



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University

አዲስ አበባ ዩኒቨርሲቲ



*Addis Ababa University College of Business and Economics
School of Commerce
Department Of Logistics and Supply Chain Management*

*The Effects of Covid-19 Pandemic on Procurement Performance: The Case of
Islamic Relief Ethiopia*

*By
Mohammedhayat Ibrahim
(GSE/6999/12)*

*A Thesis Summited to Addis Ababa University, School of Commerce in Partial
Fulfillment of the Requirements for the Degree of Masters of Arts in Logistics
and Supply Chain Management*

Submitted to: Ass. Prof. Fiseha Afework

*June 2022
Addis Ababa, Ethiopia*

Addis Ababa University College of Business and Economics

School of Commerce

Department Of Logistics and Supply Chain Management

**The Effects of Covid-19 Pandemic on Procurement Performance: The Case of
Islamic Relief Ethiopia**

**By
Mohammedhayat Ibrahim
(GSE/6999/12)**

Approval of Examiners

Advisor

Fiseha Afework (Assistant Professor)

Signature: _____

Date: _____

Internal Examiner

Tariku Jebena (Ph.D.)

Signature: _____

Date: _____

External Examiner

Nakachew Bashu Bushen (Ph.D.)

Signature: _____

Date: _____

Declaration

I, the undersigned, hereby declare that this thesis, headed "*The Effects of Covid-19 Pandemic on Procurement Performance: The Case of Islamic Relief Ethiopia*," is my own original work and has not been submitted for the award of any degree or diploma from this university or any other. Each and every source of materials used in the thesis has been appropriately credited.

Declared by: -

Name: Mohammedhayat Ibrahim

Signature: _____

Date: _____

Place of Submission: Addis Ababa University School of Commerce, Addis Ababa, Ethiopia

Statement of Certification

This is to certify that *Mohammedhayat Ibrahim's* thesis, "*The Effects of Covid-19 Pandemic on Procurement Performance: The Case of Islamic Relief Ethiopia,*" which was completed under our guidance and submitted to the School of Commerce of Addis Ababa University in partial fulfillment of the requirements for the degree of Master of Arts in Logistics and Supply Chain Management, is an authentic work.

Fiseha Afework (Assistant professor)

Signature: _____

Date: _____

Contents

ACKNOWLEDGEMENT.....	1
ABSTRACT.....	2
CHAPTER ONE.....	3
INTRODUCTION.....	3
1.1. BACKGROUND OF THE STUDY.....	3
1.2. BACKGROUND OF THE STUDY ORGANIZATION:	4
1.3. PROBLEM STATEMENT.....	5
1.4. RESEARCH QUESTIONS.....	8
1.5. THE OBJECTIVE OF THE RESEARCH	8
1.5.1. GENERAL OBJECTIVE:.....	8
1.5.2. SPECIFIC OBJECTIVES	8
1.6. SCOPE OF THE STUDY	9
1.7. SIGNIFICANCE OF THE STUDY	9
1.8. DEFINITIONS OF TERMS:.....	10
1.9. ORGANIZATION OF THE STUDY	11
CHAPTER TWO.....	12
2. REVIEW OF THE RELATED LITERATURE.....	12
2.1. THEORETICAL LITERATURE REVIEW	12
2.1.1. OVER VIEW OF PROCUREMENT.....	12
2.1.2. PROCUREMENT ACTIVITIES AND CYCLES	13
2.1.3. PROCUREMENT PROCESS IN HUMANITARIAN RELIEF ORGANIZATIONS.....	14
2.1.3.1. HUMANITARIAN RELIEF ORGANIZATION.....	14
2.1.4. PROCUREMENT PROCESS DURING THE COVID 19 PANDEMIC.....	15
2.2. EMPIRICAL REVIEW	17
2.2.1. FACTORS INFLUENCING PROCUREMENT PERFORMANCE IN HUMANITARIAN RELIEF ORGANIZATION.....	17
2.2.2. PROCUREMENT CHALLENGES IN THE HUMANITARIAN OPERATIONS.....	18
2.2.3. THE EFFECT OF DISASTER ON PROCUREMENT PERFORMANCE	20
2.3. CONCEPTUAL FRAMEWORK.....	22
CHAPTER THREE.....	23

3.	METHODOLOGY OF THE STUDY	23
3.1.	DESCRIPTION OF THE STUDY AREA	23
3.2.	RESEARCH APPROACH	23
3.3.	RESEARCH DESIGN	24
3.4.	POPULATION AND SAMPLE	24
3.5.	DATA SOURCES AND TYPES.....	25
3.6.	DATA COLLECTION PROCEDURES	25
3.7.	DATA ANALYSIS	26
3.8.	THE VALIDITY AND RELIABILITY TEST	26
3.9.	ETHICAL CONSIDERATION.....	26
	CHAPTER FOUR	27
4.	DATA ANALYSIS, INTERPRETATION, AND DISCUSSION OF RESULTS.....	27
4.2.	PROFILE OF THE RESPONDENTS	28
4.3.	RELIABILITY TEST	30
2.1.1.	FLEXIBILITY	59
2.1.2.	QUALITY	60
2.1.3.	COST	61
2.2.	OTHER FACTORS	62
2.2.1.	RESOURCE	62
2.2.2.	PRICE	62
2.2.3.	EXPERTS.....	63
	CHAPTER FIVE	64
3.	SUMMARY, CONCLUSION, AND RECOMMENDATION.....	64
3.1.	SUMMARY OF FINDINGS.....	64
3.2.	CONCLUSION	66
3.3.	RECOMMENDATIONS	67
3.4.	AREAS FOR FURTHER STUDIES	68
	REFERENCES:.....	IV
	ANNEX 1: QUESTIONNAIRE	VIII
	ANNEX 2: TIME AND COST BUDGET.....	XIV

LIST OF FIGURES

FIG. 1. PROCUREMENT MANAGEMENT PROCESS FLOW CHART ----- 13
FIG. 2. CONCEPTUAL FRAMEWORK -----18

LIST OF TABLES

TABLE 3.1 POPULATION FRAME----- 21
TABLE 3.10.1: TIME TABLE TO EXECUTE THE OVERALL RESEARCH ACTIVITIES ----- 23
TABLE 3.10.2: TOTAL ESTIMATED COST TO EXECUTE RESEARCH ACTIVITIES -----23
TABLE 4.1. QUESTIONNAIRE RESPONSE RATE ----- 24
TABLE 4.2. RESPONDENT’S PROFILE ----- 25
TABLE 4.3. RELIABILITY STATISTIC ----- 26
TABLE 4.4.1. RESPONSIVENESS ----- 27
TABLE 4.4.2 FLEXIBILITY ----- 28
TABLE 4.4.3 QUALITY ----- 29
TABLE 4.4.4 COST ----- 30
TABLE 4.5.1 RESOURCE ----- 31
TABLE 4.5.2 PRICE ----- 31
TABLE 4.5.3 EXPERTS ----- 32

ACKNOWLEDGEMENT

Professor Fiseha Afework, my adviser, deserves special thanks for his guidance and insightful comments, as well as his earnest commitment to completing this research project. I'd also like to express my gratitude to Shiferaw Mitiku (PHD.), for his excellent advice and feedback on my research report. My colleagues and classmates, especially Ousman Yusuf, deserve my heartfelt gratitude for their contributions and support throughout my studies

Mohammedhayat Ibrahim

ABSTRACT

The study's title is "The Impacts of COVID-19 Pandemic on Procurement Performance: The Case of Islamic Relief Ethiopia," and its primary goal is to look at the effects of the COVID-19 pandemic on Islamic Relief Ethiopia's procurement performance. The explicit objectives were to analyze the impact of the COVID-19 Pandemic on procurement performance and to examine the major components affecting procurement performance based on four performance functions: Responsiveness, Flexibility, Quality, Cost-effectiveness and Time . In addition, other elements affecting procurement success were investigated, including Resources, Price inflation, and Experts. The researcher employed quantitative methodology and a descriptive and explanatory study design to attain the goal and investigate the functions. A census survey was used to develop the population of the study in question due to the small size of the target population. According to HR data for 2021, there are 130 employees. Based on this, 130 questionnaires were distributed to Islamic Relief Ethiopia staff, ranging from lower-level employees to the management team's top level. As a result, 119 functional questionnaires were collected, with a response rate of 91.54 percent. The data acquired from the questionnaire were analyzed using descriptive data analysis with SPSS. During the COVID-19 Pandemic, the study discovered that Islamic Relief Ethiopia's procurement performance was inadequate in the areas of responsiveness, quality, and cost-effectiveness. The study also discovered that resource constraints, price inflation, and a lack of experts all had a significant impact on procurement performance during the COVID-19 Pandemic. To this end, Islamic Relief Ethiopia's procurement performance was at an all-time low during the COVID-19 Pandemic, and it should prepare for future challenges by designing various coping-up mechanisms that facilitate procurement processes efficiently and effectively whenever unexpected global disasters such as the COVID-19 Pandemic occur.

Key Words: Procurement performance, COVID-19 Pandemic, Responsiveness, Flexibility, Quality, Cost and Humanitarian Relief Organizations.

.
.

CHAPTER ONE

INTRODUCTION

The purpose of this study is to examine *the Effects of COVID-19 Pandemic on Procurement Performance* taking the case of *Islamic Relief Ethiopia*. The Background of the study, Organization of the study, Statement of the problem, Research questions, Research objectives, Significance of the study, Scope of the study, Limitation of the study, and Definition of terms are all presented in the introduction section of this paper.

1.1. Background of the Study

Everyone is or has the probability of being affected by the Covid-19 pandemic, but the most severe consequences are felt in the world's most vulnerable and poorest countries. There have been 55.6 million cases and 1.34 million deaths worldwide as of November 2020. (World Health Organization,2020). Vulnerable communities are at increased risk, as the pandemic has a significant influence on the global economy. Increased food insecurity, delays in ongoing education, inhibited assistance delivery of life-saving medicine and vaccines, and reduced access to hygiene and sanitation materials are just a few of the economic implications. (Hana Driss, 2020). Humanitarian organizations are doing everything they can to help the Ethiopian government keep life-saving activities going while also ramping up the response to COVID-19 and safeguarding the safety of relief workers and the general public. However, because of the COVID-19 Pandemic, these Aid Organizations faced various difficulties such as having to withdraw staff and/or delay deployments, as well as delays in procurement of deliverable emergency products and overall procurement performance challenges.

Except for the wearing of facial masks, the enforced restrictions have been lifted recently. Relief operations, including life-saving and COVID-19 response activities, had been hampered by these restrictions. The impact of the restrictions imposed is also shown on commodities transportation. Besides, people were so reluctant in the production of goods and the delivery of services to those in need. Thus, Humanitarian partners were collaborating with authorities to develop a system that will allow them and their private contractors to continue traveling and operating to ensure

the seamless delivery of humanitarian aid to those in need, including COVID-19 pandemic response actions. (UNOCHA,2020).

Many humanitarian operations and project implementations have been halted as a result of the global COVID-19 outbreak. Humanitarian groups had to deal with supply chain issues, particularly when it came to procuring products and services. Numerous humanitarian organizations' procurement performance was harmed by a shortage of supply due to movement restrictions, office lockdown, adoption of staff-working-from-home requirements, and lack of transportation service to deliver acquired products on time. For that purpose, humanitarian organizations are doing everything they can to maintain their procurement performance while dealing with the problems posed by the COVID 19 pandemic.

Procurement performance refers to the effectiveness and efficiency of the procurement functions, which are the foundations of procurement activities. The procurement performance incorporates Responsiveness, Flexibility, Quality, and Cost. (Walker and Rawlinson (2008). As a result, these performance indicators are the backbone of any humanitarian organization's efforts to guarantee that those in need are treated efficiently and effectively, particularly during times of crisis, such as the COVID 19 pandemic. (Coddles Plat Form,2019)

Hence, humanitarian groups such as Islamic Relief Ethiopia are expected to address disaster-affected people and provide life-saving supplies and services by addressing the pandemic COVID 19 problems. The issues are related to the procurement of critical goods and services and ensuring that they are delivered to their intended recipients in the required quality, at a reasonable cost, and on time. This allows Islamic Relief Ethiopia to influence potential Donors, and in the meantime, humanitarian groups like Islamic Relief Ethiopia will be seen as socially responsible and accountable for the societies in need as a result of its quick response.

1.2. Background of the study organization:

Islamic Relief Ethiopia is a non-profit humanitarian and development organization that helps people in need regardless of their ethnicity, political affiliation, gender, or religious beliefs. It was founded in 1984 in the United Kingdom and is situated in Birmingham. It has operations in over 40 countries across the world. In Ethiopia, Islamic Relief began operations in 2005 and now

operates in four regions: Somali, Oromia, Afar, and Addis Ababa. Food Security and Sustainable Livelihoods, Health and Nutrition, Education, Water, Hygiene, and Sanitation, and last but not least, advocating on behalf of those in need, particularly Gender-based Violence are Islamic relief 's main focus areas of operation. (IR Ethiopia,2019).

Since its inception in 1984, Islamic Relief Ethiopia has supported millions of the world's poorest and most vulnerable individuals. Islamic Relief Ethiopia is directed by organizational values and is inspired by the Islamic faith. It believes that those with riches, regardless of ethnicity, political affiliation, gender, or belief, owe an obligation to others who are less fortunate. The programs are aimed to give impoverished people access to essential services, safeguard communities from calamities, and provide life-saving emergency help. Furthermore, Islamic Relief Ethiopia promotes long-term solutions to poverty and encourages marginalized people to change their lives and communities. (*Ibd.*)

The organization's vision states, "A caring world where individual's basic needs are met,". Islamic Relief is recognized around the world as Islamic Relief World Wide, while the Ethiopian office is known as Islamic Relief Ethiopia. The best way to understand the organization is to quote its mission statement:

"Inspired by Islamic values, Islamic Relief Worldwide will be a worldwide role model in: -

- (a) Assisting individuals, groups, and institutions to develop safe and caring communities,
- (b) Helping the poor and those who are suffering to enjoy self-reliance, with dignity,
- (c) Making it possible for those who wish to support others to reach those in need of their help".

To accomplish this, the organization raises funds, forms partnerships, and communicates key messages as it works to reduce the impact of disasters, prepare for their occurrence, and respond by providing relief and rehabilitation, as well as promote sustainable development through programs in education, health, and nutrition, water and sanitation, and income generation, and advocate on behalf of those who are deprived and suffering.

1.3. Problem Statement

As previously noted, Relief organizations frequently deal with emergency procurement to meet the urgent requirements of populations affected by humanitarian catastrophes. It is difficult to respond appropriately to a disaster because of the complexity and uncertainties involved.

According to Berger & Garyfalakis (2013), in a disaster, procurement operations require flexibility but efficient supply chains. The major challenges that make humanitarian logistics and procurement hard and expensive are the uncertainty in demand and supply, as well as the assessment of needs accompanied by time constraints. Logistics and procurement account for roughly eighty percent of total spending during disaster relief operations. (Wassenhove, 2006).

Research was conducted by Islamic Relief Kenya on the five Islamic Relief East Africa offices: Kenya, Sudan, South Sudan, Somalia, and Ethiopia. The study revealed that the Ethiopian office was locked down twice, and the staff was afterward compelled to work from home. The study also confirmed that the state of emergency, with its restrictions on mobility and crowded gatherings, has been noted as having a significant impact on Islamic Relief's operations. The majority of the projects were put on hold. A house visits by the child welfare team, for example, was canceled. Instead, the staff kept in touch with them over the phone. (Islamic Relief Worldwide, 2020). People's livelihoods were also affected as a result of the movement restrictions. The purchasing power of those who rely on physical labor has decreased since many people have stopped working and are waiting to see what happens. (Ibd.)

At a global level, the COVID-19 pandemic had a significant impact on Islamic Relief World wide's fundraising efforts. According to the CEO of Islamic Relief World Wide, the pandemic had a significant impact on the fund-raising process. He stated that:

"We do rely on individual giving. Around 80% of our income comes from individuals. Only 20% is from institutions. In the global north — because that's where COVID-19 hit first before the global south — Western governments were panicking, and they were cutting aid, or they were suspending it or putting it on a pause, whatever name they want to call it. Sometimes they did cancel the contracts with INGOs, and it affected a lot of INGOs, but it didn't affect us at all because it was 20% or less. So that was the first part."

"The second part — the peak of COVID-19 was during our holy month of Ramadan ... This is when Muslims are most generous — when they give during the year. And what we noticed is people were much more generous than usual ... People of faith, during the crisis, think of others quite heavily. You might think that some of them might have lost their jobs or their businesses were locked down," Dr. Nasir Haghmid, Islamic Relief Worldwide, CEO

According to the CEO's statement, the pandemic scenario had a significant influence on Islamic Relief fundraising opportunities, which had a direct impact on the acquisition of products and services that constitute project inputs.

Islamic Relief Ethiopia has operated 110 projects with a total fund of ETB 765,739,514.00 between 2018 and 2020, with Sixty Seven percent of the projects being short-term emergency interventions. (Islamic Relief Ethiopia, 2020). Despite these accomplishments, Islamic Relief Ethiopia was locked down twice, in March 2020 and April 2021, due to COVID -19 positive instances among some of its employees. One employee has died, while six others have recovered from the condition. The operations were handled on a shift basis, with only a small number of staff coming into the office and many of them having to work from home. As a result, procurement activities were not completed on time, and material deliveries were not per the project's schedule and budget. The project completion timeline was also impacted, and Donors were frequently asked for No-Cost Extensions

Nonresponse or late response of suppliers to quotation requests, fear of physical contact, scarcity of market due to shift of focus on supplying highly demanded COVID-19 protection materials, progressive increase of market inflation at the global level, and other factors created a delay in the procurement of good and services and at times the phase-out of already collected quotations resulted in fatigue among the procurement team and lose of interest for their rework.

On top of this, Staff was not coming to the office in fear of contracting the virus, hence quotations were not collected on time, pro forma and tender opening were delayed and these led to the price change of goods and services. This in return forced the procurement officers to rework including re-collecting the proformas. Besides, these factors affected suppliers' interest to entertain late Islamic Relief Ethiopia's award for the price they offered and to participate in the bidding by old prices. Moreover, there were gaps in communication among Islamic Relief Ethiopia staff due to office closure and high-risk perceptions regarding the danger of the virus. As a result, proforma and tender documents were kept for more than a week in fear of the virus on the documents. Contracts were often accompanied by multiple terms and conditions such as delivering the materials to their destination were not welcome by the suppliers due to movement

restrictions and fear of contact and exposure to the virus and this further resulted in contract delay, cancellation, and vendor rejections.

In general, due to the above discussed and other factors, the supply chain management in general and the procurement performance, in particular, were substantially disrupted. Therefore, the research concentrated on examining the **Effects of the COVID-19 Pandemic on the efficiency and effectiveness of procurement Performance** of Islamic Relief Ethiopia. The research also proposed a range of options to mitigate and facilitate possible recommendations to address the problem.

1.4. Research Questions

To address the research problem, the following research questions have been raised for the research undertaken:

- 1- What are the major effects of COVID 19 Pandemic on the procurement Performance of Islamic Relief Ethiopia?
- 2- What are the major challenges with COVID 19 pandemic mitigating factors such as social distancing, movement restrictions, work from home, and office lockdowns affecting the Procurement Performance of Islamic Relief Ethiopia?
- 3- What are the COVID 19 Pandemic resilience strategies of Islamic Relief Ethiopia for its Procurement Performance?

1.5. The objective of the Research

1.5.1.General Objective:

The purpose of this research paper is to examine the **Effects of COVID-19 Pandemic on the Procurement Performance** in Islamic Relief Ethiopia to suggest mechanisms to mitigate these impacts.

1.5.2.Specific Objectives

More specifically, the research has the following specific objectives:

- 1- To measure the effects of the COVID-19 pandemic on the Procurement Performance of Islamic relief Ethiopia.

- 2- To identify the COVID-19 pandemic challenges affecting the Procurement Performance of Islamic Relief Ethiopia.
- 3- To identify the COVID-19 Pandemic resilience strategies of Islamic Relief Ethiopia to the Procurement Performance.

1.6. Scope of the Study

While the COVID-19 pandemic is wreaking havoc on people's lives, public health systems, livelihoods, and economies all around the world, people living in food-insecure areas are particularly vulnerable. As a result, the emphasis of this study report was on the current COVID-19 Pandemic's impact on Islamic Relief Ethiopia's procurement performance in Addis Ababa, Somali, Afar, and Oromia operational areas

Because of the COVID-19 pandemic and the country's security situation, which was in a state of emergency, an extensive movement for data collection was minimized, and the research was mostly based on the available data collected from Islamic Relief Ethiopia operational area staff in Somali, Afar, Oromia, and Addis Ababa. As input, current literature and material available in the organization were gathered through official and informal communication with Islamic Relief Ethiopia staff working in the four operational areas of the organization.

Finally, the Procurement performance is focused on the **Responsiveness, Quality, Flexibility, Cost** functions, and external factors that affected the procurement performance in particular **Limited Resources, Price Inflation, and Experts**.

1.7. Significance of the Study

Even though Islamic Relief Worldwide and Islamic Relief Kenya have undertaken studies on the COVID-19 Pandemic, there has been no research conducted in Islamic Relief Ethiopia so far. By doing an in-depth investigation, Islamic Relief Ethiopia will be able to see some alternate methods for mitigating and coping with the problems in the Procurement Performance that occurred during unexpected disasters like the COVID-19 Pandemic. As a result of the findings and recommendations, Islamic Relief Ethiopia will be able to create and prepare coping mechanisms and strategies to increase its procurement performance in global disasters like the above-mentioned pandemic.

In addition, the research paper will serve as a reference source for practitioners and potential researchers for future studies in this area, contributing to their understanding of how hardship conditions and difficult periods can be mitigated, as well as the mechanisms and policies used to address such challenges. Furthermore, this study is planned to serve as a resource for procurement policymakers and other similar INGOs working in emergency and difficult pandemic situations, assisting them in strengthening and designing mitigation methods.

1.8. Definitions of terms:

COVID 19 Pandemic: -Corona virus disease 2019 (COVID-19) is an ailment caused by a novel corona virus currently known as severe acute respiratory syndrome corona virus 2 (SARS-CoV-2; formerly known as 2019-CoV), which was initially detected in Wuhan City, Hubei Province, China, during an outbreak of respiratory sickness cases. (Zhang, Y. 2020).

However, in this study, Pandemic COVID-19 is viewed as an issue that it posed to those in charge of the procurement process, as well as the influence it had on their procurement practices and performance within the organization under study.

Procurement Performance is all about improving the process that allows you to determine priorities and allocate resources based on the projects you already have. (Per Augusta, 2020.)

The effectiveness and efficiency of procurement can be used to describe its performance. The important aspects outlined below contribute to the effectiveness and efficiency of procurement performance.

- **Quality:** According to Pham, T.A.& Nguyen T.H (2006) Quality refers to a product's set of available features and attributes that are selected based on its capacity to satisfy end consumers. According to this research, quality relates to meeting the required choices and interests of the rightsholders while conducting the procurement of goods and services.
- **Flexibility:** According to this study, it is the interest to accept a Request for Quotation and willingness to enter into contractual agreements in unusual situations.
- **Cost:** According to Kotler. P and Armstrong, (2008), it is the cost of obtaining a

benefit from a product or service in terms of money. However, in this study, Cost is the expenditures assigned to the procurement of Emergency goods and services within the allocated fund and project life span.

- **Responsiveness:** According to this study, it is the lead time to
 - Return filled Request for Quotation on time
 - To make ready materials for collection on time
 - To deliver materials to the targeted sites on time

Humanitarian Relief Organization: A non-profit organization whose mission is to provide humanitarian aid in the form of food, water, medication, shelter, and supplies to places devastated by large-scale disasters. (Benita M. Beamon and Burcu Balcik,2008)

Relief Goods and Services: Pre-positioned inventories in warehouses, supplies obtained from suppliers, and in-kind donations such as food and non-food items, medical kits, and equipment make up the majority of goods flowing through the relief chain. (Benita M. Beamon and Burcu Balcik,2008.)

1.9. Organization of the study

The research is organized in the following way: The First chapter, the Introduction, which contains the background of the study, the case company's background, the problem statement, basic research questions, the objectives of the study, definitions of terms, the significance of the study and the study's delimitation/scope. The second chapter is a literature review that describes several related works of literature. The Third chapter, Methodology of the Study, discusses the type and design of the research, the subjects/participant of the study, data sources, data collection tools/instruments, and data analysis. The analysis and interpretation of obtained data are described in Chapter 4, Results and Discussion/Data Presentation. Finally, the last section of Chapter 5 deals with the Summary, Conclusion, and Recommendation.

CHAPTER TWO

2. REVIEW OF THE RELATED LITERATURE

This chapter examines the currently associated literature review on various scholars about humanitarian Procurement performances and the challenges associated with Covid 19 Pandemic. Furthermore, the Effect of Covid 19 on the procurement Performance of Islamic Relief Ethiopia and affiliated organizations is revealed in this chapter.

2.1. THEORETICAL LITERATURE REVIEW

2.1.1.Over View of Procurement

Procurement is a vital operation in the supply chain that can have a significant impact on the overall success of emergency response, depending on how it is managed. Procurement accounts for a significant amount of total spending in humanitarian supply chains, and it must be managed well to produce maximum value (Laxminarayan Das 2020).

procurement refers to acquiring products, projects, consulting services, or other services through hiring, purchasing, or other contractual ways. The entire process of procuring goods and/or services is covered by procurement. It starts after an agency decides on its procurement needs and recognizes a need. Risk assessment, looking for and analyzing alternative solutions, contract award, delivery and payment for goods and/or services, and when applicable, continuous contract management and the evaluation of options connected to contracts are all steps in the procurement process. The final disposition of property, once it has served its purpose, is likewise covered by procurement. (Van Weele, A. J. (2000).

According to Laxminarayan Das (2016), Transparency, Accountability, Efficiency, and Cost-effectiveness are the most crucial aspects of humanitarian procurement, The importance of the principles is based on three key facts: Transparency helps to establish sound and reliable business relationships with suppliers; Efficiency and cost-effectiveness have an immediate impact on operations and ultimately the beneficiaries; Transparency also helps to establish sound and reliable business relationships with suppliers. The procurement function must protect and clearly understand the market while also forming partnerships with suppliers, mitigating risk,

meeting needs on time, and continuously monitoring performance to improve service provision, necessitating the establishment of clearly stated and well-understood policies. (ibd.)

Others define procurement as the business management function in charge of identifying, sourcing, gaining access to, and managing external resources that an organization needs or may need to meet its strategic objectives. Procurement exists to study supply market prospects and implement resourcing methods that deliver the greatest possible supply outcome and well-understood policies to the organization, its stakeholders, and customers. (Kenneth Lysons and Brian Farrington, 2016)

2.1.2. Procurement Activities and Cycles

Procurement activities are the exploration of procurement functions from need assessment to final acquisition of goods and services, whereas a procurement cycle is the transition of tasks and processes that must be performed throughout the procurement process, with a focus on sourcing and negotiating with suppliers, as well as building relationships with suppliers and evaluating cost savings. (Coddles Platform, 2019).

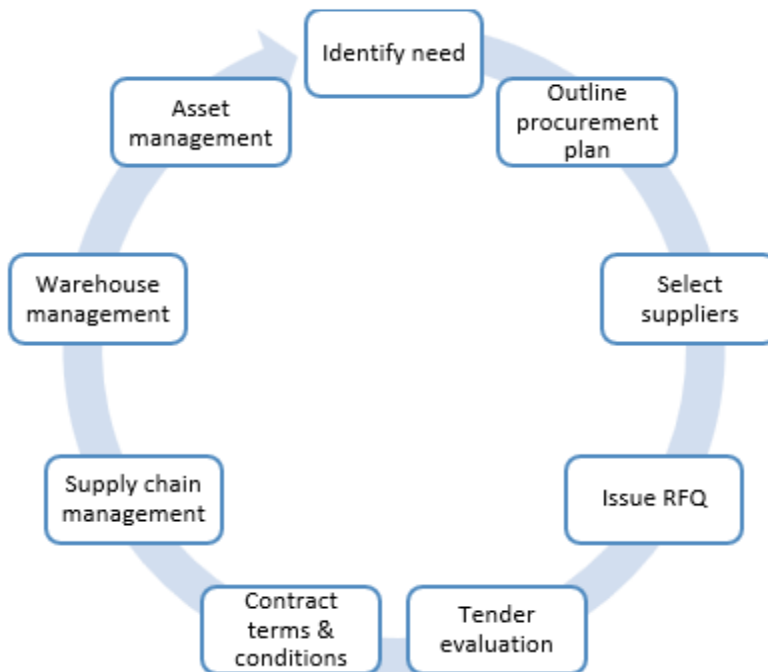


Fig. 1. Adapted from Coddles Platform (2019), this flow chart illustrates the procurement management process

2.1.3. Procurement Process in Humanitarian Relief Organizations

2.1.3.1. Humanitarian Relief Organization

Disasters cause widespread devastation, resulting in massive population displacement and the collapse of afflicted countries' socioeconomic systems. (Dasaklis and Papis, 2018). People need all the help they can get during a period of disaster. In this case, humanitarian organizations guarantee that these people's needs are met as quickly as possible. Humanitarian organizations also adhere to the values of humanity, neutrality, and impartiality, allowing them to assist anybody in need, regardless of ethnicity, religion, or political affiliations. (Van Wassen, 2006).

Aid Organizations that help people in need deal with situations at all hours of the day and night. To deal with emergencies and unanticipated situations, it may be difficult to plan the procurement and it may be necessary to disregard some procurement restrictions. The procurement of supplies is essential in the event of an emergency or a disaster. There may be an excess of humanitarian supplies, which will be thrown away once the emergency has passed. Delays in the supply chain may jeopardize humanitarian efforts for a variety of reasons, and as a result, recipients are harmed not only by the pandemic sickness but also by the lengthy procurement procedure, which impacts the delivery of crucial aid goods. (Fridah Theuri Simba, 2015).

Relief organizations occasionally cope with unanticipated emergencies. To deal with emergencies and unforeseen circumstances, it may be challenging to plan the procurement and one may need to break some procurement restrictions. Supply acquisition is necessary in times of emergency and tragedy. Humanitarian aid may be oversupplied, which could lead to waste once the emergency has passed. (Grace Mwanjumwa and, Fridah Theuri Simba, 2015).

The total amount of relief supplies purchased is increasing, making disaster relief procurement critical. The main reason for this is that humanitarian organizations frequently stockpile crucial relief supplies in key areas around the world in advance of disasters. Although this strategy improves the ability to respond swiftly to a disaster, it comes at a high expense. (Balcik, 2008)

To practice accountability, equality, non-discrimination, and openness, HOs must adhere to stringent ethical standards. However, in attempting to balance the demands of policymakers,

governments, private contributors, and beneficiaries, their operations can become onerous and bureaucratic. The right people must receive timely service that is of an acceptable standard of quality. Donations should be used wisely by maximizing financial value and lowering procurement risk. But frequently, contributors earmark their contributions by putting restrictions on what can be done with the money. For instance, a donor might only desire to support a particular project, projects in a particular nation, or projects that adhere to the platform of a particular political party. (Grandia and Meehan,2017)

In addition to providing goods or services for a population, procurement decisions can be used as a policy tool to encourage innovation, open doors for small and medium-sized businesses, advance sustainable practices, boost the local economy, and reduce unemployment, particularly among women and the disabled. In addition to providing goods or services for a population, procurement decisions can be used as a policy tool to encourage innovation, open doors for small and medium-sized businesses, advance sustainable business practices, boost the local economy, and reduce unemployment, particularly for women and people with disabilities. (Grandia et.al. 2017)

2.1.4.Procurement Process during the COVID 19 pandemic

During a crisis like the COVID-19 outbreak, procurement processes face numerous hurdles. Even though on-time delivery is a fundamental issue of the procurement process, achieving it as planned and within the project life cycle is difficult. Though the essential principles of humanitarian procurement include efficiency, transparency, and accountability, they are not fully implemented in difficult situations such as the COVID-19 Pandemic, resulting in procurement methods that are paralyzed and unable to accomplish their goals.

Global supply systems have been seriously impacted by COVID-19. Business executives, and procurement leaders, in particular, are facing substantial disruption to their teams, their employees, and their local communities while trying to sustain business operations, meet urgent requests, and manage supplier issues. While rebalancing short-term sourcing decisions in light of supply network restrictions, procurement officials initially focused their efforts on managing upstream supply disruptions from tier 1 and tier 2 suppliers. They must now focus on the medium-term stability of the supply base, accessing finances strategically, and developing resilient systems. By using this strategy, firms will become stronger and more resilient and be

prepared to succeed as economies resume development in addition to aiding in the management of the current COVID-19 emergency. (Boudet and Jacobs 2020)

Many scholars believe that these humanitarian procurement principles contribute significantly to the development of good and reliable relationships with various stakeholders, including donors and beneficiaries, resulting in increased efficiency and immediate effect on procurement operations, such as an understanding of the market situation in difficult times with reduced risk, full-filling needs within the expected time frame, and continuous performance monitoring. (Laxminarayan Das, 2016).

Impact on ongoing operations: COVID-19 may cause some ongoing projects' procurement processes to be postponed or abandoned. The procurement experts are advising nations on the best course of action, but there is a good chance that contracts will be postponed or canceled due to situations of force majeure because suppliers and contractors are unable to fulfill their obligations because of border closures or self-isolation. Impact on ongoing operations: Due to COVID-19, several ongoing projects may experience delays in or cancellations of their procurement processes. The procurement specialists are advising countries on the best course of action, but there is a good chance that contracts will be postponed or terminated due to force majeure circumstances if contractors and suppliers are unable to fulfill their obligations because of border closures or self-isolation. (World Bank, W.B. 2020)

The effectiveness of a country's public procurement rules and practices determines how well it can combat and respond to COVID-19. At the very least, a successful public procurement system would make sure that timely purchases of high-quality goods and services were made to satisfy community needs (Patrucco et al., 2016). The "overall process of acquiring goods, civil works, and services, which encompasses all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services contract or the useful life of an asset" is known as public procurement (UNDP, 2010).

2.2. Empirical review

2.2.1. Factors Influencing Procurement Performance in Humanitarian Relief Organization

This section of the paper presents a summary of an empirical study that was undertaken to assess the factors impacting procurement performance in humanitarian relief organizations, with procurement policies as one of the independent variables. Two scholars, Grace Mwanjumwa and Fridah Theuri Simba researched this topic using the International Committee of the Red Cross in Kenya as a case study.

The research approach used was a descriptive study, and the sample was purposefully chosen from 150 procurement department personnel. Questionnaires were used to collect data, which was then cleaned up in Excel, coded, and quantitatively analyzed using the Statistical Package. Frequency and percentage tables were used to display the findings. The study discovered that participants have a negative impression of ICRC-procurement Kenya's rules and that the procurement process at the organization's procurement department is a barrier to service delivery. The panelists also agreed that procurement rules are ineffective in addressing procurement difficulties within the firm. However, it was unclear whether these procurement procedures were cumbersome and superfluous, or if they were rigorous to the department and resulted in a boost in the unit's performance. (Grace Mwanjumwa and, Fridah Theuri Simba, 2015).

Other scholars from the World Bank Research Team have researched procurement performance and Covid 19, which was published in April 2020. The Team conducted its research on the market situation, which is an independent variable of the main research that influences procurement performance during the pandemic. The researchers discovered that goods and services are in short supply, resulting in price inflation as demand vastly outstrips supply around the world. Under normal conditions, the global market self-regulates. However, it is presented in an unprecedented difficulty, with neither an automated market correction nor a global regulatory framework in place to manage market failures. Because COVID-19 is spreading so quickly, new cases are being reported in numerous nations around the world, making the need assessment difficult. (World Bank, W.B. 2020)

Aside from that, the Team discovered in its study involving potential suppliers and the organization's staff (other independent variables of the primary research) that COVID-19 may cause procurement processes to be delayed or canceled in some ongoing projects. Procurement experts are advising governments on what steps to take, but there is a probability that contracts will be delayed or terminated due to force majeure scenarios, such as border closures or self-isolation, which prevent contractors and suppliers from carrying out their commitments. (World Bank, W.B. 2020)

Another issue that the study team revealed is, Procurement personnel is affected: To stop the virus from spreading, people must work from home, and mission trips must be canceled. However, these are found to be significant obstacles. The study also revealed that the increased focus on essential goods and services procurement processes puts additional strain on personnel and counterparties. (ibid).

Dr. Anne Staal, Senior Lecturer at Auckland University of Technology, undertook a third study on the impact of Covid-19 on procurement and supply chain in April 2020 in New Zealand. According to the study, a survey conducted by the Institute for Supply Management (ISM) revealed substantial supply chain interruptions in the United States. The existing scenario will deteriorate significantly. More than 600 participants were questioned in a recent survey to undertake a study on the impact of the pandemic Covid-19 on procurement and supply chain performance. The following are the conclusions reached by the research team. (Anne Staal 2020)

Since late 2019, 57% of organizations have reported worsening lead times, 50% on average, suppliers are operating at 50% capacity, and sales forecasts are down to 5.6 percent. The procurement of non-essential goods and services to counteract COVID-19 has dropped dramatically. Some even claim that this is the greatest drop since the stock market crash of 1929. It's a result of the COVID-19 pandemic's financial devastation. (Ibd.).

2.2.2. Procurement Challenges in the Humanitarian Operations

Humanitarian organizations work to alleviate human suffering regularly through disaster relief and development assistance initiatives. The ability to quickly detect needs and engage in fundraising, sourcing, transporting, distributing, and providing supplies and services to people in

need is one of Humanitarian organizations s' essential strengths. Product (e.g., pharmaceuticals, food, or non-food goods) and service (e.g., transportation, warehousing, and data collecting and analysis) procurement is a vital activity for Humanitarian organizations. (Falasca M. & Zobel, C.W., 2011).

The acquisition of urgently needed relief commodities by humanitarian groups is complicated, with decentralization and isolated decision-making. Decentralized coordination of related duties frequently leads to duplication of efforts and redundant relief item supplies in single disaster locations, negatively impacting the most vulnerable. (Christian Wankmüller and Gerald Reiner, 2021)

Around the world, natural catastrophes and calamities happen frequently, wrecking society. Human society is facing numerous issues from nature as a result of growing urbanization and environmental degradation. Few of these issues are caused by nature and most are man-made. The most recent flood in Uttarakhand has sent a loud and obvious message about the repercussions of human error in the urbanization process. At an alarmingly high pace, disasters are wreaking havoc on people's lives and the economies of entire countries. It has been made possible to rescue as well as recover bodies of numerous persons afflicted by calamities thanks to the humanitarian stance of the governments of India and Uttarakhand. Government, nonprofit organizations, and private industries need to be better equipped to respond to and recover from disasters, providing timely and necessary aid to those in need through effective humanitarian supply chains, whether it be a tsunami in the Pacific or a national event like Hurricane Katrina. (Laxminarayan Das, 2016).

Humanitarian organizations are having difficulty procuring items for a variety of reasons, including a lack of flexibility to adapt to constantly changing needs and circumstances, delays, the acquisition of expensive products or services, receiving low-quality products, procurement fraud, and have limited budgets. The failure of humanitarian organizations to obtain the necessary products causes frustration among beneficiaries and a loss of faith among funders. Furthermore, significant contributors such as the United States, Germany, and the United Kingdom have recently reduced their humanitarian spending, resulting in budget cuts for humanitarian groups. (GHA, 2019).

2.2.3.The Effect of Disaster on Procurement Performance

Procuring relief supplies in the proper number, with the right quality, and at the right price is crucial in disaster situations, aside from other activities in the immediate response phase. During this phase, operations are carried out to respond flexibly and quickly to upcoming needs, as well as to cost-effectively cover crisis demand patterns. When disasters strike a region, procurement processes are frequently launched on an ad hoc basis. In disaster situations, procurement coordination is complicated by chaotic post-disaster conditions, inefficient resource distribution, and a high number of parties. Following the Asian tsunami of 2004, for example, more than 40 countries and 300 different NGOs donated to disaster relief efforts. (Balcik B. and Beamon, 2010).

To deal with the changing circumstances of humanitarian procurement coordination, it became increasingly vital to adopt readiness techniques that would speed up the supply chain in the event of an emergency. Procuring ahead of time allows supplies to be pre-positioned at important places where disasters are a real possibility. Because early demand can be immediately satisfied by pre-positioned relief products, this approach greatly eases the demand satisfaction process in the first hours after a disaster. (Duran S. and Ergun. O.,2019).

Every time a natural disaster strikes, mistakes in judgment on the demands for help, notably the fear of epidemics, are noted. Humanitarian groups respond to emergencies and are obligated to help whenever disasters strike. Making ensuring supplies are available to fulfill the needs of the crisis is a responsibility of the procurement sections of relief organizations. Climate change has contributed to rising temperatures, which in turn has led to calamities such as the temporary eviction of 20 million people from their homes as a result of climate-related disasters. One of the deadliest natural catastrophes in the last 100 years was the tsunami that struck .t utterly destroyed thousands of square kilometers in a matter of minutes, leaving several cities in its wake. (Brauman, 2006).

Statistics show that the total number of disasters has declined in recent decades, but they continue to harm an increasing number of people as disaster-prone areas become more populous. The economic effect of disasters was estimated to be \$1.4 billion between 2005 and 2014, affecting over 1.7 billion people and killing 0.7 million people worldwide. To overcome disaster impacts, effective and efficient relief supply chain management (RSCM), which includes the

procurement, transportation, and storing of relief supplies, is critical to overcoming disaster damage. Effectiveness and efficiency are closely linked to the ability of various stakeholders to coordinate procurement, transportation, and warehousing activities at high levels of cooperation and collaboration, as well as the phases of the disaster management cycle—mitigation, preparedness, response, and recovery. (Christian Wankmüller and Gerald Reiner, 2021)

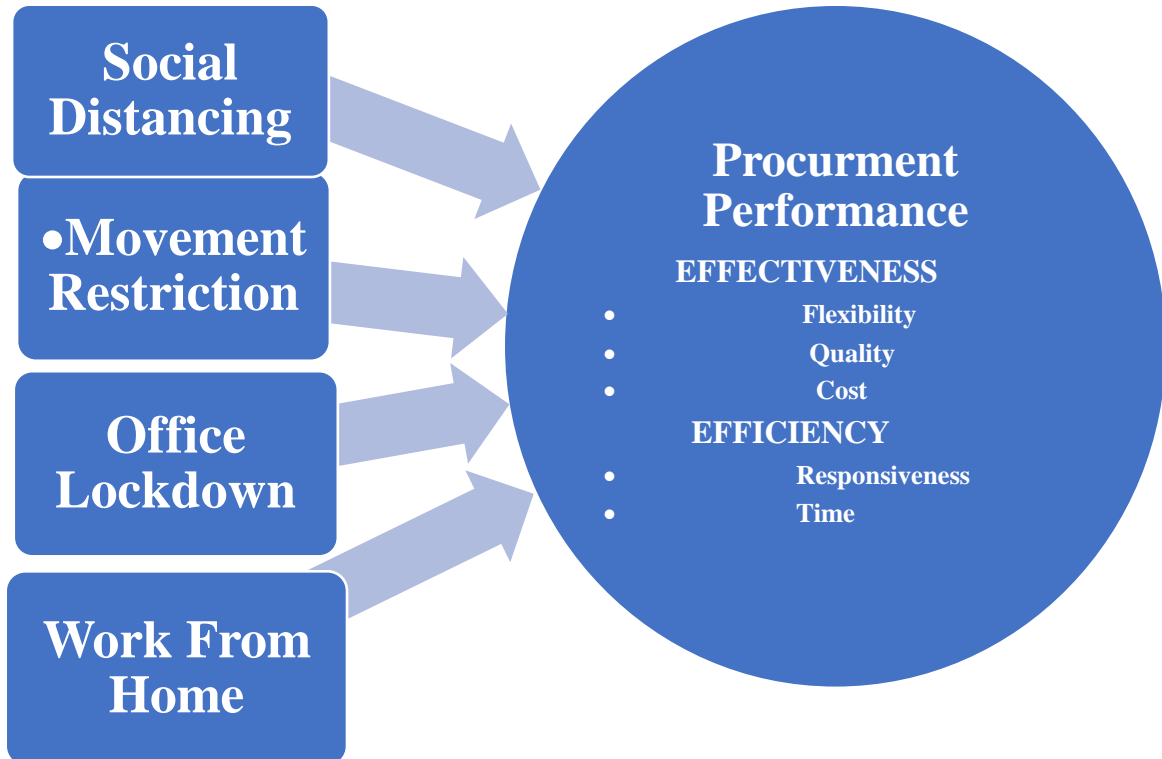
More than ever, the world is in desperate need of assistance. They need assistance with everything from medical treatments like vaccinations to access to clean water and sanitary facilities. The humanitarian aid industry has to continue assisting the more than 100 million individuals residing in conflict zones and other emergencies on a global scale (un.org. 2020). Since this issue is ongoing and always changing. (Hanna D., 2020).

2.3. Conceptual framework

A conceptual framework is a fundamental structure made up of abstract blocks that represent the observable, experiential, and analytical/synthetic parts of a process or system under development. (Alan S. Kaufman and Nadeen L. Kaufman, 2005).

Independent Variables

Conceptual Framework



Dependent Variable

Source: This conceptual framework is developed by the researcher from the literature part.

In addition to the above-mentioned independent variables, other challenges that affected the Procurement Performance were assumed as external factors like insufficient resources, price inflation, and lack of experts.

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

This section discusses the research approach that was employed in the study. It includes a description of the study area, research approach, research design, population and sample, data sources and types, data collection procedures, data analysis, validity and reliability testing, and ethical considerations.

3.1. Description of the Study Area

In 1984, Islamic Relief Worldwide was founded in Birmingham, United Kingdom as an independent humanitarian and development organization. It has now representation offices in over 40 countries throughout the world. Over the last 38 years, Islamic Relief Worldwide has been responding to humanitarian needs and battling poverty. Islamic Relief Worldwide began operations in Ethiopia in 2004 after receiving a license to operate from the Agency for Charities and Social Service Organizations (ACSO) in the same year under the name of Islamic Relief Ethiopia and License number 1341.

Islamic Relief Ethiopia began its first humanitarian intervention in Addis Ababa, then expanded to the Somali, Afar, and Oromia Regional States. Since Islamic Relief Ethiopia received its first fund in 1984, it supported millions of the world's poorest and most vulnerable people. Islamic Relief Ethiopia is guided by organizational Values and is inspired by the Islamic faith. It believes that those who are wealthy owe a duty to others who are less fortunate, regardless of ethnicity, political affiliation, gender, or belief. The programs are aimed to give impoverished people access to essential services, safeguard communities from calamities, and provide life-saving emergency help. Islamic Relief Ethiopia also delivers long-term solutions to poverty and empowers disadvantaged individuals to change their lives and communities. (IR Ethiopia,2019)

To this end, the research description area included all of Islamic Relief Ethiopia's operational areas, including the country office in Addis Ababa and the three regional operational area offices in Somali, Oromia, and Afar.

3.2. Research Approach

According to Creswell (2013), There are three different types of research approaches. The Qualitative, Quantitative, and Mixed Approaches. The data was acquired utilizing a closed-ended questionnaire and responses from all staff of Islamic Relief Ethiopia including the organization's

top management team. The study was conducted using a quantitative research approach because the research is primarily focused on data collected using a closed-ended questionnaire and responses from respondents using a five-point Likert scale to meet the stated objectives and to provide a condensed picture of the study, which was then analyzed using statistical software SPSS.

3.3. Research Design

According to Cooper and Shinder (2013), A research design is a framework for determining the relationship between the study's participants. A research design is also a theoretical structure that shows how all of the major components of a research endeavor fit together. It lays out the framework for gathering data measuring and analyzing it. As a result, the researcher preferred to employ a descriptive research design to investigate *the effects of the COVID-19 pandemic on the procurement performance* of the organization under investigation utilizing frequencies, mean, and standard deviation. In addition, Descriptive research design accurately, systematically, and factually explains the investigation. (Surabaya, 2003). Furthermore, the Descriptive research design was chosen because it aims to acquire data that depicts current phenomena by requesting people about their attitudes, perceptions, behavior, or values. (Babbie, 2002). The design enables an in-depth and complete investigation to be carried out to obtain a description of the subject under study.

3.4. Population and Sample

The research dealt with evaluating **the Effects of COVID-19 Pandemic on Procurement Performance**, in the case of Islamic Relief Ethiopia. For this research, 130 employees of Islamic Relief Ethiopia were expected to contribute the information they know.

According to 2021 HR records, the total number of staff at Islamic Relief Ethiopia is 130. In this regard, a sampling technique was not used, because the study's target population is small. As a result, the population of the research under consideration was developed using a **Census** study. The researcher considered that the size of the population of the organization under examination was manageable, therefore he decided to use a census.

The overall population of Islamic Relief Ethiopia as stated above is 130, which is made up of Management and Non-Management members from Addis Ababa, Somali, Afar, and Oromia region program area offices respectively.

Table 3.1 Population Frame

Respondents' category	Target Population
Management Members	6
Non-Management members from Addis Ababa,	28
Non-Management members from Somali Office	60
Non-Management members from Afar Office	12
Non-Management members from Oromia Office	24
Total	130

3.5. Data Sources and Types

Primary and secondary sources of data were utilized in this study. A well-organized closed-ended questionnaire was used to collect primary data, which helped to explore the respondents' insights. The secondary data was gathered from Islamic Relief Ethiopia's published and unpublished materials, which are recorded reports, journals, bulletins, company brochures, and pertinent papers.

3.6. Data Collection Procedures

Gathering information without the individuals' awareness, expressed willingness, and informed consent is unethical. (Kumar R.2005). As a result, the targeted informants were fully aware of the sort of data needed for the study, its goal, the value of the respondent's participation in the study, and how the data affected them directly or indirectly. The consent of the informants gained voluntarily and without excessive compulsion was crucial for the success of the study.

This research primarily focused on data collected using a closed-ended questionnaire and responses from respondents, including the organization's top management team, to explore their insights and share key information that was an input for the research's intended goal.

The questionnaire was prepared in hard copy and distributed in person to Addis Ababa staff and due to the Field office informants being located in very far remote areas, particularly the Somali and Afar field offices, a soft copy of the questionnaire was sent via an internal organization outlook email.

3.7. Data Analysis

A Research Data Analysis is a crucial tool for making decisions about the problems under inquiry, which is assisted by the interpretation of the analysis. Data analysis interpretation results in providing full meaning and translating the data into valuable helpful information that allows the researcher to obtain answers to the research questions posed in the problem statement, and enable the researcher also to achieve the study objectives.

As a result, the data was gathered via a questionnaire, coded, and sorted before being sent into the Statistical Packages for Social Sciences (SPSS) for analysis. The relationship between the dependent variable (procurement performance) and the COVID 19 Pandemic Restrictions, independent variables (social distancing, movement restriction, office lockdown, and work from home) is shown. Tables and other supporting numerical data are utilized to properly organize and summarize the data which enabled the researcher to have a well-defined conclusion.

3.8. The Validity and Reliability Test

The Validity and Reliability tests have been implemented, as these two factors reflect how well a question measures what it was intended to measure. A pre-Test is run on certain informants from management and non-management staff to validate the questionnaire by distributing the questionnaire along with the research questions. This enabled the researcher to observe how they responded to the questionnaire and the pretest study's feedback is incorporated into the main questionnaires.

The degree to which a variable or combination of variables is consistent in the way it is supposed to measure is Reliability. The Cronbach alpha coefficient is utilized to determine the tool's dependability, and the filled tools are personally reviewed for completeness and consistency. Although the universally acknowledged range of Cronbach alpha is 0.7 to 0.95. However, Taber (2018) states that a Cronbach alpha with a range of 0.53 to 0.94 is acceptable, and thus, the score of the items in the questionnaire arrived within the acceptable range.

3.9. Ethical Consideration

A well-organized Questionnaire served as the data source for this study. The respondents were promised that the information gathered would be kept in strict confidence and would be used exclusively for academic purposes. Respondents were advised ahead of time that any information about their identity or references would not be used or included in the questionnaire. By excluding personal information and references, the researcher was able to avoid being biased by the information gathered from the informants. Finally, several research works, journal articles, and related publications were cited extensively as essential references in the study.

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION, AND DISCUSSION OF RESULTS

The findings and analysis, as well as the interpretation and discussion of the results, are covered in this chapter. It is divided into two sections, the first of which concerns the respondents' background information. The second is made up of information concerning the Effect of the COVID -19 pandemic on procurement performance gathered from Islamic Relief Ethiopia staff. As a result, 130 questionnaires were prepared and distributed to the study participants. In this regard, only 119 of the questionnaires were completed correctly. The remaining 11 questionnaires, of which 8 were incomplete, and three of them were not returned.

4.1. The response rate of Participants

	Number of Questionnaires	Percent
Complete	119	91.54%
Incomplete	8	6.15%
Not returned	3	2.31%
Total	130	100%

Table 4.1. Questionnaire Response rate

As indicated in Table 4.1 the appropriate sample size was 130, as a result, 130 Questionnaires were distributed and 119 staff filled and submitted the questionnaires successfully. It indicates that 11 staff who received the questionnaire did not complete and returned the Questionnaires. In this case, the researcher removed those Questionnaires that were not completed from the data entry and analysis. Furthermore, the remaining three surveys, which were distributed to two staff members and one member of the top management team, were not returned, and thus these questionnaires were omitted from data entry and analysis. As a result, this study's response rate is 91.54 percent.

4.2. Profile of the respondents

		Frequency	Valid Percent	Cumulative Percent
Gender	Male	97	81.5	81.5
	Female	22	18.5	100.0
Educational Level	Diploma	24	20.2	20.2
	First Degree	65	54.6	74.8
	Masters	16	13.4	88.2
	Other	14	11.8	100
Position	Manager	4	3.4	3.4
	Coordinator	9	7.6	10.9
	Officer	45	37.8	48.7
	Other	61	51.3	100
Years of Experience	Less than 5 years	101	84.9	84.9
	6-10 years	17	14.3	99.2
	11-15 years	1	0.8	100
office location	Addis Ababa	33	27.7	27.7
	Oromia	22	18.5	46.2
	Afar	12	10.1	56.3
	Somali	52	43.7	100

Table 4.2. Respondent's profile

Gender

As demonstrated in the gender responses part of the table, 97 (81.5%) of respondents are male and 22 (18.5%) are female, as a result, the number of male respondents outnumbers the female respondents.

Levels of Education

According to table 4.2 above, 24 (20.2 percent) of the respondents have a diploma, 65 (54.6 percent) have a first degree, 16 (13.4 percent) have a master's degree, and the remaining 14 (11.8 percent) have a certificate. As a result, a higher percentage of respondents are educated and accredited by higher education institutions.

Position

As shown in the above table 4.2, Others 61 (51.3%) and Officers 45 (37.8%), are the groups with the greatest number of respondents. While Coordinators and Managers constitute 9 (7.6%), and 4 (3.4 percent) are with a lower number of respondents. As a result, it is reasonable to conclude that the majority of the respondents are officers and other position holders of the organization.

Years of Experience

As shown in table 4.2, the majority of respondents which is 101, (84.9%), have an experience with fewer than five years of service, 17 (14.3%) respondents have six to ten years of experience, and 1 respondent (0.8%) has eleven to fifteen years of experience. Thus, it can be concluded that the majority of respondents have less than 5 years of experience, as evidenced by the data collected.

Office location

The organization branch offices that represent the respondents' locations are clearly shown in table 4.2. According to the table, 52 (43.7 percent) of respondents work in the Somali Operational Area, 33 (26.7 percent) in Addis Ababa, 22 (18.5 percent) in Oromia, and the remaining 12 (10.1 percent) in Afar Operational Area Office. As a result, it's possible to conclude that about half of the respondents are from the Somali Operational Area

4.3. Reliability Test

4.3.1 RESPONSIVENESS RELIABILITY TEST

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.622	.632	12

Table 4.3.1 Responsiveness Reliability Statistic

4.3.2 FLEXIBILITY RELIABILITY

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.725	.710	10

Table 4.3. Flexibility Reliability Statistic

4.3.3 QUALITY RELIABILITY TEST

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.800	.797	12

Table 4.3.3 Quality Reliability Statistic

4.3.4 COST RELIABILITY TEST

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.729	11

Table 4.3.4 Cost Reliability Statistic

4.3.5 Combined Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.868	45

Table 4.3.5 Combined Reliability Statistic

Reliability

Cronbach's Alpha reliability coefficient is the most used method for determining reliability. According to George and Mallery (2003), Cronbach's alpha reliability coefficient generally fluctuates between 0 and 1. The closer Cronbach's alpha coefficient to 1.0, the better the internal consistency of the scale's components. Cronbach's alpha coefficient larger than 0.70, according to George and Mallery (2003), is acceptable. As indicated in the tables above, the researcher

used SPSS to perform an internal consistency test on the quantitative data acquired through a questionnaire and hence reached the result of Cronbach alpha for the independent variables separately hence the Cronbach alpha for responsiveness, flexibility, quality, and cost is .622,.725, .800 and .728 respectively. The overall Cronbach alpha reliable test shown on table 4.3.5 falls within the acceptable range of 0.858

4.4. Descriptive Analysis and Discussion on the Impact of Social Distancing

4.4.1. The impact of social distancing on procurement performance in terms of responsiveness

The researcher analyzed and interpreted the data gathered to determine how social distancing measures applied to contain the expansion of COVID-19 affected the overall procurement performance of Islamic Relief. In this regard, respondents were asked if the social distancing measure had affected a prior needs assessment of project inputs. As stipulated in the following table, 98 (82.4%) of the respondents agreed that the implementation of social distancing measures had directly affected the needs assessment activities of Islamic Relief’s procurement process. Whereas 11 (9.3%) of the respondents replied otherwise.

Table 4.4.1. Summary of response on the impact of social distancing on procurement needs assessment activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	4	3.4	3.4	3.4
disagree	7	5.9	5.9	9.2
neutral	10	8.4	8.4	17.6
agree	54	45.4	45.4	63.0
strongly Agree	44	37.0	37.0	100.0
Total	119	100.0	100.0	

Source: own survey, 2022

On the other hand, there is also an effort to obtain the opinion of surveyed responders on how the social distancing measures restricted the physical dissemination of requests for quotations to potential suppliers. The study data revealed that 95 (79.9%) of the respondents responded that

the social distancing measured significantly disrupted the physical distribution of requests for quotations to procure important project inputs.

Table 4.4.2: Summary of response regarding the impact of social distancing made the distribution of requests for quotation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	7	5.9	5.9	5.9
neutral	17	14.3	14.3	20.2
agree	59	49.6	49.6	69.7
strongly Agree	36	30.3	30.3	100.0
Total	119	100.0	100.0	

Source: own survey, 2022

As seen from the results of the above tables, the social distancing measures which were in place to prevent the COVID-19 contagion had a significant impact on the responsiveness of the procurement process by affecting the procurement needs assessment and subsequent distribution of Requests for quotations to suppliers. Since the social distancing measures prevented people's physical connection, these, in turn, resulted in lower procurement performance.

4.4.2. The impact of social distancing on procurement performance in terms of flexibility

With regards to the impact of social distancing on the flexibility of the procurement process and the availability of terms and conditions prepared ahead to be used when some force majeure like social distancing is in place, the research further explored the level of the agreement of respondents. In connection with this 75 (63%) of the respondents expressed that they do agree with the availability of terms and conditions used during COVID-19 and as a result COVID-19 induced social distancing measures had a limited level of impact on the flexibility in the Islamic Relief Ethiopia procurement process.

Table 4.4.3: Terms and conditions prepared to be used during social distancing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	2.5	2.5	2.5
	disagree	18	15.1	15.1	17.6
	neutral	23	19.3	19.3	37.0
	agree	65	54.6	54.6	91.6
	strongly agree	10	8.4	8.4	100.0
	Total	119	100.0	100.0	

Source: own survey, 2022

4.4.3. The impact of social distancing on procurement performance in terms of quality

As defined in this research, quality relates to meeting the required choices and interests of the rightsholders while conducting the procurement of goods and services. Coordination across project teams and units is one of the key elements to ensuring procurement quality. In this regard, the research assessed the impact of the imposition of social distancing measures on the coordination of project teams and units which has a direct impact on the quality of the procurement process. Hence respondents were asked whether social distancing slowed the coordination among relevant units and project team members during the procurement activities of projects. Thus, 117 (99.3%) of the respondents agreed that social distancing had affected the coordination of project team members and units which ultimately impacted the quality of the procurement performance.

Table 4.4.4: The impact of social distancing on coordination of project team and unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	2	1.7	1.7	1.7
	agree	89	74.8	74.8	76.5
	strongly Agree	28	23.5	23.5	100.0
	Total	119	100.0	100.0	

Source: own survey, 2022

4.4.4. The impact of social distancing on procurement performance in terms of cost

It's believed that the adoption of a different working mechanism following the imposition of social distancing will have a cost-related effect on the overall procurement performance. Because, the social distancing measures have disrupted the already established procurement practices such as negotiation, market assessment, etc. in this regard, particular attention was given to how social distancing measures affected the negotiation practice of Islamic Relief Ethiopia while undertaking project items procurement. As presented in the table below, 93 (78.2%) of the respondents agreed that price negotiations for cost savings were hampered by social distancing measures.

Table 4.4.5: The impact of Social Distancing on price negotiation for cost-saving

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	6	5.0	5.0	5.9
neutral	19	16.0	16.0	21.8
agree	86	72.3	72.3	94.1
strongly agree	7	5.9	5.9	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

Generally, as discussed above taking the four essential parameters which are responsiveness, flexibility, quality, and cost, the researchers analyzed the effects of social distancing measures on the procurement performance of Islamic Relief Ethiopia during the covid-19 pandemic. As evident in the data presented above, the social distancing had a greater effect on the responsiveness, flexibility, quality, and cost of the procurement process of Islamic Relief Ethiopia ultimately affecting the overall procurement performance.

4.5. Descriptive Analysis and Discussion on the Impact of Movement Restriction

4.5.1. The Impact of Movement Restriction on procurement Performance In terms of Responsiveness

The researcher analyzed and interpreted the data gathered to determine how Movement restriction measures applied to contain the expansion of COVID-19 affected the overall procurement performance of Islamic Relief. In this regard, respondents were asked if the Movement restriction measures had affected a prior needs assessment of project inputs. As stipulated in the following table, 100 (84.1%) of the respondents agreed that the implementation of Movement restriction measures had directly affected the needs assessment activities of Islamic Relief’s procurement process. Whereas 19 (15.9%) of the respondents replied otherwise.

Table 4.5.1.1: Summary of response need assessment activities interrupted by movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	2.5	2.5	2.5
disagree	3	2.5	2.5	5.0
neutral	13	10.9	10.9	16.0
agree	51	42.9	42.9	58.8
strongly Agree	49	41.2	41.2	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

On the other hand, there was also an effort to evaluate the availability of sufficient qualified suppliers who can supply goods and services during the pandemic despite the movement restriction imposition. According to the data from the respondents, it is clear that there were no or few pre-qualified suppliers made ready for an emergency like COVID-19. While 66 (55.5%) of the respondents confirmed that they do agree with the idea of no availability of readymade or

qualified suppliers who are capable of supplying during movement restrictions. Meanwhile, 11 (9.2%) of the respondents relied on that they are not aware of where there are qualified suppliers who are capable of responding to Islamic Relief Ethiopia’s procurement request despite the hurdles due to the movement restrictions.

Table 4.5.1.2: Summary of response on the availability of sufficient qualified suppliers regardless of movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	2.5	2.5	2.5
disagree	39	32.8	32.8	35.3
neutral	11	9.2	9.2	44.5
agree	51	42.9	42.9	87.4
strongly Agree	15	12.6	12.6	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The distribution of requests for quotations is one of the key procurement functions that determine procurement performance in terms of responsiveness. In this regard, the research examined the level of impact that the movement restriction had put on the distribution of requests for quotations. 97 (81.5%) of the respondents did agree that the movement restriction affected the distribution of requests for quotations.

Table 4.5.1.3: Summary of response on the impact of movement restriction on distribution of requests for quotation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	9	7.6	7.6	7.6
neutral	13	10.9	10.9	18.5
agree	71	59.7	59.7	78.2
strongly Agree	26	21.8	21.8	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The research also assumed that the tender evaluation practice directly relates to the procurement responsiveness and gauged the response perception in this regard. The respondents were presented with a statement that the procurement team practices tender evaluation as per the threshold at any time including during movement restrictions were required to put their level of agreement. Of the total 119 respondents, only 48 (40.4%) replied that they did agree that the procurement team used to practice tender evaluation as per the threshold at any time including during movement restrictions. Whereas, 51 (42.9%) and 20 (16.8%) of the respondents either didn't agree or had no idea respectively.

Table 4.5.1.4: Summary of response on the impact of movement restriction on tender evaluation practices as per the threshold any time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	1.7	1.7	1.7
disagree	49	41.2	41.2	42.9
neutral	20	16.8	16.8	59.7
agree	36	30.3	30.3	89.9
strongly Agree	12	10.1	10.1	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The researcher analyzed and interpreted the data gathered to determine how Movement restriction measures applied to contain the expansion of COVID-19 affected the overall procurement performance of Islamic Relief. In this regard, respondents were asked if the Movement restriction measures had affected lead time. As stipulated in the following table, 97 (81.5%) of the respondents agreed that the implementation of Movement restriction measures had directly affected the lead time of Islamic Relief Ethiopia's procurement process. Whereas 22 (18.5%) of the respondents replied otherwise.

Table 4.5.1.5: Summary of the response to the impact of movement restriction on lead time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	5	4.2	4.2	4.2

neutral	17	14.3	14.3	18.5
agree	77	64.7	64.7	83.2
strongly Agree	20	16.8	16.8	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.5.2. The Impact of Movement Restriction on procurement Performance In terms of Flexibility

To further understand the connection between movement restriction and level of flexibility, different aspects of the procurement including the availability of active agreement with suppliers that serve during emergencies, delay on contract, flexibility on the delivery schedule, and cancellation of procurement process were observed and data from the responds were collect accordingly.

In connection with the delay of Contracts due to force majeure situations like Movement restrictions that humpers the flexibility of procurement performance. The researcher asked the respondents to reflect on their agreement if Contracts were delayed due to force majeure situations like Movement restriction. On this side, more than half of the respondents, 84 (70.6%) agreed that there was a contract delay due to the Movement restriction measures in place. Whereas, 21 (17.6 %) disagreed, meaning that they do not believe that there was a contract delay. The remaining 14 (11.8%) of the respondents remained neutral.

Table 4.5.2.1: Summary of the response to the impact of Movement restriction on the delay of contract

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	20	16.8	16.8	17.6
neutral	14	11.8	11.8	29.4
agree	61	51.3	51.3	80.7
strongly agree	23	19.3	19.3	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

In connection with the availability of active agreement with suppliers applicable for emergencies, terms, and conditions that facilitates flexibility of procurement amid the movement restrictions, the vast majority of the respondents, 99(83.2%) remain neutral. This means they have no or little information on whether Islamic Relief has a standing contract agreement that serves during emergencies like disasters and pandemics or not. Whereas, while only 11(9.2 %) agreed, the remaining 9 (7.5%) of the respondents disagreed, meaning that they do not believe that Islamic Relief has a standing contract agreement used during Movement restriction.

Table 4.5.2.2. Summary of response on the presence of active agreement with suppliers during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	8	6.7	6.7	7.6
neutral	99	83.2	83.2	90.8
agree	11	9.2	9.2	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

In connection with the availability of terms and conditions that facilitates flexibility of procurement amid the movement restrictions, the researcher asked the respondents to reflect on their agreement on if Islamic Relief Ethiopia has terms and conditions prepared ahead and to be used during movement restriction. On this side, the vast majority of the respondents, 108(90.8%) remain neutral. This means they have no or little information on the availability of terms and conditions prepared ahead and incorporated with the agreement to the procurement work. Whereas, while only 6(5.0 %) agreed, the remaining 5 (4.2%) of the respondents disagreed meaning that they do not believe that there are terms and conditions prepared ahead to use during Movement restriction.

Table 4.5.2.3: Summary of Response on the availability of terms and conditions prepared to be used during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	5	4.2	4.2	4.2
neutral	108	90.8	90.8	95.0
agree	6	5.0	5.0	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

Like the above two elements, the flexibility of the delivery schedule amid the impacts of movement restriction was of interest to this study. Hence, the research asked the respondents to reflect on their agreement on whether existing Islamic Relief Ethiopia contracts allow for flexible delivery schedules during movement restrictions. On this side, the vast majority of the respondents, 107 (89.9%) remain neutral. This means they have no or little information on the contract details since they are not directly connected to the procurement work. Whereas, while only 5(4.2 %) agreed, the remaining 7 (5.9%) of the respondents disagreed meaning that they do not believe the contract agreement does allow for a flexible delivery schedule during movement restrictions.

Table 4.5.2.4: Summary of Response on allowing for the flexible delivery schedule during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	2.5	2.5	2.5
disagree	4	3.4	3.4	5.9
neutral	107	89.9	89.9	95.8
agree	4	3.4	3.4	99.2
strongly agree	1	.8	.8	100.0
Total	119	100.0	100.0	

source: Own Survey, 2022

Same as the reaction to the allowability of a flexible delivery schedule during movement restriction, the respondents were also asked about the cancellation of the procurement process due to lack of flexibility during the movement restriction. In this case, 101 (84.9%) of the respondents replied neither to agree nor to disagree which means that they are not aware of whether there were contracts cancellation.

Table 4.5.2.5: Summary of response on Procurement Processes canceled due to movement restriction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	2.5	2.5	2.5
	disagree	10	8.4	8.4	10.9
	neutral	101	84.9	84.9	95.8
	agree	4	3.4	3.4	99.2
	strongly Agree	1	.8	.8	100.0
	Total	119	100.0	100.0	

4.5.3. The Impact of Movement Restriction on procurement Performance In terms of Quality

The quality of a procurement service depends on several factors. Among others, the abundance of goods and services, purchase order cycle time, and complaints from the beneficiaries have a direct impact on the quality of the procurement process either positively or negatively.

In this regard, the abundance of goods and services allows the procuring party to have choices and ensure quality in the procurement process. In the same manner, the lack of goods and services provided also constrains the quality of the procurement process. As the result of the survey data indicated, 110 (92.4%) of the respondents either agreed or strongly agreed that the unavailability of goods and services due to movement restrictions had affected the procurement quality of Islamic Relief Ethiopia.

Table 4.5.3.1: Summary of response to the unavailability of goods and services due to movement restriction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	8	6.7	6.7	6.7

neutral	1	.8	.8	7.6
agree	84	70.6	70.6	78.2
strongly agree	26	21.8	21.8	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

In another case, a question had also been presented to the respondents about how the movement restriction distorted the purchase order cycle time and consequently the procurement performance quality. Of the total 119 respondents, 106 (89.1%) said that the movement restriction had affected the purchase order cycle which is one of the key indicators of quality procurement performance.

Table 4.5.3.2: Summary of response on purchase order cycle time distortion during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	3	2.5	2.5	3.4
neutral	9	7.6	7.6	10.9
agree	82	68.9	68.9	79.8
strongly Agree	24	20.2	20.2	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

On the other hand, data suggests that there was no or little organizational effort to motivate the Islamic Relief Ethiopia staff to proactively engage and carry out the procurement process despite the movement restrictions. 102 (83.2%) of the respondents either disagreed or strongly disagreed with this scenario. Only 14 (11.8%) of the respondents suggested that they were motivated during the movement restriction.

Table 4.5.3.4: Summary of response on support and motivation to staff during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	23	19.3	19.3	19.3
disagree	76	63.9	63.9	83.2
neutral	6	5.0	5.0	88.2
agree	12	10.1	10.1	98.3
strongly agree	2	1.7	1.7	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

There was also an effort to systematical analyses and gauge the procurement performance in terms of quality by assessing the feedback and complaints which were provided from the beneficiaries of the project. In this stream, the researcher asked the respondents whether they came across a sort of complaint or feedback from the beneficiaries regarding the Islamic Relief Ethiopia intervention or implementation of projects during Movement restriction was in place. Of 119 respondents 89 (72.8%) reported that they were receiving complaints from the beneficiaries regarding the provision of project deliverables due to movement restrictions. Only, a few which is 8 (6.7%) of them responded that they didn't receive complaints.

Table 4.5.3.5: Summary of response to complaints received from beneficiaries due to movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	8	6.7	6.7	6.7
neutral	22	18.5	18.5	25.2
agree	79	66.4	66.4	91.6
strongly agree	10	8.4	8.4	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The availability of standards or guidelines to identify counter-fit products during the movement restriction period could have been one of the major quality assurance tools. However, it seems that Islamic Relief Ethiopia never had product standards or guidelines for identifying counter-fit

products purchased while Movement Restriction is in place. This is asserted by the data captured from the survey. Because the majority of respondents constituting 104 (87.4%) expressed their disagreement on the availability of the standard or guideline under discussion.

Table 4.5.3.5: Summary of response on standards or guidelines to identify counter fit products during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	24	20.2	20.2	20.2
disagree	80	67.2	67.2	87.4
neutral	3	2.5	2.5	89.9
agree	10	8.4	8.4	98.3
strongly agree	2	1.7	1.7	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.5.4. The Impact of Movement Restriction on procurement Performance In terms of Cost

Procurement performance in terms of cost is associated with different factors such as the availability of a standard list and market value estimates, the increment in Vendor rejection and the average cost of the procurement process, the unavailability of price negotiations for cost savings to orders, the unavailability of Discounts, and the assurance of continued supply and protect its workers' benefits.

In this regard, the respondents were asked if Islamic Relief Ethiopia has a standard list and market value estimates during the pandemic. As the result from the survey data indicated, 106 (89.1) of the respondents either disagreed or strongly disagreed that Islamic Relief Ethiopia has a standard list and market value estimates during the pandemic. Hence the unavailability of a standard list and market value estimates due to the movement restriction had contributed to the increment cost of the procurement performance of Islamic Relief Ethiopia during the pandemic.

Table 4.5.4.1: Summary of response on the availability of standard list and market value estimates during movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	49	41.2	41.2	41.2
disagree	57	47.9	47.9	89.1
neutral	2	1.7	1.7	90.8
agree	11	9.2	9.2	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

In another case, a question had also been presented to the respondents about how the movement restriction contributed to the rejection of Vendors. Consequently, of the total 119 respondents, 82 (68.1%) agreed that there were several Vendor rejections due to the movement restriction. This led to additional cost incurrence for goods and services which directly linked to the budget allocated and ultimately affected the procurement performance of Islamic Relief Ethiopia in terms of Cost-effectiveness.

Table 4.5.4.2: Summary of response on the increment of vender rejection due to movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	18	15.1	15.1	16.0
neutral	18	15.1	15.1	31.1
agree	67	56.3	56.3	87.4
strongly agree	15	12.6	12.6	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The cost-effectiveness of the procurement process is one of the vital factors that shows how the procurement performance of a given entity is managed. In this regard, the cost incurred for the procurement process needs to be managed and controlled in different situations. The researcher took the cost incurred in the procurement process as one tool to measure the cost-effectiveness of the procurement performance of Islamic Relief Ethiopia during the pandemic while movement restriction was in place. This is asserted by the data captured from the survey. The

respondents constituting 86 (72.2%) expressed their agreement that there was an increment in cost in the procurement process and this increment is caused by the movement restriction imposed during the COVID 19 Pandemic. This shows that Islamic Relief Ethiopia has incurred high costs for its procurement process.

Table 4.5.4.3: Summary of response on the increment of procurement process cost due to movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	2.5	2.5	2.5
disagree	16	13.4	13.4	16.0
neutral	14	11.8	11.8	27.7
agree	75	63.0	63.0	90.8
strongly agree	11	9.2	9.2	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The cost-effectiveness of procurement performance in terms of price negotiation depends on several factors. Among others, the unutilization of price negotiation for cost-saving has a direct impact on the cost-effectiveness of the procurement performance either positively or negatively.

In this regard, the price negotiation allows the procuring party to have cost-saving in its procurement process. On the other side, the absence of price negotiation may constrain the cost-effectiveness of the procurement process. As the result from the survey data indicated, 93 (78.1%) of the respondents either agreed or strongly agreed that the unavailability of price negotiation for cost savings due to movement restrictions had affected the cost-effectiveness of procurement performance of Islamic Relief Ethiopia.

Table 4.5.4.4: Summary of response on the Unavailability of price negotiation for cost-saving due to movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	7	5.9	5.9	6.7
neutral	18	15.1	15.1	21.8
agree	85	71.4	71.4	93.3

strongly agree	8	6.7	6.7	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The cost-effectiveness of the procurement performance is also maintained by achieving timely discounts obtained in different periods from various goods and services procured. The researcher asked the respondents if movement restriction has deterred Islamic Relief Ethiopia from obtaining a discount in its procurement process during the pandemic.

To this end, of the total of 119 respondents, 95 (79.8%) agreed that there was no discount achieved due to movement restrictions during the pandemic, and Islamic relief was deterred from obtaining discounts that are assumed to cost savings due to the movement restriction and ultimately the procurement performance was not cost-effective during the covid-19 pandemic

Table 4.5.4.5: Summary of response on the discount not achieved due to movement restriction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	3	2.5	2.5	3.4
neutral	20	16.8	16.8	20.2
agree	87	73.1	73.1	93.3
strongly agree	8	6.7	6.7	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.6. Descriptive Analysis and Discussion on the Impact of Work from Home

4.6.1. The Impact of Work from Home on procurement Performance In terms of Responsiveness

The researcher analyzed and interpreted the data gathered to determine how Work from Home applied to contain the expansion of COVID-19 affected the overall procurement performance of Islamic Relief. In this regard, respondents were asked if the Work from Home had affected a prior needs assessment of project inputs. there was an effort to evaluate the availability of sufficient qualified suppliers who can supply goods and services during the pandemic despite the

Work from Home imposition in place. According to the data from the respondents, it is clear that there were no or few pre-qualified suppliers made ready for an emergency like COVID-19. Of the 119 respondents, 103 (86.6%) of the respondents confirmed that they do agree with the idea of no availability of readymade or qualified suppliers who are capable of supplying during work-from-home measures. Meanwhile, 10 (8.4%) of the respondents relied on that they are not aware of where there are qualified suppliers who are capable of responding to Islamic Relief Ethiopia’s procurement request despite the hurdles due to the work-from-home measures.

Table 4.6.1.1: Summary of response on the availability of sufficient qualified suppliers regardless of work from home

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	37	31.1	31.1	31.1
disagree	66	55.5	55.5	86.6
neutral	10	8.4	8.4	95.0
agree	6	5.0	5.0	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.6.2. The Impact of Work from Home on procurement Performance In terms of Flexibility

A distinct procurement component, the active agreement with suppliers that serve during emergencies, was observed and data from the responses were collected accordingly to better understand the relationship between work from home and degree of flexibility.

In connection with the availability of active agreement with suppliers applicable for emergencies, that facilitates the flexibility of procurement amid work from home, the vast majority of the respondents, 101 (84.9%) remain neutral. This means they have no or little information on whether Islamic Relief has a standing contract agreement that serves during

emergencies like disasters and pandemics or not. Whereas, while only 6(5.0%) agreed, the remaining 12 (10.0%) of the respondents disagreed, meaning that they do not believe that Islamic Relief has a standing contract agreement used during work from home was in place.

Table 4.6.2.1. Summary of response on the presence of active agreement with suppliers during work from home

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	11	9.2	9.2	10.1
neutral	101	84.9	84.9	95.0
agree	6	5.0	5.0	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.6.3. The Impact of Work from Home on procurement Performance In terms of Quality

The quality of a procurement service depends on several factors. The imposition of work from home has a direct impact on the quality of the procurement process either positively or negatively, particularly on the coordination of team members as well as implementation units with other projects and the provision of constant support and motivation to staff on the ground to speed up to process the procurement activities.

As mentioned above, Coordination across project teams and units is one of the key elements to ensuring procurement quality. In this regard, the research assessed the impact of the imposition of work from home on the coordination of project teams and units which has a direct impact on the quality of the procurement process. Hence respondents were asked whether work from home slowed the coordination among relevant units and project team members during the procurement activities of projects. Thus, 114 (95.8%) of the respondents agreed that work from home had affected the coordination of project team members and units which ultimately impacted the quality of the procurement performance.

Table 4.6.3.1: The impact of Work from Home on coordination of project team& units

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	5	4.2	4.2	4.2
agree	85	71.4	71.4	75.6
strongly agree	29	24.4	24.4	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

On the other hand, data suggests that there was no or little organizational effort to motivate the Islamic Relief Ethiopia staff to proactively engage and carry out the procurement process despite the work from home. 105 (88.2%) of the respondents either disagreed or strongly disagreed with this scenario. Only 12 (10.1%) of the respondents suggested that they were motivated to work from home was in place.

Table 4.6.3.2: The impact of Work from Home on the provision of support and motivation to staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	18	15.1	15.1	15.1
disagree	87	73.1	73.1	88.2
neutral	2	1.7	1.7	89.9
agree	12	10.1	10.1	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.7. Descriptive Analysis and Discussion on the Impact of Office Lockdown

4.7.1. The Impact of Office Lockdown on procurement Performance In terms of Responsiveness

To ascertain how the Office Lockdown procedures implemented to stop the spread of COVID-19 affected Islamic Relief's overall procurement performance, the researcher assessed the data amassed. Respondents were questioned about if the Office Lockdown measures had an impact on lead time in this regard. As shown in the following table, 103 respondents (86.5%) concurred that the deployment of Office lockout measures had a direct

impact on the procurement process lead time for Islamic Relief Ethiopia. 13 (10.9%) respondents remained neutral, while 3 (2.5%) respondents disagreed.

Table 4.7.1.1: Summary of the response to the impact of office lockdown on lead time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	3	2.5	2.5	2.5
neutral	13	10.9	10.9	13.4
agree	77	64.7	64.7	78.2
strongly agree	26	21.8	21.8	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.7.2. The Impact of Office Lockdown on procurement Performance In terms of Flexibility

In connection with the delay of Contracts due to force majeure situations like Office Lockdown that humpers the flexibility of procurement amid the office lockdown, the researcher asked the respondents to reflect on their agreement on if Contracts were delayed due to force majeure situations like Office Lockdown. On this side, more than half of the respondents, 75 (63.1%) agreed that there was a contract delay due to the office lockdown measures in place. Whereas, 29 (24.3 %) disagreed, meaning that they do not believe that there was a contract delay. The remaining 15 (12.6%) of the respondents remained neutral.

Table 4.7.2.1: Summary of the response to the impact of office lockdown on the delay of contract

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	28	23.5	23.5	24.4
neutral	15	12.6	12.6	37.0
agree	56	47.1	47.1	84.0
strongly agree	19	16.0	16.0	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

As the delay in contracts and the flexibility of delivery schedule amid the impacts of office lockdown were the interest to this study. Hence, the researcher asked the respondents to reflect on their agreement on whether existing Islamic Relief Ethiopia contracts allow for flexible delivery schedules while office lockdown was imposed. On this side, the vast majority of the respondents, 103 (86.6%) remain neutral. This means they have no or little information on the flexibility of the delivery schedule allowed in the contract since they are not directly connected to the procurement work. Whereas, while only 6 (5.0 %) agreed, the remaining 10 (8.4%) of the respondents disagreed meaning that they do not believe that the contract allows flexible delivery schedule during office lockdown.

Table 4.7.2.2: Summary of the response to the impact of office lockdown on the allowance of contracts on Flexibility of Delivery Schedule

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	10	8.4	8.4	8.4
neutral	103	86.6	86.6	95.0
agree	6	5.0	5.0	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

Same as the reaction to the allowability of a flexible delivery schedule during office lockdown, the respondents were also asked about the cancellation of the procurement process due to lack of flexibility during the office lockdown. In this case, 99 (83.2%) of the respondents replied neither to agree nor to disagree which means that they are not aware of whether there were canceled procurement processes. While 15(12.6 %) disagreed that the was no procurement process cancellation.

Table 4.7.2.3: Summary of the response to the impact of office lockdown on the cancellation of the procurement process

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	15	12.6	12.6	13.4
neutral	99	83.2	83.2	96.6
agree	4	3.4	3.4	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.7.3. The Impact of Office Lockdown on procurement Performance In terms of Quality

The quality of a procurement service depends on several factors. Among others, the abundance of goods and services, purchase order cycle time, compliance from the beneficiaries, and availability of standards or guidelines to identify counter-fit products have a direct impact on the quality of the procurement process either positively or negatively.

In this regard, the abundance of goods and services allows the procuring party to have choices and ensure quality in the procurement process. In the same manner, the lack of goods and services provided also constrains the quality of the procurement process. As the result from the survey data indicated, the vast majority of the respondents, 113 (95.0%) either agreed or strongly agreed that the unavailability of goods and services due to office lockdown had affected the procurement quality of Islamic Relief Ethiopia.

Table 4.7.3.1: Summary of the response to the impact of office lockdown on the unavailability of goods and services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	6	5.0	5.0	5.0

agree	86	72.3	72.3	77.3
strongly agree	27	22.7	22.7	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

In another case, a question had also been presented to the respondents about how the office lockdown distorted the purchase order cycle time and consequently the procurement performance quality. Of the total 119 responders, 101 (84.9%) said that the office lockdown had affected the purchase order cycle which is one of the key indicators of quality procurement performance.

Table 4.7.3.2: Summary of the response to the impact of office lockdown on the distortion of order cycle time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.8	.8	.8
disagree	8	6.7	6.7	7.6
neutral	9	7.6	7.6	15.1
agree	81	68.1	68.1	83.2
strongly agree	20	16.8	16.8	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

There was also an effort to systematical analyses and gauge the procurement performance in terms of quality by assessing the feedback and complaints which were provided from the beneficiaries of the project. In this stream, the researcher asked the respondents whether they came across a sort of complaint or feedback from the beneficiaries regarding the Islamic Relief Ethiopia intervention or implementation of projects during office lockdown. Of 119 respondents 92 (77.3%) reported that they were receiving complaints from the beneficiaries regarding the

provision of project deliverables due to office lockdown. Only, a few which is 10 (8.4%) of them responded that they didn't receive complaints.

Table 4.7.3.3: Summary of the response of the impact of office lockdown on the complaints received from beneficiaries

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	10	8.4	8.4	8.4
neutral	17	14.3	14.3	22.7
agree	80	67.2	67.2	89.9
strongly agree	12	10.1	10.1	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The availability of standards or guidelines to identify counter-fit products during the office lockdown period could have been one of the major quality assurance tools. However, it seems that Islamic Relief Ethiopia never had product standards or guidelines for identifying counter-fit products purchased while office lockdown is in place. This is asserted by the data captured from the survey. Because the majority of respondents constituting 102 (85.6%) expressed their disagreement on the availability of the standard or guideline under discussion.

Table 4.7.3.4: Summary of the response to the impact of office lockdown on the availability of standards or guidelines to identify a counterfeit product

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	5	4.2	4.2	4.2
disagree	97	81.5	81.5	85.7
neutral	14	11.8	11.8	97.5
agree	3	2.5	2.5	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

4.7.4. The Impact of Office Lockdown on procurement Performance In terms of Cost

Procurement performance in terms of cost is associated with the increment in Vendor rejection and the average cost of the procurement process that needs to be managed during a crisis. Hence a question had been presented to the respondents about how the office lockdown contributed to the rejection of Vendors. Consequently, of the total 119 respondents, 87 (71.1%) agreed that there were several Vendor rejections due to the office lockdown. This led to additional cost incurrence for goods and services which directly linked to the budget allocated and ultimately affected the procurement performance of Islamic Relief Ethiopia in terms of Cost-effectiveness.

able 4.7.4.1: Summary of the response of the impact of office lockdown on the increment of vender rejection

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	1.7	1.7	1.7
disagree	15	12.6	12.6	14.3
neutral	15	12.6	12.6	26.9
agree	71	59.7	59.7	86.6
strongly agree	16	13.4	13.4	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The cost incurred for the procurement process needs to be in different situations. The researcher took the cost incurred in the procurement process as one tool to measure the cost-effectiveness of the procurement performance of Islamic Relief Ethiopia during the pandemic while office lockdown was in place. This is asserted by the data captured from the survey. The respondents constituting 110 (92.4%) expressed their agreement that there was an increment in cost in the procurement process and this increment is caused by the office lockdown imposed during the

COVID 19 Pandemic. This shows that Islamic Relief Ethiopia has incurred high costs for its procurement process.

Table 4.7.4.2: Summary of the response to the impact of office lockdown on the increment of Cost of the procurement process

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	3	2.5	2.5	2.5
neutral	6	5.0	5.0	7.6
agree	97	81.5	81.5	89.1
strongly agree	13	10.9	10.9	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

The cost-effectiveness of the procurement performance is also maintained by achieving timely discounts obtained in different periods from various goods and services procured. The researcher asked the respondents if office lockdown has deterred Islamic Relief Ethiopia from obtaining a discount in its procurement process during the pandemic.

To this end, of the total of 119 respondents, 83 (69.8%) agreed that there was no discount achieved due to office lockdown during the pandemic, and Islamic relief was discouraged from obtaining discounts that are assumed to cost savings due to the office lockdown and ultimately the procurement performance was not cost-effective during the covid-19 pandemic

Table 4.7.4.3: Summary of response on the discount not achieved due to Office Lockdown

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	2.5	2.5	2.5
disagree	7	5.9	5.9	8.4
neutral	26	21.8	21.8	30.3
agree	76	63.9	63.9	94.1

strongly agree	7	5.9	5.9	100.0
Total	119	100.0	100.0	

Source: Own Survey, 2022

Besides the fundamental subjects discussed above which were highly impacted by the social distancing, Movement restriction, Work from home, and Office lockdown measures other factors such as resource limitation, price inflation, and lack of experts also played a significant role in affecting the procurement performance in terms Responsiveness, Flexibility, Quality, and Cost.

Generally, the overall discussion on the research analysis result obtained can be summarized by the following tables presented below.

According to Abdul Ghafar, M. N. (2003), the range of mean interpretation, 0.00-1.5 is Strongly disagreed, 1.51-2.50 Disagree, 2.51-3.50 Neutral, 3.51-4.50 Agree, A mean score of more than 4.51 indicates that the respondents' response is Strongly to agree. The mean scores range is depicted in the table below

Mean Range	Response Mode	Interpretation
0.00 – 1.50	Strongly Disagree	Strongly disagreed with the question
1.51 – 2.50	Disagree	Disagreed with the question
2.51 - 3.50	Neutral	Unable to tell
3.51 – 4.5	Agree	Agreed with the question
Above 4.51	Strongly Agree	Strongly Agreed with the question

In this regard, the results of respondents regarding the responsiveness of Islamic Relief Ethiopia's procurement performance during the COVID-19 Pandemic are presented in the following section.

Descriptive Statistics			
	N	Mean	Std. Deviation
Need assessment activities interrupted by movement restriction	119	4.18	.908
Need assessment activities interrupted during social distancing	119	4.07	.998
The procurement team uses all possible modes for RFQ distribution	119	3.62	.957

Sufficient qualified suppliers regardless of movement restriction	119	3.30	1.132
Sufficient qualified suppliers regardless of work from home	119	2.93	1.118
movement restriction made the distribution of Request for quotation difficult	119	3.96	.796
social distancing made the distribution of Requests for quotation difficult	119	4.04	.827
Working from home made the distribution of Request for quotations difficult	119	4.15	.732
tender evaluation practices as per the threshold any time work from home	119	2.94	1.084
tender evaluation practices as per the threshold any time movement restriction	119	3.06	1.092
the lead time was increased due to movement restriction	119	3.94	.693
the lead time was increased due to the office lockdown	119	4.06	.655
Valid N (list wise) and Grand Mean value	119	3.69	

Table 4.4.1. Responsiveness

The mean and standard deviation of the respondent's responses to those twelve questions are shown in table 4.4.1. The mean score for eight items and the overall grand mean arrived between 3.5 and 4.5, which is 3.69, indicating that the respondents felt that social distancing, movement restrictions, working from home, and office lockdown had affected the procurement activities such as need assessment, distribution of Requests for Quotation, and supplier selection.

Considering the majority of respondents' responses based on the grand mean, we may conclude that Islamic Relief Ethiopia's procurement performance in terms of responsiveness was poor during the COVID-19 pandemic.

2.1.1. Flexibility

Descriptive Statistics			
	N	Mean	Std. Deviation
active agreement with suppliers during movement restriction	119	3.34	1.076
active agreement with suppliers during work from home	119	3.19	1.019
contracts were delayed due to movement restriction	119	3.57	1.078
contracts were delayed due to office lockdown	119	3.54	1.048
terms and conditions prepared to be used during social distancing	119	3.51	.938
terms and conditions prepared to be used during movement restriction	119	3.40	.914
allow for the flexible delivery schedule during movement restriction	119	3.21	1.016
allow for a flexible delivery schedule during office lockdown	119	3.20	1.094
canceled procurement process due to movement restriction	119	3.34	1.152
canceled procurement process due to office lockdown	119	3.32	1.207
Valid N (listwise) and Grand Mean value	119	3.36	

Table 4.4.2 Flexibility

As shown in Table 4.4.2 above, the respondents responded to 10 questions about procurement flexibility, such as an agreement with a supplier for supply delivery and contract engagements. The majority of the respondents' responses and the grand mean value of 3.36 fall within the range of 2.5-3.5, indicating that they are Neutral. This means that the majority of respondents are unaware of Islamic Relief Ethiopia's procurement flexibility. Even though the Contract delays owing to movement restrictions and office lockdown, on the other hand, the results have a mean value of 3.5 to 4.5, implying that several respondents felt, there was a contract delay.

2.1.2. Quality

Descriptive Statistics			
	N	Mean	Std. Deviation
unavailability of goods and services due to movement restriction	119	4.08	.703
unavailability of goods and services due to office lockdown	119	4.13	.645
social distancing slows the coordination of the project team and unit	119	4.20	.514
work from home slows the coordination of the project team and unit	119	4.20	.497
purchase order cycle time was distorted during movement restriction	119	4.05	.675
purchase order cycle time was distorted during office lockdown	119	3.93	.767
support and motivate staff during work from home	119	3.77	.682
support and motivate staff during movement restriction	119	3.73	.841
complains received from beneficiaries due to movement restriction	119	3.76	.698
complains received from beneficiaries due to office lockdown	119	3.79	.735
standards or guidelines to identify counterfeit products during movement restriction	119	3.86	.509
standards or guidelines to identify counterfeit products during office lockdown	119	3.84	.537
Valid N (listwise) and grand Mean value	119	3.95	

Table 4.4.3 Quality

In table 4.4.3, the mean value of the respondent's responses to twelve questions ranges from 3.5 to 4.5 and the grand mean value as shown in the table is 3.95. This means that all of the respondents believed that social distancing, movement restrictions, work from home, and office lockdown had an impact on procurement performance in terms of availability of goods and services, project team coordination, and purchase order cycle time. Furthermore, a large number of complaints were received from beneficiaries. As a result, we can conclude that the COVID-19 pandemic had a detrimental impact on Islamic Relief Ethiopia's procurement performance in terms of quality.

2.1.3. Cost

Descriptive Statistics			
	N	Mean	Std. Deviation
standard list and market value during movement restriction	119	3.80	.591
vender rejection increased due to movement restriction	119	3.65	.917
vender rejection increased due to office lockdown	119	3.71	.915
procurement process cost increased due to movement restriction	119	3.63	.919
procurement process cost increased due to office lockdown	119	3.55	.963
no price negotiation for cost-saving due to movement restriction	119	3.77	.694
no price negotiation for cost-saving due to social distancing	119	3.77	.669
no discount achieved due to movement restriction	119	3.82	.620
no discount was achieved due to the office lockdown	119	3.65	.787
ensures continued supply during movement restriction	119	3.61	.885
ensures continued supply during social distancing	119	3.87	.604
Valid N (listwise) and Grand mean value	119	3.71	

Table 4.4.4 Cost

As shown in Table 4.4.4, respondents' responses to the impact of Social distancing, movement restrictions, Work from home, and office lockdown on the availability of Standard list and

market value, Vender rejection, Procurement processing cost, Assurance of continued supply, Price negotiation, and Discount not achieved have a mean value ranging from 3.5 to 4.5. Besides as indicated the grand mean value is 3.71. This indicates that the respondents agreed that the Standard list and market value were unavailable, there was a high Vender rejection rate, the procurement processing cost was high, there was no assurance of continued supply, there was no price negotiation, and a discount was not achieved. As a result, we may deduce that movement restrictions, office lockdowns, and social distance have increased vendor rejection, a rise in procurement process costs, and losses on the organization's price discount. Aside from that, respondents agreed that the organization lacked a consistent list and market value of commodities during the COVID-19 Pandemic.

2.2. Other Factors

2.2.1. Resource

Descriptive Statistics			
	N	Mean	Std. Deviation
affected by budget unavailability during movement restriction	119	3.73	1.079
affected by budget unavailability during social distancing	119	3.76	1.081
affected by budget unavailability during office lockdown	119	3.82	1.094
affected by budget unavailability during work from home	119	3.67	1.136
Valid N (listwise) and Grand Mean Value	119	3.75	

Table 4.5.1 Resource

According to table 4.5.1, the average value for budget unavailability under movement restriction, social distancing, office lockdown, and work from home is between 3.5 and 4.5. The grand mean also as depicted in the table is 3.75. This indicates that all of the questions were agreed upon by the respondents. As a result, Islamic Relief Ethiopia's procurement performance during the COVID-19 pandemic was affected due to resource constraints.

2.2.2. Price

Descriptive Statistics			
	N	Mean	Std. Deviation
affected by price inflation during work from home	119	4.04	.694
affected by price inflation during social distancing	119	4.04	.796
affected by price inflation during office lockdown	119	4.08	.761
affected by price inflation during movement restriction	119	4.15	.766
Valid N (list wise) and Grand Mean Value	119	4.08	

Table 4.5.2 Price

The respondent's replies to four questions about price inflation during movement restriction, social distancing, work from home, and office lockdown are shown in table 4.5.2. All of the respondents' responses had a mean value of 3.5 to 4.5 with a grand mean value of 4.08, indicating that they agreed. As a result, we can conclude that price inflation influenced procurement performance during the COVID-19 pandemic.

2.2.3. Experts

Descriptive Statistics			
	N	Mean	Std. Deviation
affected by lack of experts during movement restriction	119	3.61	1.136
affected by lack of experts during social distancing	119	3.60	1.099
affected by lack of experts during office lockdown	119	3.71	1.076
affected by lack of experts during work at home	119	3.72	1.104
Valid N (listwise) and Grand Mean Value	119	3.66	

Table 4.5.3 Experts

The respondent's responses to four questions about the lack of experts during social distancing, Office lockdown, work at home, and movement restriction are shown in table 4.5.3 above. All of the respondents' responses had a mean value of 3.5 to 4.5, and a grand mean value of 3.66 indicating they agreed that there was a lack of experts that can support the procurement team during the COVID 19 pandemic. As a result, we may conclude that the lack of experts affected Islamic Relief Ethiopia's procurement performance during the COVID-19 pandemic.

CHAPTER FIVE

3. SUMMARY, CONCLUSION, AND RECOMMENDATION

In this chapter, the findings and their implications are summarized. The chapter also includes the researcher's conclusions and recommendations based on the findings. In addition, a suggestion for further research is also incorporated.

3.1. Summary of Findings

The researcher presented the findings that influenced Islamic Relief Ethiopia's procurement performance in this part. To this end, the study's findings are presented below.

- ❑ **The Impact of Social Distancing, Movement restriction, Work from Home, and Office lock down on Responsiveness:** As indicated in the analysis table 4.4.1 the grand mean is 3.69 indicating that the respondents agreed the Social distancing, Movement restrictions, work from home, and office lockdown had affected the responsiveness of procurement performance such as need assessment, lead time, distribution of Request for Quotation, and the use of all possible options for distribution of Request for Quotation.
- ❑ **The Impact of Social Distancing, Movement restriction, Work from Home and Office lock down on Flexibility:** Flexibility of Procurement Performance includes supplier agreements and contracts, terms and conditions that are prepared ahead of time, delivery schedule flexibility, and procurement process cancellation. The respondents'

mean rating for Flexibility ranges from 2.5 to 3.5, and the grand mean value is 3.36 indicating Neutral. This implies that it is not clear if Social Distancing, Movement restriction, Work from Home, and Office lockdown had affected the flexibility of procurement performance and the respondents have no idea about these difficulties during covid 19 pandemic

- ❑ **The Impact of Social Distancing, Movement restriction, Work from Home and Office lock down on Quality:** Social Distancing, Movement restriction, Work from Home and Office lock down all had a significant impact on procurement performance quality, such as availability of goods and services, project team coordination, and purchase cycle time. As previously said, the respondents have a mean value that runs from 3.90 to 4.20, and a grand mean value of 3.95 showing the respondents agreed that the Social Distancing, Movement restriction, Work from Home, and Office lockdown had a significant impact on procurement performance in terms of quality during COVID -19 Pandemic.
- ❑ **The Impact of Social Distancing, Movement restriction, Work from Home, and Office lock down on Cost:** The respondents agreed that Procurement performance costs, which comprise standard list availability and market value, Vender rejection, procurement processing cost, assurance of continuous supply, price negotiation, and discount not gained on procurement have a mean value ranging from 3.5 to 4.5 and a grand mean value of 3.71. This means that Islamic Relief Ethiopia's procurement performance was not cost-effective, and Social Distancing, Movement restriction, Work from Home, and Office lockdown had a significant impact on procurement performance cost-effectiveness during the COVID-19 Pandemic.
- ❑ **Other Factors:** Other factors such as Budget unavailability, price inflation, a lack of expertise amid movement restrictions, office lockdown, social distancing, and work from home were all other factors that influenced Islamic relief Ethiopia's procurement performance in terms of responsiveness, flexibility, quality, and cost. The mean value of all respondents has a range that runs from 3.60 to 4.15 with a grand mean value of 3.83 This implies that the respondents agreed that budget constraints, price inflation, and a lack of expertise amid social distancing, movement restrictions, work from home and

office lockdowns, had affected Islamic Relief Ethiopia's procurement performance during the COVID-19 Pandemic.

3.2. Conclusion

The findings of the study confirmed that social distancing, movement restrictions, working from home, and office lockdowns had an impact on the responsiveness of procurement performance such as need assessment, lead time, distribution of Requests for Quotation, and the availability of qualified vendors. This resulted in the organization's low procurement performance. Therefore, the procurement performance of Islamic Relief Ethiopia during the COVID-19 Pandemic was low.

It is not clear that the social distancing, movement restrictions, working from home, and office lockdowns had affected the procurement performance Flexibility in terms of agreements and contracts with suppliers, terms, and conditions that were created ahead of time, delivery schedule flexibility, and procurement process cancellation or not in this study, as most of the respondents were Neutral. However, contract delays were observed while movement restrictions and office lockdown were in place.

The study discovered that social distancing, movement restrictions, work from home, and office lockdowns had an impact on Islamic Relief Ethiopia procurement performance quality, which includes the availability of goods and services, coordination between project teams, and purchase order cycle time. This resulted in poor quality of procurement performance in Islamic Relief Ethiopia during the COVID-19 pandemic.

The study's findings also demonstrated that social distancing, movement restrictions, work from home, and office lockdown had an impact on the cost of procurement performance, which includes vendor rejection, procurement process cost, and cost of continuous supply. This means that Islamic Relief Ethiopia incurred a high cost for procurement performance due to social distancing, movement restrictions, work from home, and office lockdowns during the COVID-19 pandemic,

According to the findings, other factors such as unavailability of funds, price inflation, and a lack of experts, also influenced Islamic Relief Ethiopia's procurement

performance caused by social distancing, movement restrictions, work from home, and office lockdowns. This indicates that there was a lack of budget resources to acquire the essential emergency goods and services amid social distancing, movement restrictions, work from home, and office lockdowns during the COVID-19 Pandemic due to high and continued price inflation, as well as very little or no expertise to help the procurement team in processing the emergency goods and services.

In general, Islamic Relief Ethiopia's procurement performance was low due to social distancing, movement restrictions, work from home, and office lockdowns, during the COVID-19 Pandemic.

3.3. Recommendations

The following possible recommendations for Islamic Relief Ethiopia's procurement performance are given based on the findings and conclusions of this research.

- Procurement performance should be enhanced by employing an online need assessment system, request for quotations, and keeping a list of pre-qualified suppliers on hand.
- Islamic Relief Ethiopia should build a network with other humanitarian groups, UN agencies, and the government to get access to current situational data and information to make ready itself for unexpected disasters like the COVID-19 Pandemic ahead of time
- Islamic Relief Ethiopia should stockpile adequate commodities and services to avoid shortages in day-to-day operations, and create a procurement coordination system.
- Islamic Relief could form a partnership with other humanitarian groups and UN agencies that already have sites in disaster-prone areas to pool resources and lend them out on a loan basis. This makes it easier to reach the disaster-stricken areas quickly and on time.
- Islamic Relief Ethiopia should keep an adequate list of prequalified suppliers organized by supply type for products and services that are also sorted as emergency and development items on hand.
- Islamic Relief Ethiopia should have a framework of contractual agreements with potential suppliers that are time-bounded and may be activated at any time when needed.
- Islamic Relief Ethiopia should keep an up-to-date complete record of the material and market price index of goods and services, particularly for emergency-related items, and develop a budget proposal with sufficient budget contingencies in line with the current

market value. This allows Islamic Relief Ethiopia to avoid resource scarcity and fund discrepancies.

- To have a strong price negotiation process with Donors and suppliers, the procurement team needs to have good bargaining and pricing negotiators. Aside from hiring experts to join the procurement team, program department staff should be trained and upgraded in disaster risk reduction management (DRRM). This enables Islamic Relief Ethiopia to overcome expert scarcity during disasters like the Covid-19 Pandemic.
- In general, the researcher's advice should be considered and implemented to improve Islamic Relief Ethiopia's procurement performance.

3.4. Areas for further Studies

The findings of this study can be used to do additional research in the field of humanitarian organizations' procurement performance during unanticipated global crises such as the COVID-19 Pandemic. Humanitarian organizations should prepare themselves ahead of time to alleviate the obstacles connected with global calamities like the COVID-19 Pandemic by establishing various handling methods that enable the procurement processes to run smoothly. Networking and implementing projects with other similar AID organizations in the form of a Consortium will boost procurement performance and allow Humanitarian organizations to achieve their joint goals.

References:

- Abdul Ghafar, M. N. (2003). Reka bentuk tinjauan soal selidik pendidikan. Skudai: Universiti Teknologi Malaysia.
- Anne Staal, A.S. (2020). IMPACT OF COVID-19 ON PROCUREMENT & SUPPLY CHAINS - a way forward for New Zealand? [online] <https://www.researchgate.net>. Available at: DOI: 10.13140/RG.2.2.33279.97448 [Accessed 08 Dec. 2021].
- ANGUSTA, P. (2020). *The 6 Steps of Procurement Performance Management (PPM)*. [online] <https://www.per-angusta.com>. Available at: <https://www.per-angusta.com> [Accessed 13 Dec. 2021].
- Babbie, E. (2010). *The Practice of Social Research*. 12th ed., London: SAGE Publications,
- Babbie, E. (2002). *The Basics of Social Research*. 2nd ed., California: Wadsworth Thomson Learning
- Balcik, B. & Beamon, M. (2008). Facility location in humanitarian relief. *International Journal of Public Sector Management*, [online] 11(2), pp.102–121. Available at: <http://www.tandf.co.uk/journals> [Accessed 13 Dec. 2021].
- Black, K. (2010) “Business Statistics: Contemporary Decision Making” 6th edition, John Wiley & Sons
- Brauman. R. (2006). *Global Media and the Myths of Humanitarian Relief: The Case of the 2004 Tsunami*. *Medicin san frontiers papers*
- Boudette, N. E., & Jacobs, A. (2020, March 30). Inside G.M.’s race to build ventilators, before Trump’s attack. *The New York Times*. <https://www.nytimes.com/2020/03/30/business/gmventilators-coronavirus-trump.htm>
- Coddles PLATFORMS (2019). *Procurement Process Flow– A Guide to Procurement In business*.
[online]<https://www.codelessplatforms.com/> Available at: <http://www.codlessplatforms.com> ./ (Accessed 05 December 2021)

- Dasaklis, D. Costas, C. and Pappis, P. (2013). Supply chain management in view of climate change: an overview of possible impacts and the road ahead. *Journal of Industrial Engineering and Management*, [online] 6(4), pp.1124–1138. Available at: <http://dx.doi.org/10.3926/jiem.883> [Accessed 11 Dec. 2021].
- Das, L. (2016). *Role of Humanitarian Supply Chain Management in Various Disaster Situations Across the Globe*. 1st ed. India: Springer India, pp.253–270.
- Driss, H. (2020). *The Effects of the Covid-19 Pandemic on Humanitarian Aid Operations in Jordan*. [Thesis] pp.27–42. Available at: <https://digitalcollections.sit.edu/> [Accessed 09 Dec. 2021].
- Duran, S., Ergun, Ö., Keskinocak, P. (2019). *Humanitarian Logistics: Advanced Purchasing and Pre-Positioning of Relief Items*. 9th ed. New York: Springer Science Business Media, pp.447–462
- Falasca, M. and W. Zobe, C. (2011). A two- stage procurement model for humanitarian relief supply chains. *Journal of Humanitarian Logistics and Supply Chain Management*, [online] 1(2), pp.151–169. Available at: <https://booksc.org/book/26323698/137ec3> [Accessed 02 Dec. 2021].
- Fred, S. and John, S. (2012). *The Procurement and Supply Manager’s Desk Reference*. 2nd ed. New Jersey: John Wiley & Sons, Inc., pp.151–169.
- George, D., & Mallery, P. (2003). *Using SPSS for Windows Step by Step: A Simple Guide and Reference* (4th ed.). London: Pearson Education.
- GHA, (2019). *Global humanitarian assistance report 2019*. [online] <https://www.devinit.org>, New York: Relief Web, pp.4–5. Available at: <https://reliefweb.int/report/world/global-humanitarian-assistance-report-2019> [Accessed 18 Dec. 2021].
- Hella, A., Sander, L. and Matthias, K. (2014). Humanitarian supply chain performance management. *Emerald Insight*, [online] 19(5), pp.592–608. Available at: <https://doi.org/10.1108/SCM-09-2013-0349>. [Accessed 16 Dec. 2021].
- Islamic Relief Ethiopia (2019). *Islamic relief Ethiopia Company Profile*. [online] <https://www.islamic-relief.org.et/>, Addis Ababa: Dimma Printing Press, pp.1–5. Available at: <https://www.islamic-relief.org.et/> [Accessed 08 Dec. 2021].

- Islamic Relief Ethiopia (2020). Islamic Relief Ethiopia Bulletin, Annual Review Report. Islamic Relief Ethiopia Bulletin, Annual Review Report, Available at: <https://www.islamic-relief.org.et> [Accessed 08 Dec. 2021].
- Islamic Relief World Wide (2019). HOW COVID-19 MEANS ISLAMIC RELIEF IS DOING THINGS DIFFERENTLY IN KENYA. [online] <https://www.islamic-relief.org/publications>, Birmingham: Andalus Media, pp.1–3. Available at: <https://www.islamic-relief.org/publications> [Accessed 08 Dec. 2021].
- Islamic Relief World Wide (2020). Q&A: Islamic Relief CEO on faith-based fundraising during COVID-19. [online] <https://www.devex.com/news>, Washington, D.C.: DEVEX, pp.1–2. Available at: <https://www.devex.com/news> [Accessed 08 Dec. 2021].
- J. Grandia, J. Meehan (2017). Public procurement as a policy tool: using procurement to reach desired outcomes in society. *Int. J. Public Sect. Manag.*, 30 (4) (2017), pp. 302-309
- Karin, B. (2013). Procurement policies in disaster relief: Analysis of sourcing practices applied by humanitarian organizations in the field of disaster response. [Thesis] pp.1–2. Available at: <https://www.diva-portal.org> [Accessed 12 Dec. 2021].
- Taber, K. S. (2018). Classroom-based research and evidence-based practice: an introduction (2nd ed.). London: Sage.)
- Kotler, P., Armstrong, G., Ang, S.H., Leong, S.M., Tan, C.T. and YAU, O., 2008. Principles of marketing: An global perspective.
- Lambert, D.M., Cooper, M.C. and Pagh, J.D., 1998. Supply chain management: implementation issues and research opportunities. *The international journal of logistics management*, 9(2), pp.1-20
- Lysons, K. and Farrington, B. (2016). *Procurement and Supply Chain Management*. 9th ed. United Kingdom: Pearson Education Limited, pp.46–49.
- Mwanjumwa, G. and Theuri, F. (2015). Factors Influencing Procurement Performance in Humanitarian Relief Organization. *International Journal of Scientific and Research Publications*, [online] 5(9), pp.2250–3153. Available at: <http://www.ijsrp.org/print-journal.php> [Accessed 10 Dec. 2021].
- Ranjit Kumar, 2005. Research Methodology, Step by step guide for beginners. SAGE Publications Limited, London.

- United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) (2020). Ethiopia: COVID-19 Humanitarian impact (2020) Situation Update. [online] <https://reliefweb.int/report/ethiopia/ethiopia-covid-19humanitarian>, New York: United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), pp.2–4. Available at: <https://reliefweb.int/report/ethiopia/ethiopia-covid-19humanitarian> [Accessed 16 Dec. 2021].
- Van Weele, A. J. (2000). *Purchasing & Supply Chain Management*. Boston, MA: Tomson learning
- Walker, D.H. and Rowlinson, S., 2008. *Procurement systems*. Taylor & Francis, London.
- Wassen, Van. (2006). *Humanitarian aid logistics: supply chain management Approaches*. 1st ed. Thousand Oaks, USA: SAGE Publications, Inc., pp.475–489.
- Wankmüller, C. and Reiner, G. (2021). Identifying Challenges and Improvement Approaches for More Efficient Procurement Coordination in Relief Supply Chains. [online] <https://www.researchgate.net/publication/349426874>. Available at: DOI: 10.3390/su13042204 [Accessed 02 Dec. 2021].
- World Bank, W.B. (2020). COVID-19 Challenges and Response: How procurement underpins the World Bank’s response to the pandemic. [online] <https://www.worldbank.org/en/who-we-are/news/coronavirus-covid19>, NW Washington, DC 20433 USA: THE WORLD BANK IBRD.IDA, pp.1–4. Available at: <https://www.worldbank.org/en/who-we-are/news/coronavirus-covid19> [Accessed 03 Dec. 2021].
- Zhang, Y. (2020). The Epidemiological Characteristics of an Outbreak of 2019 Novel Coronavirus Diseases (COVID-19). *China CDC Weekly*, [online] 17 Feb., pp.113–122. Available at: Doi: 10.46234/ccdcw2020.032 [Accessed 19 Dec. 2021].

ANNEX 1: QUESTIONNAIRE

Questionnaire to be filled by the staff of Islamic Relief Ethiopia

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

LOGISTIC AND SUPPLY CHAIN MANAGEMENT DEPARTMENT

Dear Sir\ Madam,

I am a Master of Logistics and Supply Chain Management student at Addis Ababa University School of Commerce. I'm working on a research study as part of my academic requirements for a class on *“The Effects of COVID-19 Pandemic on Procurement Performance: The Case of Islamic Relief Ethiopia”*. I respectfully want your assistance in answering the following questions so that the study can be completed successfully. This questionnaire's primary goal is to gather information for academic purposes alone. Your response will be kept private and will not be used for any other purposes.

Your cooperation and assistance would be much appreciated.

For any further information please contact Mohammedhayat Ibrahim, mmohayat@gmail.com,

Tel: +251 911 63 88 99

Mohammedhayat Ibrahim

PART I: BIO-DATA

[Tick appropriate (✓)]

1. Gender

1. Male

2: Female

2. Educational level?

1. Diploma 2: First Degree 3: Masters 4 : Ph.D. 5:Other

Please specify _____

3. Position in the organization?

1. Director 2: Manager 3: Coordinator 4: Officer 5: Other

4. Year of experience in Islamic Relief Ethiopia (In years)

1. < 5 2: 6-10 3: 11-15 4:16 and above

5. Your Office location (Field Office):

1. Addis Ababa 2: Oromia 3: Afar 4: Somali

PART II: GENERAL QUESTIONS

Instructions, Please indicate your choice by placing a check mark (√) in the appropriate cell.

Where **1** indicates **Strongly Disagree**, **2** indicates **Disagree**, **3** indicates **Neutral**, **4** indicates **Agree**, and **5** indicates **Strongly Agree**.

Please rate the following questions about Islamic Relief Ethiopia's procurement performance during the Covid-19 pandemic.

Variables	Items	1	2	3	4	5
Responsiveness	1. Islamic Relief Ethiopia Need Assessment activities are interrupted by Movement Restrictions.					
	2. Islamic Relief Ethiopia Need Assessment activities are interrupted by Social Distancing					
	3. Islamic Relief Ethiopia Procurement team uses all possible modes for RFQ distribution while Movement Restriction is in place					
	4. There are sufficient prequalified list of suppliers that provide goods and services at any time regardless of Movement Restriction					
	5. There are sufficient prequalified list of suppliers that provide goods and services at any time regardless of Work From Home					
	6. Movement Restriction made the distribution of Request for Quotation difficult.					
	7. Social Distancing made the distribution of Request for Quotation difficult					

	8. . Work From Home made the distribution of Request for Quotation difficult.					
	9. The procurement team practices tender evaluation as per the threshold any time applying for Work from Home					
	10. The procurement team practices tender evaluation as per the threshold at any time including Movement Restrictions were in place					
	11. The lead time was increased due to Movement restrictions.					
	12. The lead time was increased due to the Office lockdown					
FLEXIBILITY	13. Islamic Relief Ethiopia has active framework agreements with suppliers who are prepared to provide supplies considering Movement Restrictions during the pandemic					
	14. Islamic Relief Ethiopia has active framework agreements with suppliers who are prepared to provide supplies Considering work From Home during the pandemic					
	15. Contracts were delayed due to force majeure situations like Movement Restriction.					
	16. Contracts were delayed due to force majeure situations like Office Lockdown is in place.					
	17. There are terms and conditions prepared ahead to be used when some force majeure like social distancing is in place during the Pandemic.					
	18. There are terms and conditions prepared ahead to be used when some force majeure like Movement Restriction is in place during the Pandemic.					
	19. Existing Islamic Relief Ethiopia contracts allow for flexible delivery schedules during Movement Restriction					
	20. Existing Islamic Relief Ethiopia contracts allow for flexible delivery schedules while Office Lock Down is in place					
	21. Procurement processes were canceled in some ongoing projects because of Movement Restriction					
	22. Procurement processes were canceled in some ongoing projects because of Office Lockdown					
Quality	23. Unavailability of Goods and Services in the local market is created due to Movement restrictions imposed during the Pandemic					
	24. Unavailability of Goods and Services in the local market is created due to Office Lockdown for the pandemic					
	25. Social Distancing slows the coordination with other project team members as well as implementation units to process the procurement activities during the pandemic					

	26. Work From Home slows the coordination with other project team members as well as implementation units to process the procurement activities during the pandemic					
	27. Purchase order cycle time was distorted during Movement Restriction					
	28. Purchase order cycle time was distorted during Office Lockdown					
	29. Islamic Relief Ethiopia is providing constant support and motivation to staff on the ground to speed up the procurement activities keeping Work from Home into consideration					
	30. Islamic Relief Ethiopia is providing constant support and motivation to staff on the ground to speed up the procurement activities keeping Movement restrictions into consideration					
	31. There were complaints received from beneficiaries created due to Movement Restriction					
	32. There were complaints received from beneficiaries created due to Office Lockdown					
	33. Islamic Relief Ethiopia has product standards or guidelines for identifying counter fit products purchased while Movement Restriction is in place					
	34. Islamic Relief Ethiopia has product standards or guidelines for identifying counter fit products purchased while Office Lock Down is in place					
Cost	35. Islamic Relief Ethiopia has a standard list and market value estimates used during Movement Restriction					
	36. Vendor rejection increased due to Movement Restriction					
	37. Vendor rejection rate increased due to Office Lockdown					
	38. The average cost of the procurement process is increased due to the Movement Restriction					
	39. The average cost of the procurement process is increased due to Office Lockdown					
	40. There were no price negotiations for cost savings for orders due to Movement restriction					
	41. There were no price negotiations for cost savings for orders due to Social Distancing					
	42. Discounts achieved based on an agreed baseline were not utilized due to Movement Restriction					
	43. Discounts achieved based on an agreed baseline were not utilized due to Office Lock Down					
	44. Islamic Relief Ethiopia ensures continued supply and protects its workers' benefits taking Movement					

	Restrictions into consideration					
	45. Islamic Relief Ethiopia ensures continued supply and protects its workers' benefits taking Social Distancing into consideration					

II. Other major factors affecting the Procurement performance of Islamic Relief Ethiopia

Fill in the blanks under Key with a tick mark (√): 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

No.	Other factors affecting Procurement Performance of Islamic Relief Ethiopia during the COVID-19 Pandemic	1	2	3	4	5
Other Major Factors Affecting Procurement Performance of Islamic Relief Ethiopia During COVID-19 Pandemic						
Resource						
	46. The procurement performance of Islamic Relief Ethiopia is affected by budget unavailability While Movement restriction was imposed					
	47. The procurement performance of Islamic Relief Ethiopia is affected by budget unavailability While Social distancing was in place					
	48. Procurement performance of Islamic Relief Ethiopia is affected by budget unavailability While Office lock Down was in place					
	49. The procurement performance of Islamic Relief Ethiopia is affected by budget unavailability While Work from Home was in place					
Price						
	50. The procurement performance of Islamic Relief Ethiopia is affected by Price Inflation While Work from Home was in place					
	51. Procurement performance of Islamic Relief Ethiopia is affected by Price Inflation While Social distancing was in place					
	52. Procurement performance of Islamic Relief Ethiopia is affected by Price Inflation While Office Lock Down was in place					

	53. Procurement performance of Islamic Relief Ethiopia is affected by Price Inflation While Movement restriction was in place					
Expertism						
	54. Procurement performance of Islamic Relief Ethiopia is affected by Lack of Expertism While Movement restriction was in place					
	55. Procurement performance of Islamic Relief Ethiopia is affected by Lack of Expertism While Social Distancing was in place					
	56. Procurement performance of Islamic Relief Ethiopia is affected by Lack of Expertism While Office Lockdown was in place					
	57. Procurement performance of Islamic Relief Ethiopia is affected by Lack of Expertism While work from Home was in place					

If you have any additional Comments

Thank you for your time and participation!

ANNEX 2: Time and Cost Budget

Time Schedule

S/No.	Activities	Duration In Months						
		December	January	February	March	April	May	June
1	Finalizing the Research Proposal							
2	Finalizing the Review of Related Literature							
3	Finalizing the Research Methodology							
4	Development of the Research Instrument							
5	Data Collection							
6	Research Report Writing							
7	Submission Draft Report							
8	Submission of Final Report							
9	Presentation							

Table showing the timetable to execute the overall research activities

Budget Schedule

S/No.	Activities	Unit of Measure	Unit Cost / Rate	Quantity	Total Cost (in Birr)
1	Stationery Materials	Pcs/Packages	Over all		ETB 1,000.00
2	Fee for Data Collector	Per person	5 persons @ 15 birr /Questionnaire	96	ETB 7,200.00
3	Secretarial Service	Person	Over all	2	ETB 1,000.00
4	Subtotal				ETB 9,200.00
	Contingency (10%)				ETB 920.00
	Grand Total				ETB 10,120.00

Table showing the total estimated cost to execute the overall research activities