

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI-
GHANA**



**PROCUREMENT PRACTISES AFFECTING THE IMPLEMENTATION OF PROJECTS
BY NON-GOVERNMENTAL ORGANIZATIONS IN GHANA**

BY

EMMANUEL BOSU-PRAH (BSc. Information Technology)

A Thesis submitted to The Department of Construction Technology and Management,
College of Arts and Built Environment in partial fulfillment of the requirement for the degree

of

MSc. PROJECT MANAGEMENT

JUNE 2019

DECLARATION

I hereby declare that this submission is my own work towards the award of Master of Science Degree and that to the best of my knowledge it has no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Emmanuel Bosu-Prah
Student Name & ID	Signature	Date
(20520479/PG1880717)		

Certified by:

Prof. Edward Badu
Supervisor's Name	Signature	Date

Certified by:

Prof. B.K Baiden
Head of Department	Signature	Date
(Construction Technology and Management)		

ABSTRACT

Donor organizations and development agencies view projects as important vehicles to achieving their stipulated objectives and targets. According to Antill (1974), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. The purpose of this study was to assess the extent to which procurement practices employed by non-governmental Organizations (NGO'S) in Ghana affect project implementation, to identify challenges associated with the practices and explore strategies for effective implementation. The Upper East Region, Bongo district to be specific was chosen for this study. The purposive sampling technique and the quantitative research method that employed the questionnaire method of data collection with structured questions being used. The sample size were Forty-six procurement experts from twenty-three NGOs. Data was analysed using descriptive statistics with the aid of the SPSS, tables and graph. The study revealed that majority of the respondents perceive procurement planning, vendor selection, contract monitoring and control, as well as procurement negotiations as important factors for successful implementation of projects. This notwithstanding, there exists two sets of challenges on the way towards successful execution of the above four key procurement functions. First, some organizations lack documented policies on how to carry out procurement planning, vendor selection, contract monitoring and control, as well as procurement negotiations. Second, some vendors, despite having been prequalified based on merit, eventually demonstrate lack of capacity to adhere to the agreed upon delivery timelines and performance standards. The study recommends that NGOs establish a centralised system of procurement so that various branches come together to deliberate on the best method to use in vendor selection. It was also recommended that NGOs should plan ahead to ensure value for money and lastly this study recommends that NGOs should have a procurement policy and invest heavily in technology to help speed up their procurement process.

TABLE OF CONTENTS

CONTENTS	PAGES
DECLARATION	ii
ABSTRACT.....	iii
LIST OF FIGURES	vi
LIST OF TABLES	vii
ACKNOWLEDGMENTS	xi
DEDICATION.....	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND TO THE STUDY	1
1.2 PROBLEM STATEMENT	3
1.4 RESEARCH AIM AND OBJECTIVES	4
1.5 BRIEF OVERVIEW OF RESEARCH METHODOLOGY	4
1.6 SCOPE OF STUDY	5
1.7 SIGNIFICANCE OF THE RESEARCH STUDY	5
1.8 ORGANISATION OF THE STUDY	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 INTRODUCTION.....	7
2.2 OVERVIEW OF PROCUREMENT.....	7
2.3 PROCUREMENT PROCESSES	8
2.3.1 Planning of Procurement	9
2.3.2 Contract Monitoring and Control	10
2.3.3 Vendor Selection Process	12
2.3.4 Procurement Negotiation	13
2.4 CHALLENGES OF PROCUREMENT PRACTICES	13
2.5 STRATEGIES FOR EFFECTIVE PROJECT PROCUREMENT	14
2.6 PROJECT IMPLEMENTATION	16
2.7 THEORETICAL REVIEW	17
2.7.1 Institutional Theory	17
2.7.2 Agency Theory	18
2.7.3 Transaction Cost Theory	18
2.7.4 Resource Based Theory	19
2.8 EMPIRICAL REVIEW	19

2.9 CHAPTER SUMMARY	21
CHAPTER THREE	22
RESEARCH METHODOLOGY	22
3.1 INTRODUCTION	22
3.2 STUDY AREA.....	22
3.3 RESEARCH METHODS.....	22
3.4 RESEARCH APPROACH.....	22
3.5 RESEARCH STRATEGY	23
3.6 TARGET POPULATION	23
3.7 STUDY POPULATION	23
3.8 SAMPLE SIZE AND SAMPLING TECHNIQUE.....	24
3.9 VALIDITY OF RESEARCH INSTRUMENT	24
3.10 RELIABILITY OF RESEARCH INSTRUMENT	24
3.11 CHAPTER SUMMARY	25
CHAPTER FOUR.....	26
DATA ANALYSIS AND PRESENTATION OF DATA	26
4.1 INTRODUCTION.....	26
4.2 PRESENTATION OF DATA.....	26
4.2.1 Analysis of Demographic Data.....	26
CHAPTER FIVE	44
CONCLUSION AND RECOMMENDATIONS	44
5.1 INTRODUCTION.....	44
5.2 SUMMARY OF FINDINGS	44
5.2.1: Procurement Methods applicable in NGOs	44
5.2.2 Challenges with adopted Procurement Practices.....	45
5.1.3 Strategies to Surmount the Challenges.....	45
5.2 CONCLUSION	46
5.3 RECOMMENDATION	47
5.4 DIRECTION FOR FURTHER STUDIES.....	48
REFERENCES	49
QUESTIONNAIRE	54

LIST OF FIGURES

Figure 4.1 Gender of the respondents	Error! Bookmark not defined.
Figure 4.2 Educational Level	Error! Bookmark not defined.
Figure 4.3 Awareness of Procurement methods	Error! Bookmark not defined.

LIST OF TABLES

Table 4.1: Age of Distribution	28
Table 4.2: Number of years worked with NGO.....	30
Table 4.3: NGO Sector that respondents belong	31
Table 4.4.: Position in the Organization	32
Table 4.5 Common Procurement Methods	34
Table 4.6 Challenges with adopted Procurement Practices	37
Table 4.7 Strategies for the Challenges	40

ACKNOWLEDGMENTS

I use this opportunity to acknowledge the following, whose contributions in diverse ways to the success of this project I cannot simply overlook: Professor Edward Badu of the Department of Construction Technology and Management, Kwame Nkrumah University of Science and Technology (KNUST) who supervised the study and to Dr Kissi for the support and corrections. I drew a lot of inspiration from my beloved wife Mrs. Vilma Bosu-Prah and precious daughter throughout this period of my study. The support of the family was overwhelming. Last but not the least I want to say a big thank you to my employers who were supportive right from day one Dr Dr John Amuasi and Dr Ama Amuasi.

DEDICATION

I dedicate this work to my lovely wife, thank you for holding me down and pushing me this far you are a gem for all the sacrifices you made for me to make this dream a reality.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Organisations operate in an environment characterised by a host of economic, social and political consequences to their sources of supplies and services. In order for organisations to survive in this unstable marketplace, these organizations must continuously monitor their competitive position as well as their internally controllable processes as regard procurement process. Today, the procurement function has changed from reducing costs to increasing value. In this respect, the change has move from a tactical to a more strategic focus. Again, the procurement function is becoming increasingly vibrant, in affecting the suppliers' sustainability performance resulting in cost savings to be passed on to the buyer. Development agencies and donor organisations see projects as relevant mechanisms that help them achieve their targets and objectives. Project is said to be successful when the deliverables initially designed are performed within the stipulated time, scope and cost. (Antill, 1974) posit that projects have different characteristics and that these features differentiate them from other activities in the organisation. They further explain the temporary nature of projects indicating that every project has a start date and end. NGOs projects execution is made up of the use of funds from donors to to help achieve specific objectives for the good of the every stakeholder. Varieties of procurement guidelines come from different donors. These guidelines are followed for all funded procurement projects. NGO council (2010), argues that procurement regulations espoused by US Government simply ensure that recipient of donor funded project utilized it in a way of advancing the award's purpose and spending it wisely so as to procure goods and materials that do not conflict with the interest of the public. In order to achieve the guidelines, recipients need to

outline their organization's procurements strategies and be aware that these processes are in line with US government requirements. It was further argued by NGO Council (2010), that organizations are to adopt procurement guidelines to ensure that all goods, services and/or consultants it procures will be allowable under their award. This is one among the many donor procurement guidelines.

NGO Policy Guidelines (2007), defines as an independent, non-profit making, non-political and charitable organisation, with the primary objective of enhancing the social, cultural and economic wellbeing of communities, and the operation of that organization does not have a religious, political or ethnic bias. In Ghana, NGOs are licensed and regulated by the NGO Coordination Board. These organisations supplement government efforts improving the living standards through execution of different donor funded projects. Kirugu (2011), argues vehemently about the procurement related issues and again adhering to donor guidelines that make execution of project by NGOs difficult. He said that these procurement issues and policy guidelines of donors result in ineffective utilization of funds making service delivery poor. Whereas public entities are mandated to toe the line of the procurement policies and regulations as stated in the Public Procurement Act 663 and the follow up regulations, adherence to the public procurement regulations is not done by NGOs. Rather, NGOs enjoy the freedom of adopting and ascribing to the procurement policies and regulations set by donors. This presupposes that there is no uniformity in procurement practices of NGOs. This result in execution of common procurement procedures yielding different degrees of success in project implementation. Fengler et al., (2011), that donor funding, have argued it and its administration has really changed over time. This is partly because funds mainly passed through governments and NGOs receive a small part but in recent times, NGOs receive more direct funding specially in circumstances where the government is viewed as corrupt and some donors think that NGOs are likely to better understand people's needs. Grepin and Jack

(2008), assert that most donor aid comes with strings attached thus compromising the operations especially on the implementers side.

1.2 PROBLEM STATEMENT

According to Kagendo (2010), major international development partners such as the World Bank, EU, IFC, GIZ, DANIDA, SIDA spotted to be major partners in international development put much pressure on national and international strategies when it comes to developmental project implementation. Research indicates that poor procurement related challenges leading to the effective project implementation are a worldwide phenomenon. NGOs rely heavily on receipts from different sources including foundations, governments, individual donors, corporations and international donors. While some NGOs, mostly do not accept funding from government or corporations but depend hugely from funding sources from foundations and individual donors. Following economic severe circumstances, issues of funding have become challenging and donors want to know how their money are used and what will be achieved from it.. Research about the implementation of donor projects in Kenya unveiled through a report by World Bank in 2009, which presented 10% yearly the cost for the project with the given funds on the average. This was related to a difficulty in the process of procurement. Whereas it is clear that execution of the procurement function has an impact on the outcome of donor-funded projects, the question still exists as to whether or not specific procurement practices indeed have the greatest effect on successful project implementation. This study is therefore sought to address the question: How do procurement practices affect successful project implementation among International NGOs in Ghana?

1.3 RESEARCH QUESTIONS

The study seeks to answer the following questions:

- What are the commonly used procurement practices by NGOs?
- What are the challenges associated with the adopted practices of procurement?
- What are the strategies for effective implementation of project procurement practices?

1.4 RESEARCH AIM AND OBJECTIVES

The overall aim of the study was to assess procurement practices among NGOs funded projects.

The specific objectives set for the study were:

- To identify the commonly used procurement practices by NGOs;
- To identify the challenges associated with the adopted practice of procurement; and
- To outline strategies for effective implementation of project procurement practices.

1.5 BRIEF OVERVIEW OF RESEARCH METHODOLOGY

The study will use quantitative approach in collecting and analysing data. The survey method is selected because of its ability to facilitate the collection of data from large groups of respondents. Data collected will be evaluated quantitatively using both descriptive and inferential statistics. The data when gathered will be edited first to remove errors and coding will be done accordingly. The results will be analysed using SPSS version 25.

1.6 SCOPE OF STUDY

This study was limited to the NGOs in Ghana. The study was centred on the procurement practices and successful project implementation by International NGOs in Northern Region. The study was limited to international NGOs in Ghana and therefore the findings from the study was not to be generalized to other international NGOs in different countries in the world. Procurement practices concepts to be discussed were procurement planning, competitive vendor selection process, and contract monitoring and control, and procurement negotiation.

1.7 SIGNIFICANCE OF THE RESEARCH STUDY

Considering the dearth of literature that addresses the relationship between procurement strategy implementation and organisational performance in the NGO sector, the outcome of the research will go a long way to be a useful literature for researchers who want to work in this field. This research will highlight brand new knowledge to literature pertaining to procurement strategy implementation for international NGOs. It will also make the findings from this work enable organizations and NGOs to know the issues in procurement strategy and how these affect organisational performance. NGO management experts, international organisations and project managers as well as procurement experts will also gain a lot from this research work making them conscious of the issues of procurement strategy. The study will become an important guide, source of knowledge and reference work for academicians, practicing project management professionals, NGOs, procurement experts and the general public students, stakeholders, and development partners. Generally, the study offers both managerial and theoretical understanding of procurement strategy for international NGOs.

1.8 ORGANISATION OF THE STUDY

Chapter one gives the background of the study, statement of the problem, objectives of the study, research questions, and overview of research methods, significance of the study, scope of study and structure of the study.

Chapter two gives literature review from introduction, overview of procurement in Ghana, determinants of procurement strategy, levels of procurement strategies and criteria of effective procurement strategy implementation, theoretical framework for the study, conception framework of the study and summary of literature review.

Chapter three describes research methodology which includes introduction, research design, target population, sample size and sampling procedures, methods of data collection, validity of research instruments, reliability of research instruments, methods of data analysis, and operationalization of variables.

Chapter four presents analysis of the data from the respondents, discussions of the findings made and tables and charts representing the findings made. It includes presentation of data, analysis of demographic data.

Chapter five of the study tackles the summary conclusion and recommendation on the thesis. The main vision of the researcher was to assessing procurement practices among Non-Governmental Organisations funded projects in Ghana and from the data collected and analysed, the various procurement methods were identified and the challenges associated with the methods were assessed. The strategies which can be used to enhance procurement among NGOs were also considered.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter focuses on the contextual review that specifically talks about the history and current issues in procurement. Again, the chapter reviews the theoretical and empirical literatures. Better still, the chapter develops conceptual framework as well as hypothesis to guide the study. Overall, the chapter provides a summary of the issues raised by identifying the gaps in the literature.

2.2 OVERVIEW OF PROCUREMENT

Procurement has its root in ancient history that can be traced back from the Egyptians in 3,000 BC. During that time, there was no appropriate procurement function and that materials management helped in the building of the pyramids. Scribes were used by the Egyptians in the management of supply for huge projects. Clerical roles were played by scribes. Scribes recorded the amounts of materials and workers needed on papyrus rolls. These scribes were known to be first in the procurement profession in that they were able to track orders through fulfillment. The role of organizational procurement was correctly seen until the 1800s. Charles Babage's 1832 book, ON THE ECONOMY OF MACHINERY AND MANUFACTURES REVEALS the earliest acknowledgements of the procurement function. He recognized that the 'materials man' in the mining sector do purchase selection and tracking of goods and services. Significantly, Babbage advocated procurement office centralization.

Procurement became solidified and gained importance in the periods of the Industrial Revolution. Marshall Kirkman's 1887 book THE HANDLING OF RAILWAY SUPPLIES - THEIR PURCHASE AND DISPOSITION, documented that procurement contribute strategically to the

railroad industry in getting goods from developed economies and bring them to south and west. Departmental status to the procurement function was given by the Pennsylvania Railroad in 1886, referring to it as the 'Supplying Department.' Fortunately, unfortunately procurement ideas turned back to clerical in the World Wars. This is because there was material scarcity during war. Procurement involved order placement. During wartime and the depression, the objective was to obtain enough raw materials, services, and supplies to simply keep the economy running. Procurement again to managerial position in the mid-1960s. In these periods, material management concept became the focus. There was an emphasis on competitive bidding among procurement professionals. An increase in trained professionals during this time period helped procurement on its way to regaining departmental status. Supplier competition saw significant increase in the 1980s and this furnished organisations the necessary apparatus of putting more focus on supplier quality and dependability. Supplier management was seen as an important ingredient in procurement. The role of procurement had begun its transition into strategic sourcing in the late 1990s. The modern day evolution of procurement is seen when officials view suppliers as partners and long-term contracts are encouraged. Procurement professionals today are pivotal to organizational success. They play a significant role of initiating development of soliciting and evaluating qualified suppliers. Overall, procurement has significant influence on organization's bottom line that is consolidating its spot at the management roundtable. In the 1960's a CPO (Chief Procurement Officer) was not common. But today, numerous procurement heads are helping their organization develop and reach strategic and operational goals.

2.3 PROCUREMENT PROCESSES

The following are some of the various procurement processes:

2.3.1 Planning of Procurement

Regarding principle of planning generally, Chandra (2010), contends there is complexity in small projects that is small projects involve few complex project activities transcend certain level of threshold of magnitude and proceed on formal but sound planning platform. Sound but formal planning furnishes the foundation for the organisation of the work on the project and ensure individual responsibility allocation. It does not only ensure better means of coordination and communication between and among people part of the procurement project but convinces stakeholders to develop consciousness of time and a sense of urgency. Good organisation and allocation of responsibilities of work to individuals on the project have the base of sound formal planning. Brown and Hyer (2010), posit that planning is identifying the purpose, defining the scope, identifying customer requirements (user needs), as well as identifying work activities, estimating time (delivery schedules for goods and services) and cost, giving responsibilities and other activities. The question planning normally answers is: What is the aim of the organization after successful completion of the project? What the organisation expect as result? In emphasising the crucial role planning gives in successful project implementation, Frese et al (2003), argues that planning needs the best preparations including the detailed scheduling of the process implementation stages and milestones, task timeliness, fall back positions and re-planning. Planning has no end according to him. According to Saunders (1997), planning encapsulates predicting and making sure it helps in a way of determining costs and cash flows (disbursements of finances). Finally, procurement planning has a purpose of safeguarding the delays in implementation of projects and to prevent situations like constraints in the budget which would prevent the success of the projects execution and completion.

Lysons and Farrington (2010), underscore the importance of allocating resources in the planning process of implementing strategy formulation project. They argue that allocating

resources help in planning and that physical, financial, technological and human resources are genuinely allocated to project activities. Allocating resources this way decrease procurement budgets needs to attain specific goals or to enforce a formulated strategy.

2.3.2 Contract Monitoring and Control

According to Brown and Hyer (2010), monitoring refers to tracking system from a simple checklist to sophisticated dashboard style approaches. It also involves the identification of variances from the original plan. The argument is advance by them that in monitoring planning process, a project team should agree on the appropriate approach for monitoring key performance indicators (KPIs) during the life of the project. Project control is defined by the two scholars to mean a set of processes, decisions, and actions involved in responding to project variances. Project control indicates a project change management process for deciding when changes are appropriate and when to stay on course. Chandra (2008), avers that control is very crucial to implementing success so far as it compels regular comparison of performance against targets, a search for the causes of deviation, a commitment to check adverse variances.

Brown and Hyer (2010) guarded the debate for monitoring as well as control because situations affect execution of project and cause deviations too of actual performance from what has been scheduled to be the performance. This include:

- (i) Scope Creep: analyse the possibility that a project will grow from its original size. That can be caused by members of the teams motivation; unexpected issues discovered in the middle of the project and new request from the customer.
- (ii) (ii) Murphy's Law: tells us that the principle which says wrong will definitely go wrong. This means that not all risks can be rightly anticipated.
- (iii) (iii) Pareto's law: says 80% of postponement as well as problems in a project is because of 20% of the activities in the project. To effectively monitor a project

one has to pay close attention to high risk activities, performance challenges and cost over runs

- (iv) Escalation of Commitment principle: explains that people seem to continue pursuing failing courses of action, even though all signals point to the fallacy of the strategy. This is to say a procurement project contract monitoring system can be influenced significantly on people's decisions to escalate or de-escalate commitment. Donors mandate that those receiving funds evaluate the performance of the contractor and document, as appropriate, whether the contractors have met the terms, conditions and specifications of the contract.

Meredith and Mantel (2012), postulate that things that are important have to be monitored and controlled are scope, time, and cost. It is very important to see the process of control with schedules and plans revised through actions that are corrected. The planning-monitoring-controlling cycle is a process that is continuous and these ensure successful project implementation. This process is an integral component of the structure of the organization and it is not something external to the organization. The organization has to first identify and define important elements that has to be controlled and monitored; time scope and cost and the criterion within which they should be well controlled. This view is supported by Frese (2010) who hold that effective project implementation requires continual monitoring and measurement of time, milestones, people and equipment schedules. Properly done schedule control will give the first hint that initial planning may not be going according to schedule. Picking on these hints, one can have an early opportunity to implement a fall-back position and/or re-plan to get back on track. And with regard, however, fostering the highest possible standards of professional competence amongst those whom are responsible; optimizing the use of resources for which they are responsible to provide the maximum benefit to their employing organization; complying both with the letter and spirit

of the law of the country and contractual obligations and by rejecting any business practice which might reasonably be deemed improper (Kapila, 2012).

2.3.3 Vendor Selection Process

The process by which firms evaluate, identify, and contract with their suppliers is called supplier selection. The selection of suppliers takes lot resources from the firm's financial account. However, firms look forward to receiving huge returns from engaging in contract with suppliers. Suppliers are spotted as best assists intangible of any business organization (Muralidharan *et al.* 2012). Tahriri *et al.*, (2012), also argue that the problem of supplier selection is an important issue for affirming an effective supply chain system. In fact, selecting suppliers and evaluating them indicate important roles of buying and management supply functions. Weber *et al.*, (2011), assert that firms successfully cannot produce low cost, high quality products without taking into account careful maintenance and selection of a capable group of suppliers. Lee *et al.*, (2011) and Kumara *et al.*, (2013) attest that selection of the best supplier selection is a sufficient and strategic move for efficient and effective supply chain. Kumara *et al.*, (2012), insist that collaborating strategically with the right and suppliers should be part of an organisation's supply chain to accommodate costs, enhance flexibility and quality to meet end-customers value and decrease time at various stages of the supply chain. Buying and management of support the management of supplier network with respect to identification of supplier selection criteria identification, decision of supplier selection, and supplier performance monitoring (Jose Grardo & Martinez Martinez, 2010). On the other hand, right selection of suppliers ensures long-term linkage of important procurement issue that calls for judicious attention. In Ghana, NGOs have the free will to either use or not use competitive bidding in the procurement and delivery of goods and services. This depends on the specifications given by donors (Sessional Paper No 1 of 2006 on Non-Governmental Organisations Page 13). In the absence of clear guidelines by the NGO Board as to how

competitiveness in the vendor selection process is to be realized, NGOs adopt donor procurement policies and use them through customised procurement practices. According to Gadde and Hakansson (2001), buying from vendors constitutes more than half the total cost of operations in most organisations. Vendor selection is very important factor for the success of any project. This is seen from both the financial and risk mitigation perspectives. According to Michael Porter (1985), evaluation and selection of vendor is a basic component of risk management and continuous improvement of supply processes.

2.3.4 Procurement Negotiation

Theorists do accept certain basic tenets of negotiation though definitions of negotiation vary. Parties who negotiate agree on one fundamental respect; they have a belief that their respective purposes will be better served by entering into negotiation with the other party.

Fisher and Ertel (1995), vehemently argue that in negotiating process parties think carefully about the kind of commitments they are prepared to make. Are they capable of honoring them? How broad should commitments be? When will each party be expected to make good on their promises? Building trust is to create a commitment structure that can be implemented in stages. Parties are willing to make a deal with an opponent when there is an opportunity to demonstrate that each side is honoring their commitments along the way. The key to negotiating a beneficial outcome is the negotiators' ability to consider all the elements of the situation carefully and to identify and think through the options.

2.4 CHALLENGES OF PROCUREMENT PRACTICES

A key challenge for acquisition by organizations is training and development. This includes but not limited to talent nurturing which is the correct recruiting and retention model and occupation method in different ways outside of acquisition (Gocke, 2008). Collectively with finance and dominant and with supply as well as provision of chain management (Gocke,

2008) pay creep together with guaranteeing of price containment makes it a difficult job to manage. To the CPOs, they must have a formidable team with all that is required to work from the end-to-end sourcing as well as the procurement process to make sure prices are within a certain cap. While another team at the opposite complete the supply to manage method and provider attachment to scope creep, contract makes it a problem.

Finally, creating the proper choices in relation to relating the introduction of technology is important to the delivery of optimum sourcing and procurement and this is acknowledged by the CPOs this. The technology that is the back bone of acquisition has improved dramatically in recent years with spent analytics, Supplier & Contract Management, sourcing, workflow, spot buying /tail spend management, savings tracking and budget management etc. Together with all this shared technologies with data and market intelligence will encourage greater effectiveness of better visibility, procurement , improved processes, accurate tracking of savings and accurate audit. More so, it is realized by the CPOs that technology needs to be applied fully establishing a connection between the businesses and the supply market to enable the competent sourcing process whiles also creating an environment where the business user can also buy and bargain with suppliers in a way that is supported. The problem encountered by the CPO is being able to get a simple capital to invest in these technologies and sustaining the high cost required to better enable cost reduction (Clinton, 2014).

2.5 STRATEGIES FOR EFFECTIVE PROJECT PROCUREMENT

Procurement is the accessing supplies, equipment and services accordingly with laws and regulations that are applicable and (USG 1996)—takes place locally, nationally, and internationally between a number of national,local, private, public entities (Rao, et al, 2006).

2.5.1 Stock Sourcing

NGOs that specialize in relief, build-up ready-to-dispatch backlog in places with connection to regions known to be disaster prone (Balcik & Beamon, 2008). Once there is any form of disaster strike, relief organizations plan an immediate initial assessment (within the first twenty-four hours of the disaster occurrence). The amount of supplies needed to meet the relief requirement of the affected region is calculated (Thomas, 2003) together with already placed supplies, Warehouses containing relief items are evaluated and relief items to be bought from vendors are listed which need to be acquired (Balcik & Beamon, 2008).

2.5.2 Tailored Sourcing on Demand and Just in Time

Relief supplies varies in terms of magnitude when it comes to demand, type of materials needed is sometimes not easily determined (Kovács & Spens, 2007). During the response stage supplies needed are ‘pushed’ and during the reconstruction stage the ‘pull’ in sourcing is what is mainly applied. In addition, disaster victims do not intentionally ask for the supplies and so do not intend to buy them again once they have been utilized. Therefore, there is no ‘real demand’ created, as they get the demand through aid agencies as per Long & Wood. Goods can be procured differently that is in bulk or vendor stored, until needed (Russell, 2005) and in procurement of goods local or global suppliers can be considered and vice-versa (Blecken, 2010). When a disaster strikes, it is important that things be done speedily regardless of the cost involved because in providing relief the crucial moment is the first seventy-two hours. Goods are delivered to the affected site as soon as possible. Disaster response is delivered more effectively at reasonable cost and speed after the first 90 to 100 days. Humanitarian organizations start from then on to source relief items locally (Van Wassenhove, 2006).

2.5.3 Stock Sourcing Means

Purchasing from local and regional suppliers is also another approach of disaster response rather than depending on long-distance donations so as to decrease transport costs and speed up delivery (Nikbakhsh & Farahani, 2011). However, there is a tendency of encountering problems with quality when it comes to procuring locally and this may probably lead to shortage in supply. Again purchasing locally does bring competition between organizations and this goes a long way of making relief items really expensive for the relief items (PAHO, 2001). International or global procurement is primarily done to access larger quantities, get lower prices and keep consistent quality. In contrast, delivery times are longer and transportation costs are higher by using global suppliers (Sowinski, 2003). In most cases, humanitarian organizations will have multiple suppliers for each relief effort (Falasca & Zobel, 2011). Humanitarian organizations often purchase relief items from global suppliers through competitive bidding processes (Balcik & Beamon, 2008) in order to provide equal opportunities to all firms interested. However, in cases of huge disasters, when providing goods quickly in large amounts is crucial, tendering techniques are not applied (Taupiac, 2001). In the bidding process, humanitarian organizations first identify potential suppliers, which are able to meet the item and delivery requirements.

2.6 PROJECT IMPLEMENTATION

Lysons and Farrington (2006), espouse that successful project implementation convert a strategic plan into action done to achieve the targeted strategic goals and objectives. According to Brown and Hyer (2010), effective project implementation or success is measured on time, cost and quality (performance), commonly known as the triple constraint. Brown et al., (2010), successful project implementation is measured using cost quality or

performance and time. These indicate the Key Performance Indicators (KPIs). To establish whether or not a project is successfully implemented there is a need to go back to the previous project goals of cost, time, and quality (performance) so as to know the depth of their achievement individually. According to Frese (2010), a successful project take into consideration cost, time and quality delivering. Failing to recognised these means challenged project. Time, cost and project quality are the three basic ingredients for successful project implementation measurement. Lysons and Farrington (2010), say that implementation is converting plans strategically into action and launching on them to obtain the goals and objectives targeted. Very often projects become the heart and soul of all these strategies and successful implementation of project indicate that creating of strategies for a competitive edge has been successful.

2.7 THEORETICAL REVIEW

This section documents the theories of procurement relating to the study. The appropriate theories guiding the study are institutional theory, agency theory, transaction theory and resource based theory.

2.7.1 Institutional Theory

Scott (2004), posit that the composition of institutions is regulative and cultural-cognitive feature as well as associated activities and resources that give meaning to the institution's life. He explains further that institutions govern by three pillars - normative, regulatory and cultural cognitive. The regulatory pillar focus on the use of laws, rules and sanctions as enforcement mechanism and the basis of compliance as expedience. The normative pillar focus on values (preferred or desirable), norms (how things should be done) and social obligation as a complying base. The cultural-cognitive pillar focus on understanding shared beliefs and symbols that are common. This theory is linked to the sustainable implementation

of procurement policy and practice in organizations that serve the public. The theory posit that organizations are culture conscious and that organizations have prevailing climate to support procurement sustainability (Brammer& Walker, 2012). From this theory, regulations and laws governing procurement practices in successful implementation of project. For example, from the Evaluation period, Award, Substantial Completion and End of Defects Liability period of project justifying its implementation. This is gained by considering the procurement practices like procurement planning, supplier selection, contract review and monitoring and evaluation towards project implementation.

2.7.2 Agency Theory

Moreover, procurement involves a minimum of two buyers with one or more vendors competing for the contract and different goals. Nevertheless, agency relationship between the vendors competing and the buyers have number of internal stakeholders with possible conflicting goals. This makes procurement process complex. The internal stakeholders, according to Gull (2010) consist of the citizens, interest groups operating with the county, political leaders, central government, services recipients and the business interest within the county. Agency theory is applied in procurement where procurement department buys on behalf of the principal consisting of departments and sections. Conflict exist between the user departments because they have their specifications and wants, which sometimes are not easily met within the procurement rules, (G.O.K, 2005).

2.7.3 Transaction Cost Theory

Ronald (1937), espoused the transaction cost theory. He argues that organizations are concerned about minimizing search and information costs, bargaining and decision costs, and policing and enforcement cost. Company existence and the approaches to expanding program to the external environment is the bedrock of transaction theory. The theory embraces the symbiotic relation with optimal benefits from each other. There exist chances for more profits

whenever company's operational costs are lower than market costs (Ronald, 1937; Williamson, 1981). In the minds of Williamson (1981), transaction cost is seen as opportunism, core company assets, environmental uncertainty and bounded rationality. The basis of these classifications was the fact that these factors have probability to accelerate transactions costs by making company service dear to acquire. In this regard, it is economically viable evaluating procurement procedures present in an organization to measure cost of institutional, economic, environmental and individual factors in relation to supplier performance in a given NGO.

2.7.4 Resource Based Theory

Resources are inputs into a firm's production process. Examples of such resources are equipment, skills, finance, talented managers, and capital. Resources are either intangibles or tangible. Individual resources yield not advantage competitively. It is the integration and combination of sets of resources that competitive advantages are formed.

The Resource-based Theory (RBT) is a strategic management theory widely used in project management. It explains how resources lead to competitive advantage (Killen *et al.*, 2012). The theory helps to understand the utilization of available resources, select our suppliers, do contract reviews to accomplishing and implementing effective successful projects.

2.8 EMPIRICAL REVIEW

Macmanus (2002) examined procurement practices affecting the rate of project implementation in the United States, remarking that motivation for implementation was based on expectations of lower purchase prices, reduced transaction and process costs, and increased transaction speed. The researcher also noted that the implementation of

effective procurement practices had led to increased debate about some of the fundamental principles behind public sector procurement, including ‘lower bid wins’.

Altayyar and Beaumont-Kerridge (2016) assessed external procurement factors affecting successful completion of projects among Saudi Arabian SMEs using cross case analysis techniques. The Study found nine(9) external factors relevant to procurement processes and the positive impact they have on projects embarked on by the SMEs. The factors were government support, own postal addresses and delivery service, providing secure and trustworthy online payment options, low cost and high speed internet connection, IT-related educational programs, supplier’s willingness and readiness to participate or exert pressure, competitor’s pressure, policy and regulations and Business and national culture of the country.

Mambo (2015) investigated procurement procedures influencing implementation of government projects in Kenya using the linear regression model. The Study found out that staff training contributes the most to the implementation of Kenyan projects, followed by IT infrastructure then suppliers’ capacity while top management commitment contributed the least to the implementation of e-procurement. Oketch and Moronge (2016) assessed the determinants of project implementation among Kenyan Corporations within the Ministry of Finance. The Study concluded that lack of employee competence hinders smooth adoption of efficient procurement processes in the public sector and also, the inadequate legal framework concerning procurements within the public sector was a challenge to successful projects.

Chebii (2016) assessed the determinants of successful implementation of e-procurement in Zimbabwe using the Multiple Regression Technique. The study found out that technology,

government support and supplier responsiveness have a positive significant effect on project implementation.

Ghartey (2014) evaluated the capacities of Municipal assemblies in Ghana to adopt e-procurement. The Study found out that none of the Municipal Assemblies as at that time had the capacity to fully integrate internet tools and platforms to replace the traditional procurement processes, which led to the delay of most projects.

Finally, Owusu (2014) assessed the readiness of public procurement entities in Ghana for project works. The Study identified some procurement challenges which hinder the smooth implementation of projects in Ghana. Some of the challenges identified were as follows; end-user uptake and training, supplier adoption, lack of procurement implementation strategy, costly technical solutions and lack of management support.

2.9 CHAPTER SUMMARY

The chapter documented the overview of procurement, procurement practices used by organizations today, theories – agency theory and transaction theory that are aligned with the current study. There was a discussion on the challenges and strategies for effective project procurement as well as some empirical studies done in relation to the research at hand.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The chapter focuses on the research method, approach and strategy. It gives details to the study area, research methods, approach, strategy, target population, study population, sample size and technique, validity and reliability of instrument.

3.2 STUDY AREA

Upper East Region, specifically Bongo District was chosen for this study because as indicated by Ghana Living Survey (2016), the three Northern Regions are the deprived regions in Ghana. These regions lack basic social amenities. This reason has resulted in local and international NGOs springing up in the three Northern Regions with majority of these organisations situated in Bongo District.

3.3 RESEARCH METHODS

Methods used for the study were questions designed for respondents, data collection procedure, analysis and interpretation. The study designed closed ended questions to correctly sieve out the answers needed for analysis and interpretation. Data was collected from primary sources and the instrument used for the study was structured questionnaire. Analysis was done using SPSS followed by quantitative interpretations.

3.4 RESEARCH APPROACH

The study adopted quantitative approach to assessing the procurement practices, challenges and the strategies for effective project procurement among NGOs in Upper East Region

Regarding the quantitative nature of the study, deductive method of reasoning was used to understand the challenges and the strategies of project procurement among NGOs in the Bongo District. According to Trochim (2006), deductive reasoning moves from the general to the specific in that arguments are based on rules, laws and are widely accepted principles.

3.5 RESEARCH STRATEGY

Survey design was used for the study. According to Orodho, (2009a), survey helps in collecting data from individuals of a population to ascertain the recent status of the population in relation to one or more variables. Survey, for that matter was a good strategy for this study because it enabled the researcher to obtain information that explains the current situation in procurement.

3.6 TARGET POPULATION

Population, according to Mugenda and Mugenda (2003), is total number of group of individuals or items having similar characteristics and are considered under fields of inquiry. Therefore, the target population for the study were twenty-three (23) NGOs in Bongo District in the Upper East Region.

3.7 STUDY POPULATION

Ruben and Babbie (1989), explains the study population as the sum total of all elements from which the sample is actually selected. In this regard, the study population for this study were twenty three (23) NGOs and the researcher was able to get the information through censorship

3.8 SAMPLE SIZE AND SAMPLING TECHNIQUE

In all, the study used forty six (46) procurement experts from the twenty three NGOs, which is two respondents from the procurement department of each NGO as respondents. The study used purposive sampling technique to sieve information from the respondents based on two reasons: first, easy selection and identification of individuals or groups of individuals that are competent and well versed in information with a phenomenon of interest (Cresswell et al., 2011). Second, the importance of willingness and availability to participate, and the ability to communicate experiences and opinions in an expressive, reflective manner, and articulate (Bernard, 2002).

3.9 VALIDITY OF RESEARCH INSTRUMENT

Three (3) to five (5) respondents were used as pre-test to ensure increase validity, understanding, difficult questions and respondents' willingness to respond to questions (Ghauri et al., 2005; Orodho, 2012). Pre-testing made language clearer and tested accuracy and sustainability of instrument. Pre-test respondents were selected randomly from the targeted population. Questionnaire were given to procurement experts to cross check whether or not procurement issues were outlined to ensure content validity. Their corrections together with those from the pre-test were incorporated in the final questionnaire.

3.10 RELIABILITY OF RESEARCH INSTRUMENT

Best (1981) defines reliability as the quality of consistency that an instrument demonstrates over time. Use of questionnaire were reliable as it brought with it uniformity of questions to respondents both in their number and language construction.

3.11 CHAPTER SUMMARY

This chapter described the step-by-step procedures by which data acquired and required for the study is gathered. It covered the research methods, approach, strategy, population, sample and sampling techniques, and research instruments, data collection procedure, instrument validity and instrument reliability.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF DATA

4.1 INTRODUCTION

The chapter presents analysis of data and the discussion of the findings. The aim of the study was to assess procurement practices among Non-Governmental Organisations funded projects in Ghana was the main idea of the study and to do that specific objectives were raised to provide the needed solution to the study. The analysis presented the views of the respondents regarding the topic and this has been expressed below:

4.2 PRESENTATION OF DATA

The data collected from the respondents have been expressed and analyzed below in various forms such as figures, tables and pie chart to provide easy understanding on the study. The entire analysis was divided into four main sectors which were the demographic data analysis, methods of procurement used by NGOs, challenges confronting NGOs in selecting a particular procurement method and suggested strategies to overcome the challenges. Details on each of the stated categories have been presented below.

4.2.1 Analysis of Demographic Data

The demographic data describes the kinds of individual that were considered for the study being male or female, their ages, years of experience and educational level. The essence of these variables was to enlighten the research on how well the respondents can contribute meaningfully to the topic understudy. The results have been analysed below

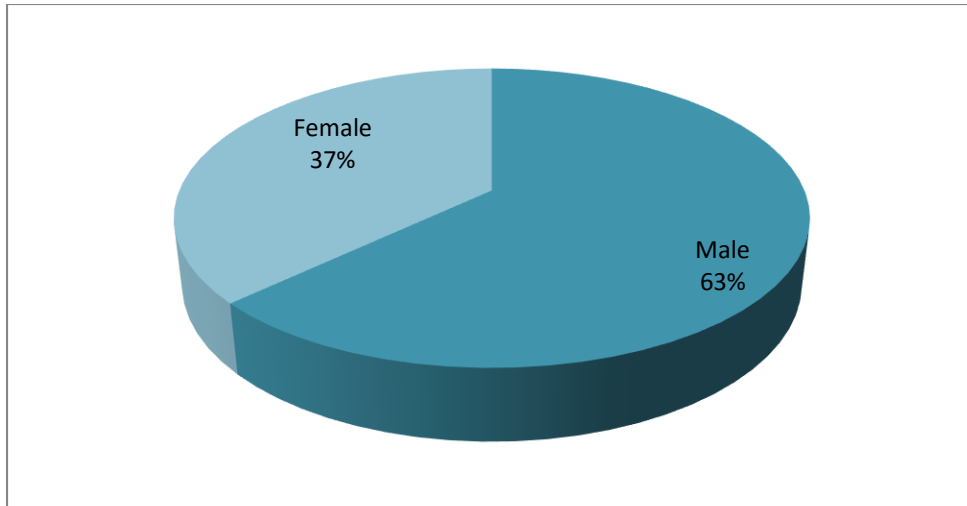


Figure 4.1 GENDER OF THE RESPONDENTS

Source: Field Survey, 2018

The gender distribution of the study has been captured in the figure 4.1 above and it showed that out of a total number of 46 respondents, 29 of the respondents depicting 63% were males while the 17 depicting 37% were female. This implied that most of the respondents were male. According to Brown and Hyer (2010) formation of NGO is a risk venture and female are sceptical in forming NGOs and that has reflected in the result above.

Table 4.1: Distribution of Age

Ages in years	Response	Percentages of age (%)
21-25	8	17.40
26-30	13	28.26
31-35	15	32.62
36-40	3	6.52
41-50	2	4.33
50 and above	5	10.87
Total	46	100.0

Source: Field Survey, 2018

Table 4.1 covered the age distribution of the respondents and from the result it showed that 8(17.40%) of the respondents were aged between 21-25 years, 13(28.26%) of the respondents were aged between 26-30, 15(32.62%) of the respondents were aged between 31-35 years. 3(6.52%) of the respondents aged between 36-40 years, 2(4.33%) were aged between 41-50 years and lastly 5(10.87%) of the respondents were aged between 50 above. It can be concluded that majority of the respondents were aged between 31-35 years. This also implied that they are of age and can express their views independently regarding the topic understudied.

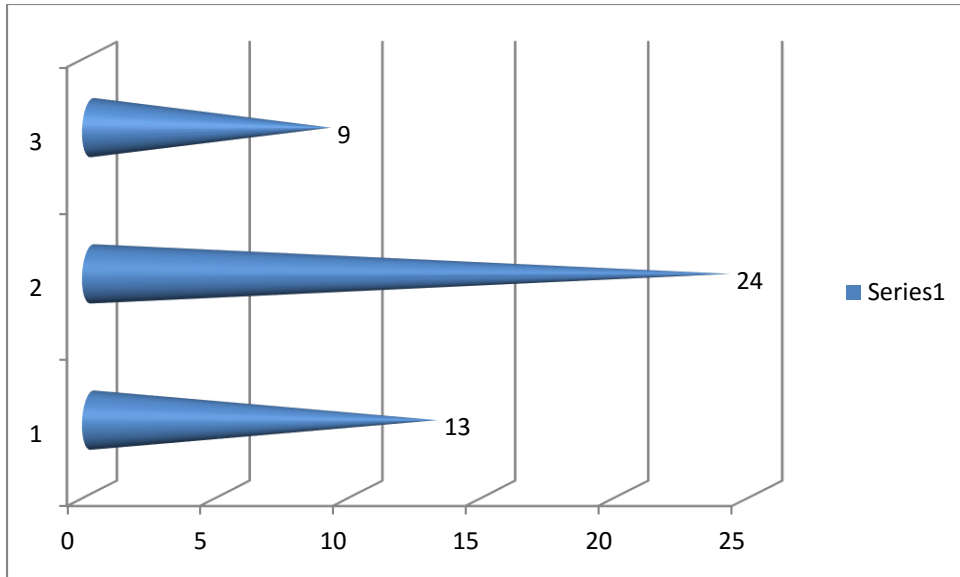


Figure 4.2 Educational Level

Source: Field Survey, 2018

Educational qualification of the respondents has been depicted on the figure 4.2 above. The result showed that 13(28.26%) of the respondents have HND as their educational level, 24(52.17%) of the respondents have degree as their level of education while 9(19.57%) of the respondents have postgraduate degree as their level of education. The result implied that majority of the respondents have degree and postgraduate and can contribute in terms of depth of knowledge to the study.

Table 4.2: Number of years worked with NGO

Number of Years	Frequency	Percentage (%)
Less than 1 year	3	6.52
1-3 years	17	36.95
3-5 years	19	41.30
5 years above	7	15.21
Total	46	100.0

Source: Field Survey, 2018

The next demographic data considered was the working experience of the respondents with NGOs. From table 4.2 above 3(6.52%) of the respondents have less than 1 year and below experience in the NGO activities, 17(36.95%) of the respondents aged between 1-3 years, those who have worked in the organization between 3-5 years were 19 depicting 41.30% and those who worked above 5 years were 7(15.21%) . The result can be inferred that level of experience of the respondents in NGO activities were between 3-5 years.

Table 4.3: NGO SECTOR THAT RESPONDENTS BELONG

Sector of NGO	Frequency	Percentage (%)
Health	10	21.7
Poverty Alleviation	7	15.2
Human right	3	6.5
Social Enterprise	4	8.7
Agriculture	4	8.7
Environment	3	6.5
Child rescue	3	6.5
Education	11	24
Refuge	1	2.2
Total	46	100.0

Source: Field Survey, 2018

There are a lot of operational areas that NGOs invest funding that are obtained. These have been all classified for easier understanding of the kind of operation they are looking at. On the basis of this, the various types of the sectors are categorised under nine main areas; and are displayed on Table 4.3 below.

As shown on the table above, majority of the NGOs representing 24% are into educational projects, proceeded by 21.7% who are much into the area of Health, then Poverty alleviation who constituted 15.2%, 8.7% each on Social enterprise and Agriculture, 6.5% each on environment and child rescue, with the remaining 2.2% on refugee-related projects. This means that Education and Health dominates the plans of most NGOs found within the Northern Region.

Table 4.4.: POSITION IN THE ORGANIZATION

Response	Frequency	Percent (%)
Director	31	67.39
Project coordinator	13	28.26
Project manager/officer	2	4.35
Total	46	100.0

Source: Field Survey, 2018

The results from Table 4.4 above reveals that, majority of the employees 31(67.39%) sampled were Directors of the NGOs, followed by 13(28.26%) who were Project Coordinators, with the least 2(4.35%) who were project officers. Analysis from the study reveals that, Directors of the sampled NGOs constituted the highest frequency count. Hence, it is believed that their ideas and experience on the processes involved in procurement have great influence on this study.

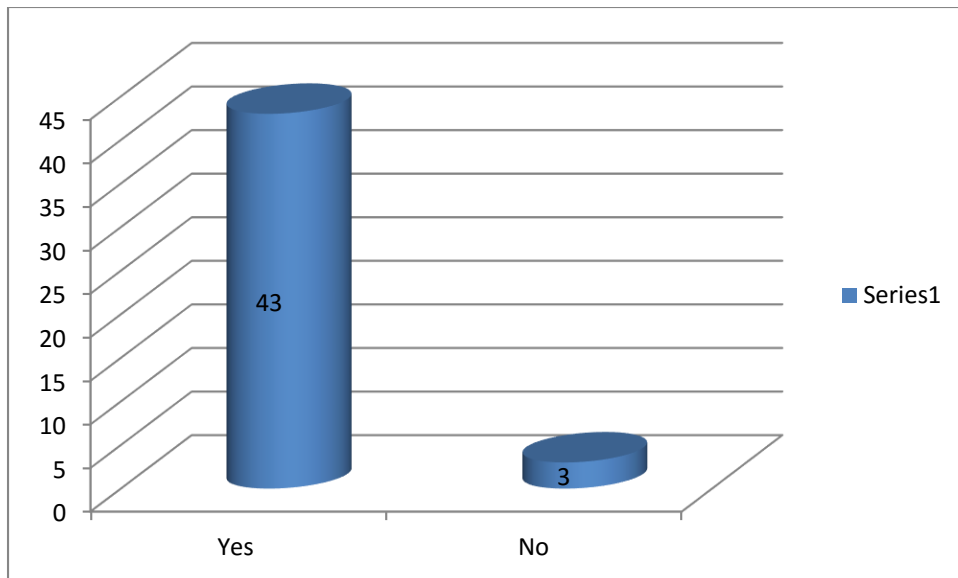


Figure 4.3 AWARENESS OF PROCUREMENT METHODS

Source: Field Survey, 2018

Figure 4.3 showed the result on the awareness of the respondents on the various methods of procurement being employed by the NGOs and the figure showed that 43(93.47%) of the respondents chose yes depicting their awareness of the existence of procurement methods while 3(6.53%) of the respondents disagreed to the existence of various methods of procurement. It can be concluded that respondents were aware of the various methods of procurement.

Table 4.5 COMMON PROCUREMENT METHODS

TYPE OF PROCUREMENT	RESPONSES						
	SD	D	A	SA	Mean	Standard Deviation	Rank
Vendor Selection	8	2	30	6	11.5	12.55	1 st
Procurement Negotiation	3	5	27	10	11.25	10.99	2 nd
Contract Monitoring and Control	6	7	26	6	11.25	9.84	3 rd
Procurement Planning	4	6	20	16	11.5	7.72	7 th
Two stage tendering	14	5	19	8	11.5	8.79	5 th
Open Tendering	13	10	21	4	11.25	8.65	6 th
Single Source	8	7	23	8	11.25	6.97	8 th
Fixed budget Selection	11	10	20	3	11.25	9.45	4 th

Source: Field Survey, 2018

SD= strongly Agree D=disagree A= Agree SA=strongly agree

Table 4.5 depicted the results on common procurement methods used by NGOs in their procurement practice. To ensure some simplicity in the analysis, the researcher summed the number of respondents that agreed or disagreed with the methods and their mean value and standard deviation to analyse the study.

From the results, vendor tendering was identified as one of the common procurement methods used and this has been depicted by a mean of value 11.5 and standard deviation of 12.55 showing that the respondents agree that vendor tendering was the procurement method used. This presents that, selecting suppliers and evaluating them indicate vital components of

buying and management supply functions. This finding corroborates the finding of Weber et al., (2011) who posited that firms successfully cannot produce low cost, high quality products without taking into account careful maintenance and selection of a capable group of suppliers.

The result expressed that total number of 37(80.4%) respondent agreed with a mean value of 11.25 and standard deviation of 10.99 that procurement negotiation is used. It seems that, the respondents understands that the key to negotiating a beneficial outcome is the negotiators' ability to consider all the elements of the situation carefully and to identify and think through the options, which to a large extent impact significantly on the life of the project.

Some of the NGOs engage in contract monitoring and control as procurement method and the findings revealed that 32(69.57%) of the respondents agreed on using contract monitoring and control in procurement. The mean value of 11.25 and a standard deviation of 9.84 emphasized the view of the respondents on the method. Worth noting is the fact that, this results details the work done by Chandra (2008), which highlighted that monitoring and control is very crucial to implementing success as it compels regular comparison of performance against targets, serves as a search for the causes of deviation and results in a commitment to check adverse variances.

In addition, the views of the respondents were sought on the usage of procurement planning as a procurement method practice in their NGOs and the result showed that 36(78.26%) of the respondents agreed that procurement planning method of procurement was practiced by their outfit and that has a mean value of 11.5 and standard deviation of 7.74. It can be concluded that procurement planning was a method of procurement practiced in NGOs.

Two stage tendering was the next procurement method considered by the researcher and from the result as depicted on the table 4.5 above showed that 27(58.7%) of the respondents agreed on the usage of two stage tendering with mean value of 11.25 and standard deviation of 8.79.

the result showed that most of the respondents are not familiar with the two stage tendering procurement method.

The study further considered open tendering as a procurement process and solicited the views of the respondents regarding it. From the data collected 25(54.4%) of the respondents view open tendering to be a method of procurement practice. The result showed a mean value of 11.25 and standard deviation of 8.65. According to Tahririet *al.*, (2012) open tendering in procurement process makes a choice of a particular method very cumbersome. Tahririet also argue that the problem of supplier selection is an important issue for affirming an effective supply chain system. In fact, selecting suppliers and evaluating them indicate important roles of buying and management supply function. This confirms the findings of the study that vendor selection in procurement process influences procurement method employed by NGOs. Single source procurement method was the next considered and the result showed that 31(67.4%) of the respondents agreed on using single source method and it was reflected with a mean of 11.25 and 9.47 in standard deviation that is to say that single source was a method of procurement used by NGOs.

Fixed budget selection was the next method of procurement method that the study considered and the findings revealed that only 20(43.48%) of the respondents use this method of procurement with 10.75 as the value for the mean and 6.76 as the standard deviation value meaning that majority of the respondents disagree with the usage of the fixed budget selection method. This results may be due to the fact that, expected expenditure set out for projects might not be the same as the expected revenue set out for the project. Hence, this strategy might not be the best option.

Table 4.6 CHALLENGES WITH ADOPTED PROCUREMENT PRACTICES

STATEMENT	RESPONSES						
	SD	D	A	SA	Mean	Standard deviation	Rank
Pay creep	3	7	31	5	11.25	10.45	3 rd
Stakeholder Engagement	8	6	25	7	11.5	9.48	6 th
Supplier –Related Issues	4	15	24	3	11.5	10.44	5 th
Exceeding Budgets	1	3	21	20	11.5	12.23	1 st
Training & Development	2	5	19	20	11.5	10.48	2 nd
Delay in delivery	8	9	23	5	11.25	7.43	10 th
Reputation and brand image	7	11	19	8	11.25	10.45	3 rd
Accepting poor quality for low cost	6	9	23	5	11.00	8.45	9 th
Keeping suppliers in the dark	3	11	21	8	11.25	9.23	7 th
Ignoring the cost of time	11	6	14	15	11.5	8.75	8 th

Source: Field Survey, 2018

SD= strongly Agree D=disagree A= Agree SD=strongly agree

The study considered in the second chapter the challenges that confront NGOs during the procurement process and the findings regarding these challenges have been discussed below

The first challenge identified was risk management regarding procurement. According to the NGOs pay creep regarding procurement of goods and services posed a challenge to the organisations and the views sought regarding the assertion showed that 36(78.26%) of the respondents agreed with a mean value of 11.25 and standard deviation of 10.45 that pay creep was a challenge to the NGOs.

The study also perceived that stakeholder engagement in procurement practices was a challenge that influences procurement method used by NGOs. Sometimes getting all the stakeholders to participate in procurement decision-making meetings and also to agree on a specific procurement method posed a challenge to the NGOs. The result regarding this showed that 32(69.57%) of the respondents agreed with its mean value of 11.5 and standard deviation of 9.48.

Suppliers related issues were also analysed to be a challenge confronting NGOs in the choice of a particular procurement method and the result showed that 27(58.7%) of the respondents agreed that suppliers related issues posed a challenge to NGO procurement. The result also presented a mean value of 11.5 and standard deviation of 10.44.

Another challenge stated was exceeding of budget in the procurement of goods. It was asserted that most NGOs do not stick to budgets presented on procurement and when it comes to method of procurement the NGOs select suppliers whose estimate exceed their budget which also posed a challenge to the best method of procurement to be used by an NGO.

The result as depicted on table 4.6 showed that 41(89.12%) of the respondents opined that exceeding budget in procurement was a challenge to NGOs and this was captured also with a mean value of 11.5 and standard deviation of 12.23. Furthermore, training and development of the workers of the organization influences the choice of a procurement method. The reason being that without due diligences by NGOs in the choice of who they employ and how they upgrade their workers it will affect the procurement process,.

The findings revealed that 39(84.78%) of the respondents agreed with the assertion and it depicted a mean value of 11.5 and standard deviation of 10.48 signifying that challenge of training and development to the sampled NGOs.

Another challenge deemed by NGOs was delay in delivery of supplies. Some of the procuring companies may be awarded the contract but they fail to deliver on time and that could change the programme of the NGO entire. The views of the respondents regarding this assertion showed that 28(60.89%) agreed and that showed a mean value of 11.25 and standard deviation of 7.43. Sowinski (2003) expressed that delivery times of suppliers to NGOs matters in procurement. Most NGOs are humanitarian organisations which supply relief items but then the NGOs become constrained on the procurement method to use when the time for delivery of the goods are long and the means of transportation is higher in cost by global suppliers (Sowinski, 2003). This implied that delivery time affects procurement practice in NGOs. Lack of policy and technology was also identified to influence the procurement process and method used by NGOs.

The results as depicted on table 4.6 on lack of policy and technology as a challenge showed that 27(58.7%) of the respondents shared the same opinion and that was represented with 11.25 being the mean value and 10.45 being the standard deviation. this implied that lack of policy and technology affects the choice of procurement method by NGOs.

In addition accepting poor quality of goods and services for low cost was also considered as a challenge that influence NGOs and 28(60.89%) shared the same opinion with a mean value of 11.25 and standard deviation of 8.45 expressing that accepting poor quality for low cost influences procurement method selected by NGOs.

Risk management was pointed out to be another challenge confronting NGOs in their procurement process. According to the results on table 4.6 above 29(63.04%) of the respondents agreed and that depicted a mean value of 11.25 and standard deviation of 9.23 which reiterated that indeed risk management was a challenge that bothers NGO choice of procurement method.

Table 4.7 STRATEGIES FOR THE CHALLENGES

STATEMENT	RESPONSE						
	SD	D	A	SA	Mean	Standard Deviation	Rank
Setting Limits	3	6	31	6	11.5	12.58	3 rd
Have a centralized system	5	9	25	5	11.25	9.74	8 th
Demand tailored sourcing	3	7	33	3	11.5	14.45	1 st
Careful planning before purchase	7	3	23	12	11.25	8.66	9 th
Get input before final decision	5	7	20	14	11.5	10.45	6 th
Flexible procurement system	3	4	14	24	11.25	11.04	5 th
Stock sourcing	1	2	23	20	11.5	14.45	1 st
Embrace technology	1	2	11	31	11.25	12.34	4 th
Share policy and standards with Vendors	2	4	21	18	11.25	9.78	7 th

Source: Field Survey, 2018

SD= strongly Agree D=disagree A= Agree SD=strongly agree

The third objective of the study focused on strategies which could be employed to curb the challenges that NGOs go through in the procurement process and the choice of procurement method for their purchases. These strategies were suggested and the opinion of the respondents regarding the strategies were sought and the results have been captured in table 4.7 above and discussed in detail below:

The first strategy suggested to help curb procurement challenge of NGOs was the ability to set limits for the procurement. Setting limit was purported to help the NGOs procure within

budget. With this assertion the result showed that 36(78.26%) of the respondents agreed that setting limits will be a strategy to eliminate procurement method challenge.

NGOs having centralized system of procurement processing was also perceived to be a strategy to alleviate procurement challenge that NGOs experience. The result showed that 29(63.4%) of the respondents shared the opinion that having centralised system of procurement will help curb the challenge and that showed a mean value of 11.25 and standard deviation of 9.74. this implied that centralised system of procurement was a good strategy for choice of procurement method.

The study further perceived that NGOs having a clearly defined laid down procedure on method and choice of procurement will be a strategy to reduce procurement challenges in NGOs. The result showed that 36(78.26%) of the respondents agreed with a mean value of 11.25 and standard deviation of 14.45 to imply to developing laid down procedure on procurement will be a good strategy.

In addition, careful planning before any purchase in NGO was suggested to be a strategy to alleviate challenges on procurement in NGOs and the findings as depicted on table 4.7 showed that 35(76.1%) of the respondents have agreed with mean value of 11.5 and standard deviation of 8.66 that careful planning before any purchase was a good strategy to deal with procurement challenges in NGOs.

Another strategy perceived to be a solution to the procurement menace of NGOs was input getting before final decision on purchase. The result showed that 34(73.91%) of the respondent agreed that NGOs should get input before taking decision to purchase. This showed mean value of 11.25 and standard deviation of 10.45. Flexible procurement system was also stated to be a strategy to curb the challenge faced by NGOs on the most effective procurement method to use.

From this account the result expressed that 38(82.60%) of the respondents agreed with a mean value of 11.5 and standard deviation of 11.04 depicting that flexible procurement system will help reduce procurement method choice challenge. The study asserted that NGOs are expected to have clear procurement policy with regards to choice of procurement method in case any form of procurement and vendor selection. The views regarding this assertion was sought from the respondents and the findings showed that 43(93.47%) of the respondents agreed on the assertion with mean value of 11.25 and a standard deviation of 14.45 that having clear procurement policy will help the NGOs to have ease of procurement. Frese (2010) believes that those who hold that effective project implementation need procurement policy that are clear and will be continually monitored and measured by time, milestones, people and equipment schedules.

Properly done schedule control will give the first hint as initial planning may not be going according to schedule. It was suggested that all NGOs should embrace technology in their procurement processes in order to have ease of connecting to stakeholders and make the most appropriate choice of procurement method. With this suggestion, the result showed that 42(91.30%) represented by mean value 11.25 and standard deviation of 12.34 of the respondents agreed that embracing technology in the procurement practice of NGOs will reduce problems confronting them. The result implied that NGOs need to embrace technology as strategy in their procurement. Clinton (2014) supported the view that technology was highly needed in good procurement system. It was concluded that investing of technology is important to delivering best-practice procurement so the NGOs embrace it. Support of procurement by technology has transformed in recent times with spend analytics, sourcing, Supplier & Contract Management, workflow, spot buying /tail spend management, savings tracking and budget management etc. (Clinton, 2014). It can be

concluded that embracing technology was a viable strategy of dealing with procurement in NGOs.

Sharing of policy with vendors was also pointed out to be a strategy that could be employed by NGOs with regards to procurement to alert the vendors with the specifications and demands of the NGOs regarding supply of goods/services. The study revealed that 39(84.78%) of the respondents agreed on the assertion with mean value of 11.25 and 9.78 that sharing policy on procurement with vendors will offer solution to the procurement challenges confronting NGOs. This view has been supported by Kumara *et al.*, (2012), who insisted that partnering strategically through sharing of policies with the right and suppliers should be part of an organisation's supply chain to accommodate costs, enhance flexibility and quality to meet end-customers value and decrease time at various stages of the supply chain to reduce procurement challenges. It can be expressed that sharing of procurement policy was a strategy in procurement effectiveness.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The fifth chapter of the study tackled the summary conclusion and recommendation on the thesis. The main vision of the researcher was to assessing procurement practices among Non-Governmental Organisations funded projects in Ghana and from the data collected and analysed, the various procurement methods were identified and the challenges associated with the methods were also assessed. The strategies which can be used to enhance procurement among NGOs were also considered. The findings regarding each of this has been summarised below.

5.2 SUMMARY OF FINDINGS

Assessing procurement practices among Non-Governmental Organisations funded projects in Ghana was the main idea of the study. The findings provide help to understand what the study achieved in a very simplified way.

5.2.1: Procurement Methods applicable in NGOs

The findings of the study revealed that NGOs were privy to the existence of several methods of procurement. These included vendor selection, procurement negotiation, contract monitoring and control, procurement planning, two stages tendering, open tendering, single or sole sourcing and fixed budget selection. The findings revealed that the most practiced procurement method among NGOs were vendor selection, procurement negotiation, contract monitoring and control, procurement planning and single sourcing. The choice of the

procurement method basically depended on the items to be procured, technicalities required, availability of large number of suppliers and timing required for the procurement.

5.2.2 Challenges with adopted Procurement Practices

The adoption of a particular procurement has some form of challenge that accompanies its practiced and the views of the respondents were sought regarding the challenges encountered in practicing procurement methods. The findings revealed that risk management comes with the selection of some of the procurement methods. Also stakeholder engagement in procurement method choice also influences the procurement method practice; the research found that supplier-related issues were also challenges confronting choice of a particular procurement method. Furthermore more exceeding of budgets served as a challenge affecting procurement method practices. Level of damaged goods from the suppliers also posed a challenge to the particular procurement method. In addition delay in delivery, reputation and brand name, idea of accepting poor quality for low cost, keeping suppliers in the dark and ignoring the cost of time involved in purchasing were all pointed out to be challenges confronting procurement method practice by NGOs in Ghana.

5.1.3 Strategies to Surmount the Challenges

Strategies need to be employed by NGOs to overcome the challenges that confront procurement methods practiced by the NGOs and this was looked at in this area of the study. The findings revealed that NGOs setting limits for their procurement was a measure to overcome the challenge of over budget of procurement. NGOs having a centralised system of procurement where all tendering processes will be overseen and supervised by the central system officer was identified to be a strategy that can help surmount the challenges confronting procurement method to practice. In addition NGOs having a clearly defined laid

down procedures to follow when procurement matters arises was an antidote to the challenge of delay in time of suppliers. Furthermore it was found that careful planning before purchasing and ensuring due diligence in the procurement practices was also considered to help overcome procurement practiced challenges. NGOs getting input regarding procurement before final decision to purchase using a specific procurement method were also found to be a strategy to curb the challenges. Having very flexible procurement system was also found as a strategy that can be employed in procurement method choices and practice. NGOs having a clear procurement policy were another strategy found in this study. Utilisation and embracing of technology in procurement practice and sharing the policies and standards with suppliers and vendors were pointed out to be a good strategy of overcoming challenges in procurement practices.

5.2 CONCLUSION

The Conclusion on the study was done by evaluating the findings of the findings of the study with the stated objective to establish if the reason for the study has been accomplished and it was organized in line with the stated objectives of the study. The conclusion drawn expressed the views of the respondents regarding procurement practices among Non-Governmental Organisations funded projects in Ghana.

The first objective examined the level of knowledge on the various procurement methods practiced among NGOs in the Upper East region and the researcher evaluated the findings with the stated objectives to determine if the aim has been accomplished. The study concluded that there were several methods of procurement practices which the NGOs practiced and the choice of a particular practice is influenced by the sector of the NGO, the number of suppliers' available, time of delivery among other factors. The study revealed that

most practiced procurement methods were open tendering, restricted or single tendering, international competitive bidding, request for proposal, two stage tendering, vendor selection, single sourcing and fixed budget selection were all procurement methods that NGOs in the study area used in their procurement. Evaluating this finding with the stated objective it can be concluded that the idea of getting knowledge on the procurement methods practiced by NGOs has been accomplished. Challenges confronting choice of procurement methods was the second objective of the study and the study revealed the various challenges that confronts NGOs in procurement practices. These challenges included risk assessment, stakeholder engagement, supplier-related issues, exceeding budgets, damaged goods and delay in delivery of supplies, reputation and brand image, accepting poor quality of goods and services for low cost, keeping suppliers in the dark and ignoring the cost of time in the procurement process. Evaluating the findings with the objective the purpose of the objective has been accomplished. Strategies to use in overcoming the challenges facing the procurement methods practiced by NGOs and the findings revealed that setting limits, having a centralised system, clearly defined laid down procedures, careful planning before purchase, getting input before final decision, flexible procurement system, having clear procurement policy, embracing technology in procurement and sharing policy and standards with vendors could help eliminate the challenges that NGOs face in procurement. Evaluating the findings with the stated objective it can be concluded that the purpose of the objective has been accomplished.

5.3 RECOMMENDATIONS

Based on the findings of the study, the following recommendations have been suggested by the researcher. It is recommended that all NGOs should establish a centralised system of

procurement whereby all the various branches can come together and deliberate on the best method to use in vendor selection to help reduce the challenges confronting the NGOs.

The NGOs should always plan ahead and invite the all the stakeholders for a meeting to discuss items that need to be procured and also welcome ideas from the stakeholders on the procurement method to use to ensure value for money and quality delivery. It is also recommended that all NGOs in the study area should invest in technology for their operations. It will speed up the procurement process and help them to be well informed about the suppliers and their product quality before taking final decision.

5.4 DIRECTION FOR FURTHER STUDIES

The researcher would like to state emphatically that this study focuses on procurement practises affecting the implementation of projects by non-governmental organizations in Ghana. However, further research can be done on the relationship that exists between procurement practices and project implementation in order to ascertain if adherence to procurement practices significantly impact on the performance of projects. Again, the researcher recommends that future research be extended to other regions in Ghana to investigate whether or not the Northern region is any different with regards to the subject at hand.

REFERENCES

- Altayyar, A., & Beaumont-Kerridge, J. (2016). External Factors Affecting the Adoption of E-procurement in Saudi Arabian's SMEs. *Procedia-Social and Behavioral Sciences*, 229, 363–375. <https://doi.org/10.1016/j.sbspro.2016.07.147>
- Antill, J.M. (1974), "Project management: an overall concept", I.E. Aust, Adelaide, Keynote Address to Project Approaches (2nd ed.). Thousand Oaks, CA: Sage.
- Babbie, Earl R. The practice of social research [Babbie, 1989]. 5th ed. Belmont: Wadsworth Publishing Company, 1989. 1 sv.
- Balcik, B., Beamon, B. M. (2008). Facility Location in Humanitarian Relief. *International Journal of Logistics: Research and Applications*. Vol. 11, No. 2,
- Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human Resource Development Quarterly*, 12(4), 335-361
- Bernard, H.R. 2002. Research Methods in Anthropology: Qualitative and quantitative methods. 3rd edition. AltaMira Press ,Walnut Creek, California.
- Brammer, S. and Walker, H. (2011) sustainable procurement in the public sector: an international comparative
- Blecken, A. 2010. Humanitarian Logistics: Modelling supply chain processes of humanitarian organisations, Bern:Haupt
- Brown, B., & Hyer, N. (2010). Managing Projects: A Team-Based Approach, International Edition, Singapore, McGraw- Hill.
- Chandra, P. (2006). Projects: Planning, Analysis, Review; (667th ed.)
- Chebii, L. D. (2016). Determinants of Successful Implementation of E-Procurement in Public Institutions in Kenya. *International Journal of Economics, Commerce and Management*, 4(4), 1125–1136.
- Clinton.N.(2014).The top 5 challenges for the Chief Procurement Officer: <http://spendmatters.com/uk>
- Creswell, J. (2011). *Research design: Qualitative, quantitative, and mixed methods*. Evidence from India," National Bureau of Economic Research Working Paper 15323.

- Falasca, M. & Zobel, C. W. (2011). A two-stage procurement model for humanitarian relief supply chains. *Journal of Humanitarian Logistics and Supply Chain Management*, 1 (2), 151-169.
- Fengler, W., & Kharas, H. (eds. 2011). *Delivering Aid Differently — Lessons from the Field*. Washington, DC: Brookings Institution
- Fisher, R. and Ertel, D., 1995. *Getting Ready to Negotiate, A Companion Workbook to Fisher, Ury and Patton's Classic Getting to YES*.
- Frese, R. (2003). Project Success and Failures: What causes success, What is failure, and How can you improve your odds for success? Retrieved from http://www.umsl.edu/~sauter/analysis/6840_f03_papers/frese/
- Gadde, L.-E. & Hakansson, H. (2001). *Supply Network Strategies*. Chichester: John Wiley & Sons, 161-186
- Ghartey, P.A. (2014). Evaluation of the Capacities of Municipal Assemblies to Adopt Electronic Procurement with Respect to the Influence of Technological, Organisational and Environmental Factor. A Multiple Case Study of Nine Municipal Assemblies in the Greater Accra. Kwame Nkrumah University of Science and Technology
- Ghauri P, Gronhaug K (2005). Research methods in business studies –
- Gocke. A. (2008). Procurement — Challenges Facing Procurement Organizations: Interview.
- Kagendo, (2012). Effects of Public Procurement and Disposal Act on Procurement in Parastatals in Kenya; Unpublished MBA Project, University of Nairobi.
- Kirkeys, K. (1990). “Storm Warning: Danger Signs During Software Implementation”. *Health Management Technology* 11, (6); pg. 35.
- Kirungu, E. (2011). Factors influencing Implementation of Donor Funded Projects: A Case Study of Financial and Legal Sector Technical Assistance Project. (Masters Dissertation), Available at Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship and Procurement.
- Kothari, C. (2004). *Research Methodology: Methods and Techniques* (2nd ed.). London, Pitman Publishers.
- Kovács, G. & Spens, K. M. (2007). Humanitarian logistics in disaster relief operations. *International Journal of Physical Distribution Logistics Management*, 37, 99-114.
- Kumar et al. April 2012; *Journal of Experimental Biology*

- Lysons, K. & Farrington, B. (2006). *Supply Management*, (7th ed.). London, Pearson Education Limited.
- Macmanus, S. A. (2002). Understanding The Incremental Nature of e-procurement implementation at the state and local levels. *Public procurement* Vol.2, 5-58.
- Malala, A. (2011). Effects of Procurement on Performance of Constituency Development Fund Projects in Kenya: Case Study of Kikuyu Constituency. (Masters Dissertation). Available at Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship and Procurement Management Symposium, South Australian Division.
- Mambo, P. N. (2015). Factors influencing implementation of e-procurement in the national government: a case of the ministry of interior and co-ordination of national government. *Strategic Journal of Business & Change Management*, 2(46), 951–999.
- Meredith, J. & Mantel, S. (2012). *Projects Management: A Managerial Approach*. (8th ed.). Singapore, John Wiley & Sons, Inc.
- Mugenda, O. & Mugenda, A. (2003). *Research Methods: Quantitative & Qualitative Approaches*. Nairobi, Acts Press.
- MURALIDHARAN, K., and V. SUNDARARAMAN (2012): "Teacher Performance Pay: Experimental
NGO Council. (2011). Retrieved August 19, 2015, from
<https://www.kenyaplex.com/businessdirectory/?start=1861andcategoryid=111andlocation=nairobi>.
- Nikbakhsh, E. & Farahani, R. Z. (2011). *Logistics Operations and Management*. London: Elsevier.
- Nyamwoya, E. (2011). Factors Affecting Implementation of projects: A case study of Ministry of Roads. (Masters Dissertation), Available at Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurships and Procurement.
- Oketch, D. A. N., & Moronge, M. (2016). Determinants of E-Procurement Implementation in Kenyan State Corporations within the Ministry of Finance, 3(8), 144–161.
- Oladipo, J. (2008). "Project Planning and Implementation at the Local Government Level: Lessons of Experience" *European Journal of Social Sciences*. Volume 6, Number 4 (2008).

- Orodho, J .A. (2012). Techniques of writing research proposals and reports in education and social sciences. Maseno/Nairobi: KANEZJA HP ENTERPRISES (PDF) *SUSTAINABLE PROCUREMENT: Concept, and Practical Implications for the Procurement Process*. Emerald Publishing Group Limited A practical guide. 3rd edition. Prentice Hall.
- Owusu, D. F. (2014). The Readiness of Public Procurement Entities in Ghana for E-Procurement: Perspective of Procurement Practitioners in the Road Sector in Ghana. Kwame Nkrumah University of Science and Technology.
- Pan American Health Organization and World Health Organization (2001). Humanitarian Supply Chain and Logistics in the Health Sector. Washington: PAHO.
- Porter, Michael E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. New York.: Simon and Schuster.
- Rao, Raja, Peter M, David S. (2006). Procurement Strategies for Health Commodities: USAID, Arlington, Va References
- Reiss, G. (1992). Project Management Demystified: Today's tools and techniques, (1st ed.). London, E & N Spon.
- Russell, T. E. (2005). The Humanitarian Relief Supply Chain: Analysis of the 2004 South East Asia Earthquake and Tsunami. United States: Massachusetts Institute of Technology.
- Saunders, M. (1997). Strategic Purchasing & Supply Chain Management. (2nd ed.). London, Prentice Hall.
- Sowinski, L. L. (2003). The lean, mean supply chain and its human counterpart. *World Trade*, 16 (6), 18-20.
- Taupiac, C. (2001). Humanitarian and development procurement: a vast and growing market. *International Trade Forum*, 4, 7-10.
- Thomas, A. S. & Kopczak, L. R. (2005). From Logistics to Supply Chain Management: The Path Forward in the Humanitarian Sector. Fritz Institute. San Francisco. CA,
- Van Wassenhove, L. N. (2006). Humanitarian aid logistics: Supply Chain Management. Vol.25, No.1, pp 17- 41

- Williamson, Óliver. (1981). The Economics of Organization: The Transaction Cost Approach. *ajis*. 87. 548. 10.1086/227496.
- Wixom, B. (2001). An Empirical Investigation of the Factors Affecting Data Warehouse Success. *MIS Quarterly*, Vol. 31 No. 4 2011, pp.452-

QUESTIONNAIRE

Preamble

My name is Emmanuel Bosu-Prah. I am a final year MSC Project Management student from the Department of Building Technology at Kwame Nkrumah University of Science and Technology, Kumasi. As part of the requirement for the master's degree, I am conducting a research on the topic: **ASSESSING PROCUREMENT PRACTICES AMONG NON-GOVERNMENTAL ORGANISATIONS FUNDED PROJECTS IN GHANA**

The objectives of the study include:

1. To identify the commonly used procurement practices by NGOs.
2. To identify the challenges associated with the adopted practice of procurement.
3. To outline strategies for effective implementation of project procurement practices.

The implication of the findings is for future implementation of project in Ghana especially in the NGO sector and other countries. Information given is for research purposes only and will be kept with confidentiality.

Thank you for your participation and assistance with this study.

SECTION A: DEMOGRAPHY

1. Gender: Male ☐ Female ☐
2. Age Bracket in years
20-25 ☐ 26-30 ☐
31-35 ☐ 36-40 ☐
41 -50 ☐ 51 and Above ☐

3. Highest level of education

Higher National Diploma (HND) ☐

Bachelor's Degree (including honors) ☐

Postgraduate (MA/MSc/MPhil/PhD) ☐

4. How long have you been working with the NGO?

- a. Less than a year ☐ b. 1-3 years ☐
 c. 3-5 years ☐ d. More than 5 years ☐

6. Which sector best describes your NGO?

- a) Health ☐ b) Poverty elimination ☐ c) Human rights ☐
 d) Education ☐ e) Social Enterprise ☐ f) Agriculture ☐
 g) Environment ☐ h) Child Rescue ☐ i) Refugees ☐

7. What is your position in the organisation?

- ☐ Director
☐ Programmes Manager
☐ Project Manager/Officer
☐ Administrative Manager
☐ Communication and Dissemination Manager
☐ Procurement Officer
☐ Field Worker

SECTION B: PROCUREMENT METHODS

7. Have you heard about various Procurement Methods?

- i. Yes ☐ ii. No ☐

a. Common Procurement Methods

Among the procurement practices listed below, which ones have been adopted by your organization?

Indicate based on the scale below;

1	2	3	4
Strongly Disagree	Disagree	Agree	Strongly Agree

Questions	1	2	3	4	5
8. Open tendering					
9. Procurement Negotiation					
10. Contract monitoring and control					
11. Procurement Planning					
12. Two stage tendering					
13. Vendor Selection					
14. Single Source					
15. Fixed budget Selection					

b) Challenges with adopted Procurement Practices

Indicate based on the scale below;

1	2	3	4
Strongly Disagree	Disagree	Agree	Strongly Agree

Questions	1	2	3	4	5
16. Risk Management					
17. Stakeholder Engagement					
18. Supplier –Related Issues					
19. Exceeding Budgets					
20. Training and Development					
21. Delay in delivery					
22. Lack of policy and technology					
23. Accepting poor quality for low cost					
24. Pay Creep					
25. Ignoring the cost of time					

SECTION C: Strategies for the Challenges

Please indicate based on the scale below;

1	2	3	4
Strongly Disagree	Disagree	Agree	Strongly Agree

Question	1	2	3	4	5
35. Setting Limits					
36. Have a centralized system					
37. Clearly defined laid down procedures					

38. Careful planning before purchase					
39. Demand tailored sourcing					
40. Stock sourcing					
41. Have a clear procurement policy					
42. Embrace technology					
43. Share policy and standards with Vendors					

Thank you for taking your time to fill this questionnaire