate the proportion of variance in the outcome variable explained by the predictor variables within the sample (R-squared) and provide an estimate for the broader population (adjusted R-squared) (Miles, 2005).

In social science research, an R-squared value between 0.50 and 0.99 is generally regarded as acceptable, particularly when most explanatory variables are statistically significant (Ozili, 2023).

**Table 4.8**

##### Model summary (Success)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.905	.810	.811	.294

a. predictors: (constant) Controlling, Conducting, Planning

Source: own data SPSS output

As detailed in Table 4.8, the adjusted R-squared value for the regression model is 0.811. This implies that the independent variables—Procurement Planning, Procurement Conducting Process, and Procurement Controlling Process—account for approximately 81.1% of the variation in project success. The remaining 18.9% of the variation is attributed to other factors not included in the model.

Thus, the dimensions of procurement management (Procurement Planning, Procurement Conducting Process, and Procurement Controlling Process) serve as effective explanatory variables impacting Project Success. In essence, 81.1% of the changes in project success can be linked to the combined effect of these predictor variables, signifying that procurement management contributes significantly to project outcomes.

### ANOVA Result

The fundamental principle of ANOVA (Analysis of Variance) is to assess differences among the means of various populations by analysing the variation within each sample in relation to the variation between the samples (Asha Singh & Balkeshwar Singh, 2015).

The F ratio is derived from the ratio of two mean square values. If the null hypothesis holds true, it is expected that the F value will be close to 1.0 most of the time. A high F ratio suggests that the variation in group means exceeds what would typically be expected by random chance (J.H. Zar, 2010).

**Table 4.9**

**ANOVA (Success)**

	Sum of Squares-	df	Mean Square	F	Sig.
Regression	200.43	3	66.81	6.8	0.003
Residual	175.93	18	9.77		
Total	376.36	21			

a. Dependent Variable: Project success

b. Predictors: (Constant), Controlling, conducting, Planning

Source: own data SPSS output

According to the ANOVA results presented in Table 4.9, there is a statistically significant correlation between the dependent and independent variables at the 1% significance level (significance value of 0.003). This indicates that the independent variables—procurement planning, procurement conducting process, and procurement controlling process—have a significant impact on project success. However, the results of the multiple regression analysis suggest that the influence of procurement management dimensions on project success is not uniform; not all aspects of procurement management demonstrate the same level of association with project success.

Furthermore, the F-statistic of 6.8 at a significance level of 0.003 indicates a positive relationship between procurement management and project success.

### Standardized Beta coefficient result

Standardized beta values indicate the contribution of each variable in the model to predicting the dependent variable, enabling a ranking of variables based on their significance at a level below 0.05.

**Table 4.10**

#### Coefficients (Success)

	Unstandardized Coefficients		Standardize Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.181	.238	.00	-.758	.451
Control	.450	.18	.613	2.45	.025
Planning	.213	.095	.192	2.24	.028
Conduct	.197	.076	.182	2.575	.012

a. Dependent Variable: Project success  
Source: own data SPSS output

In this analysis, all variables show significance at less than 0.05, with the Procurement Conducting Process making the most substantial contribution to project success, as evidenced by the highest standardized coefficient beta value of B=0.613. This is followed by the Planning Process with B=0.192 and the Controlling Process with B=0.182.

Essentially, the framework employs a multiple linear regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

**Y** = Project success;

**$\alpha$**  = Constant;  **$\varepsilon$**  = Standard Error;

**X1** = Procurement planning;

**$\beta_1$**  = Coefficient associated with X1;

**X2** = Procurement conducting process;

**$\beta_2$**  = Coefficient associated with X2 ;

**X3** = Procurement controlling;

**$\beta_3$**  = Coefficient associated with X3

From the above table finding we can develop the following regression model

$$\text{Project Success} = -.181 + .192 X_1 + .613 X_2 + .182 X_3 + \varepsilon$$

$$\varepsilon = .238 * .080 * .095 * .076$$

$$T \text{ Value} = -.758 * 7.136 * 2.240 * 2.575$$

$$R \text{ square (Adj.)} = .811, F = 6.8$$

### **Interpretation**

As the coefficient associated with procurement planning, conduct, control and closeout is positive it can be interpreted that as Procurement Planning, Procurement Conduct and Procurement Controlling increases Project Success also increases, assuming that the relationship between the independent and dependent variables is linear; observations are independent of each other; the variance of the errors is constant across all levels of the independent variables and the errors are normally distributed.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1. Introduction**

As per the listed general and specific objectives laid on the first chapter of this research, the study tried to cover in due course shall be summarized and concluded. At the end of this section recommendations in respect of the effect of Procurement management on the project success of JSI, Ethiopia projects is composed. This section of the research constitutes four parts introduction, summary, conclusion and recommendations on the effect of procurement management on the project success at the JSI Ethiopia projects.

### **5.2. Summary of Findings**

The respondents selected for the survey on project procurement management display a balanced gender distribution and are predominantly aged between 41 and 50, indicating they are in their productive years. Their education levels suggest they possess the necessary knowledge to comprehend the survey questions. The participants include individuals from both procurement and project management backgrounds, ensuring diverse perspectives that enhance the study's objectives. Furthermore, their extensive work experience is expected to contribute positively to the research quality, reflecting a solid understanding of the subject matter.

The study's findings on procurement planning indicate that while there is a practice of defining procurement requirements at the planning stage, the requirement documents are often insufficiently detailed. Despite the Supply Chain Mangers Handbook emphasizing the importance of market surveys for understanding market dynamics, such surveys are not fully implemented within JSI. However, a clear evaluation criterion exists within the JSI procurement system. The decision-making process regarding whether to make or buy is primarily based on cost analysis, neglecting other critical factors such as core competencies, efficiency, technology, and financial position.

Additionally, while scheduling is recognized as a vital management tool for coordination and forecasting, reporting against a baseline JSI lacks a consistently clear project schedule. Nonetheless, there is a source selection criterion in place to ensure the selection of service providers or suppliers that can meet demands.

The study's findings on the conducting phase of procurement reveal that JSI has yet to recognize the significance of holding bidder conferences, which may lead to uneven information distribution and potentially affect the cost and quality of bid proposals and subsequent performance. Conversely, the results regarding advertisement are positive, indicating that bid advertisements are effectively implemented through online platforms, although the limited number of these platforms restricts the outreach to potential bidders. Bidders face no restrictions when submitting bids to JSI. While negotiation practices are deemed effective, they are often time-consuming; however, the presence of such practices is crucial as they enable the establishment of mutually beneficial agreements before contract signing. Additionally, contractual agreements are structured with terms and conditions that outline the rights and obligations of all parties involved.

Findings related to the controlling and closeout phases of the study indicate that claims within JSI are sometimes inadequately monitored and managed, revealing a lack of structured mechanisms to capture learnings from previously implemented project procurement. Inspections, that is explained critical for reducing costs and improving quality, are not consistently practiced, leading to risks associated with returns, repairs, replacements, and quality issues. Although performance evaluations can enhance accountability and guide decision-making, they are not fully utilized in JSI, resulting in unsatisfactory overall outcomes. While audit practices exist, they are underutilized, presenting an area for improvement. JSI demonstrates good practices in contract closure and in addressing pending issues before payments are made. However, the absence of consistent lessons-learned sessions has led to repeated mistakes and unnecessary costs. The inferential analysis highlights a positive and significant correlation between procurement management components—planning, conducting, and controlling—and project success, with regression analysis confirming that these independent variables significantly impact project success.

### **5.3. Conclusion**

In conclusion, the survey on project procurement management highlights the strengths and areas for improvement within JSI's procurement processes. The respondents' balanced demographic profile and extensive experience provide a solid foundation for the study, ensuring a comprehensive understanding of the subject matter. While the practice of defining procurement requirements exists, the need for more detailed documentation and the full implementation of market surveys is evident. Additionally, although JSI employs effective advertising and negotiation practices, the absence of bidder conferences and a limited range of online platforms may hinder equitable information distribution and outreach. Furthermore, the decision-making process primarily relies on cost-benefit analysis, often overlooking critical factors that can influence procurement outcomes. Overall, while JSI demonstrates positive practices in certain areas, addressing these gaps is essential for enhancing procurement effectiveness and ultimately achieving project success.

### **5.4. Recommendations**

Based on the findings from the survey on project procurement management, several recommendations can be made to enhance JSI's procurement processes. First, it is essential to improve the detail and clarity of procurement requirement documents to ensure that all stakeholders have a comprehensive understanding of expectations. Implementing regular market surveys as outlined in the Supply Chain Mangers Handbook will provide valuable insights into market dynamics and supplier capabilities, which can inform better decision-making. Additionally, adopting a more holistic approach to the make-or-buy decision by considering factors beyond cost, such as core competencies and technological capabilities, will lead to more informed procurement choices.

Furthermore, JSI should recognize the importance of holding bidder conferences to facilitate equitable information sharing among potential bidders, thereby improving the quality and competitiveness of bid proposals.

Expanding the range of online platforms for bid advertisements will enhance outreach and attract a broader pool of suppliers. Lastly, while negotiation practices are vital, streamlining these processes to reduce time without compromising effectiveness will contribute to better contract management. By addressing these areas, JSI can improve procurement efficiency, enhance supplier relationships, and ultimately achieve better project success.

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## Annex I



## Questionnaire

**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce**  
**Department of Project Management**

Dear Sir/Madam

I am currently working on my Masters Degree in Project Management at Addis Ababa University and am now at the point of working on my research on the title: **The Effect of Procurement Management on Project Success**. I hope your background, work experience, and education will support me in achieving my research work. Hence, it is with the highest appreciation that I request you to fill out the attached questionnaire, in advance.

The questionnaire is structured with the intention of gathering information on project procurement management of JSI. The gathered information will be used as primary data in this research hoping that your genuine feedback will contribute immensely to the quality output of the findings of this research. Hence, the researcher kindly requests you to fill in the question to the best of your capacity and as genuinely as possible. Please kindly be informed that **the information that you will be providing shall be confidential and it will not be used to other purposes than already notified**.

Thank you in advance for your support.

Sincerely

Rahel Endale

**General Direction:**

- Writing your name is not mandatory
- Simply mark your answer on the appropriate spaces provided under each question.
- If the options specified are not to your satisfaction, you are free to write your answer in the blank space as an alternative.

**Section 1: Demography and general background**

1 Sex:

- Female     Male

2 Age:

- 21-30     31-40     41-50     Above 51

3 Academic qualification

- Ph.D.     MA/MSc     BA/BSc     Diploma

4 What is the position of your function in the organization

- Higher management     Middle management  
 Contract/Procurement Specialist/Manager     Project Officer     Project manager

5 How long have you been in service in the Procurement management area in the JSI?

- below 3     3-5     5-10     Above 10

**Section 2: General Aspects**

#	Measures	Strongly disagree(1)	Disagree(2)	Neither agree nor disagree (3)	Agree(4)	Strongly agree (5)
1	JSI procurement units are sufficiently staffed					
2	There are good training and capacity-building practices for JSI procurement staff					
3	Project managers and project technical personnel are familiar with the procurement practices in the JSI					
4	There are up-to-date software tools and technologies for procurement management in the JSI					

<b>Section 3: Procurement processes</b>						
<b>Plan Procurement</b>						
1	Requirements for procurement are defined					
2	Approval to undertake procurement processes are secured from the right authority					
3	Market research is done during project procurement planning					
4	Project schedule is clearly stated					
5	There are practices on a make-or-buy decision in the JSI					
6	Source selection criteria are set					
7	Selection criteria are based on competency, ability, and cost					
8	Adequate and precise methods to select the most appropriate providers are available					
9	Procurement requirement documents are detailed enough to ascertain consistent and right responses					
10	Procurement requirements are flexible enough to allow aspects and suggestions by sellers and providers					
11	Bid information are based on the required goods or services					
12	Clear evaluation criterion is available to rate or score vendors					
13	Statement of work (SOW) or Terms of Reference (ToR) describe the procurement details in a satisfactory manner					

<b>Conduct Procurement</b>						
14	Bidder conference is conducted prior to submittal of bid/proposal					
15	Advertisements are done to communicate solicitations to the vendors					
16	Procurement individuals and responsible staff are equipped with specialized knowledge and training to evaluate offers or proposals					
17	Bidders are not restricted to compete					
18	Negotiations are done before concluding/drawing agreements					
19	Agreements are considerate of essential elements: offer, Acceptance, Awareness, Consideration, and Capacity					
<b>Controlling and closing out Procurement</b>						
20	Claims are properly monitored and managed?					
21	Inspections are ascertained					
22	Evaluation of the supplier/service provider's performance throughout the project's implementation are done					
23	Evaluation criteria's, weighting and an evaluation methods are set					
24	Audits are conducted for adjustments to the project during the work					
25	Pending issues are cleared out before final payments are effected to all beneficiaries under contracts.					
26	Lessons learned are documented					

Project Success						
27	Success criteria are allocated long before projects are started					
28	Projects in the JSI are completed with time, budget, and the right quality					
29	Scheduled milestones are met mostly					
30	Projects are finished on time					
31	Critical tasks and delivery dates were not lagging					
32	Projects decreased the cost of some activities without compromising the quality					
33	No major cost change requests arose during the project					

Annex II:



Interview Guide Questions presented to JSI-selected procurement and project staff members

**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce**  
**Department of Project Management**

Date of interview -----

**Introduction:** Good morning/afternoon, my name is Rahel Endale

**Purpose:** This interview is being conducted as part of my MA Project Work examining the effect of Procurement management on project success in JSI. You are selected and solicited for this interview (which lasts for about 40 minutes, as your knowledge, experiences, and skills in project procurement and project success are valued for the good fulfilments of this research.

1. Can you elaborate on your understanding/experience with procurement software and tools in JSI?
2. Are project schedules clearly stated?
3. How is the practice when it comes to a make-or-buy decision in the JSI?
4. Are source selection criteria set? If so are they based on competency, ability, and cost?
5. Do you conduct bidders conferences prior to the submittal of bid/proposal?
6. Are advertisements placed to communicate solicitations to the vendors?
7. Do you negotiate before concluding/drawing agreements?
8. Are inspections ascertained?
9. Is there a practice of evaluating supplier/service provider's performance throughout the project's implementation?
10. Are audits conducted for adjustments to the project during the work?
11. Does JSI document Lessons Learned?
12. Are scheduled milestones are met mostly?