
Factors Affecting Performance Of The Procurement And Disposal Unit (Pdu) In The Uganda National Agricultural Research Organisation (Naro)

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Abstract**

This study examined the factors affecting performance of the Procurement and Disposal Unit (PDU) in the Uganda National Agricultural Research Organization (NARO). The study sought to investigate the relationship between procurement planning and performance of the PDU, establish the relationship between contract management and performance of the PDU, examine the effect of adequacy of resources on the performance of the PDU and to analyze the relationship between professionalism and competences of the procurement staff and performance of the PDU at NARO. The study employed a sample size of 125 respondents. The results revealed that 61% of the respondents indicated that procurement plans in the PDU impacted positively on performance of PDU while the rest (39%) indicated that the procurement plans did not affect performance. Some respondents (71%) indicated that contract management influences performance of PDU to a great extent and that contract management entails appointment of contract manager, contract implementation plan, contract administration, monitoring and payment. Forty-two per cent of the respondents indicated that there were delays in payments to suppliers and this affected greatly their service delivery. Forty per cent indicated that there was lack of proper controls in management of contracts, and that the user was left alone to manage and monitor contracts; 63% of the respondents indicated that the funds allocated to the departments of procurement were largely inadequate with the rest, 37%, indicating that they were adequate. Professionalism and competence of employees should be promoted and work ethics should be observed in all procurement departments as a fundamental in the success of any organization's performance.

Keywords: Performance, Procurement And Disposal Unit

Background of the study

The World Bank (2011:102) estimates that 75 percent (equivalent to five trillion US dollars) of the world's total annual expenditure is on procurement-related activities. (T. Christopher et al., 2022) recently argued that public procurement plays a significant role in creating a country's wealth, as it accounts for approximately 16% of most countries' GDP. (Allan et al., 2023) examined spending levels in sub-Saharan Africa and found them to be between US\$30 and US\$43 billion in the public procurement market. They advised that due to the size of these budget allocations for procurement activities, well-functioning procurement systems are needed in the region to monitor and ensure that resources allocated to procurement units are being properly spent (Faith et al., 2023). . They found that total spending in the region was at 40% compared to a global average of 12-20% (Kazaara & Christopher, 2023). The public increasingly demanded good governance, proper monitoring and evaluation of public funds, as well as full compliance with established laws and guidelines (NTPA, 2013:5). Quite surprisingly, the United States of America, the largest public purchaser in the world with a procurement budget of over USD 200 billion and more than 21% of the amount involving small and micro enterprises (Winny et al., 2023), is rocked by endless public

protests. procurement management, which forces the government to constantly revise its procurement regulations to redress public grievances.

(Frank et al., 2023) noted that with the increasing allocation of public funds to procurement activities, governments in developing countries have accelerated the structuring of procurement regulations aimed at moving the procurement function from an administrative non-strategic unit to an effective socio-economic unit that is able to influence decisions and add value. However, he agrees with (Oromo et al., 2023), as in the previous paragraph, that although many countries have reformed their procurement regulations, most of them, especially developing countries, still face the problem of rapid changes in procurement requirements. In the same vein, PPDA (2012:5) revealed that while Uganda has been a leader in Africa in the implementation of public procurement reforms that began in 1997 and led to the enactment of the Public Procurement Act 2003 (PPDA Act 2003), The government still loses more than UGX 300 billion annually due to poorly managed procurement processes (Polycarp et al., 2023).

Statement of the problem

The purchasing function has grown in importance in recent decades as purchasing and supply have become a major determinant of a company's success. The enactment of the PPDA Public Procurement and Liquidation Act (2003) and the 2014 Regulations are some of the reforms in Uganda that were meant to promote efficiency, effectiveness, accountability and value for money in public procurement (Faith et al., 2023). In the recent past, NARO has equipped the PDU with some resources, improved its contract management policy and recruited skilled, experienced and qualified staff, in addition to offering training opportunities to user departments, particularly on procurement procedures. All this aimed to improve the performance of the purchasing unit in NARO (Emmanuel et al., 2023). Despite all the above PPDA in its procurement audit 2013-2014 NARO revealed that PDUs do not follow proper procurement procedures, regulations and are unable to determine their effectiveness and efficiency. PDUs still suffer from poor performance characterized by non-compliance with the law, inadequate procurement policy, overspending, poor planning, poor monitoring of contracts, need for greater transparency and accountability, dealing with collusion in evaluation and tendering, inadequate training of procuring officers, especially in technical fields (Wegulo et al., 2023). This affects the overall performance of the PDU in NARO. Therefore, this study sought to point out the factors influencing the performance of PDUs at NARO

Objectives of the study

1. To investigate the relationship between procurement planning and performance of the procurement and disposal unit at NARO
2. To establish the relationship between contract management and performance of the procurement and disposal unit at NARO
3. To examine the effect of adequacy of resources on the performance of the procurement and disposal unit at NARO

Methodology

The descriptive design was used since the study gathered quantitative and qualitative data that described the nature and characteristics of factors influencing the implementation of effective procurement practices (Anwar et al., 2022).

According to Sekaran (2003:26), descriptive research design is a type of design used to obtain information concerning the current status of the phenomena to describe, what exists with respect to variables or conditions in a situation. Correlation research design was used to determine the extent to which two variables are related (Nafiu, 2012). This design uses a statistic known as correlation coefficient to measure the strength and direction of the linear relationship between the involved variables (Lu et al., 2013). The two study designs facilitated towards gathering of reliable data describing the true characteristics of factors affecting the performance of PDU at NARO. The study population for this research comprised procurement officers and other staff in management at all the National Agricultural Research Organization institutes, which have a work force of about 900 employees (Jallow et al., 2021). The target population was only the employees of the NARO from each of the PARIs and ZARDIs.

The employees were categorized as in Table 1.

Table 1: Study Population

Category	Target population	Percentage
Top management	135	15%
Middle level management	261	29%
Low level management	504	56%
Total	900	100%

The sample represents a subset of manageable size. Samples are collected and statistics are calculated from the samples so that one can make inferences or extrapolations from the sample to the population. The sample size of this study was 180 respondents (Olanrewaju et al., 2021b).

Table 2: Sample size determination

Category of respondents	Target population	ratio	Sample size
Top management	135	20%	27
Middle level management	261	20%	52
Low level management	504	20%	101
Total	900	20%	180

To determine the number of respondents, the researcher used the Convenience Sampling technique where respondents were selected from the NARO Institutes without any underlying probability-based section method (Human Rights Data Analysis Group, 2013). Convenience method of sampling was used because scores of employees are not readily available due to the demanding nature of the work carried out by NARO, access to respondents and the extent to which the respondents interact with the procurement process (Olanrewaju & Abiodun, 2021). A total of 180 respondents were chosen to give their opinions by filling the questionnaires. The close-ended questionnaires were used to obtain quantitative data for the research in order to gather information systematically, because of its usefulness and easy usage, and for its timeliness and cost efficiency (Olanrewaju et

al., 2021a). The nature of the questionnaire was also to enable the researcher to gather only relevant data for the study. A total of 180 questionnaires were used and properly monitored so that they are returned. With the questionnaire method the researcher was able to easily reach out to the large numbers of respondents in a short period of time. Data was edited, coded and tabulated, to reveal the percentage scores of the different study attributes (Rasheed et al., 2022). The researcher edited the data collected for accuracy and completeness. Through coding, all answers obtained from different respondents were classified into meaningful categories and this was then tabulated into tables and pie charts to represent findings from the study (Nafiu et al., 2017).

The Pearson's correlation coefficient in SPSS programme was used to establish the relationship between the two variables (Nelson et al., 2022). In presenting the findings, tables and figures were used. The frequency distribution tables were used to tabulate data to show percentages calculated. Quantitative data collected using questionnaires was summarized using descriptive statistics, where frequencies and percentages were calculated. This kind of analysis allows measurement and description of the relationship between two variables Sekeran, (2009:24). The main data collection instruments used to collect data included questionnaires containing open-ended and closed-ended questions with the quantitative section of the instrument utilizing an ordinal scale format (Olanrewaju et al., 2021b). Correlation analysis was used to measure the direction, strength and significance of the relationship between the factors affecting the performance of the PDU at NARO. Correlation research design was used to determine the extent to which two variables are related (Richard et al., 2023). This design uses a statistic known as correlation coefficient to measure the strength and direction of the linear relationship between the involved variables. The two study designs facilitated towards gathering of reliable data describing the true characteristics of factors affecting the performance of PDUs at NARO. Primary data were gathered through the use of questioning method in form of a semi structured questionnaire (open and closed-ended questions). The questionnaires were self-administered to a total of 125 respondents and later picked for analysis (Isaac et al., 2023). Secondary data was collected through the review of both empirical and theoretical literature sourced from books, journals and internet on effective procurement practices. A multiple regression model was then fitted to determine the combined effect that the independent variables had on the dependent variable when acting jointly.

RESULTS

Table 3: Showing summary of the findings of procurement planning

Variables	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
PROCUREMENT PLANNING	75	60	15	12	5	4	25	20	5	4
Procurement planning helps in resource allocation	75	60	5	4	20	16	25	20	0	0
Procurement planning helps to achieve performance	82	65.6	3	2.4	5	4	15	12	20	16
The procurement plan is always integrated with the budgeting	65	52	35	28	10	8	0	0	15	12

Poor procurement planning leads to big budget deficits	20	16	5	4	35	28	65	52	0	0
Procurement planning results into compliance to set procedures	82	65.6	15	12	3	2.4	20	16	5	4
Economies of scale can be gained by proper procurement Planning	20	16	75	60	25	20	5	4	0	0
Mean	75	60	15	12	5	4	25	20	5	4

Source: primary data

From the findings shown in Table 3, 15 (12%) of respondents agreed that procurement planning affected the performance of PDU. 75(60%) strongly agreed, 5(4%) were not sure, 25(20%) disagreed while the remaining 5(4 %) strongly disagreed to the statement that procurement planning affected performance of PDU. This implies that procurement planning had an effect on the performance of PDU (F. Christopher et al., 2022).

Table 4: Showing Correlation results of procurement planning and performance of PDU

	Procurement planning	Performance of PDUs
Pearson correlation	.268	1
Sig.2 tailed	.060	
N	125	125

*. Correlation is significant at the 0.05 level (2-tailed).

According to the results in Table 4, procurement planning and performance of PDU were found to have a significant positive relationship ($r=0.258$, $p<0.05$). Thus, the hypothesis that stated that procurement planning has a significant influence on the performance of PDU is accepted. This implies that procurement planning has a positive effect on performance of PDU (Wegulo et al., 2023).

Table 5: Showing summary of findings of contract management

CONTRACT MANAGEMENT	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
There is proper management of the procurement contracts	75	60	20	25	12	15	5	4	5	4
Most of the contracts entered into are properly managed	16	20	20	25	60	75	0	0	5	4
There is proper contract control in NARO	20	25	15	12	5	4	5	4	60	75

There are enough resources provided for the contract management process	10	8	15	12	35	28	0	0	52	65
Contract management supports performance of PDU at NARO	65	52	5	4	0	0	35	28	20	16
Contract managers monitoring quality assurance (time, cost and quality control)	75	60	15	12	5	4	25	20	5	4
Mean	75	60	20	20.8	12	16	55	8.5	55	23.5

From the findings shown in Table 5, 75 (60%) of respondents strongly agreed that there was proper management of procurement contracts. This implies therefore that contract management influenced performance of PDU (Ngozi et al., 2007). In the presence of uncertainty, therefore, contractual relationships involve a moral hazard problem. In order to overcome this, the organization may transfer risk to the entire unit, but this comes at a price since risk-averse firms will charge a premium for bearing risk.

Table 6: Showing Correlation results of contract management and performance of PDU

	contract management	Performance of PDUs
Pearson correlation	.195	1
Sig.2 tailed	.205	
N	125	125

*. Correlation is significant at the 0.05 level (2-tailed).

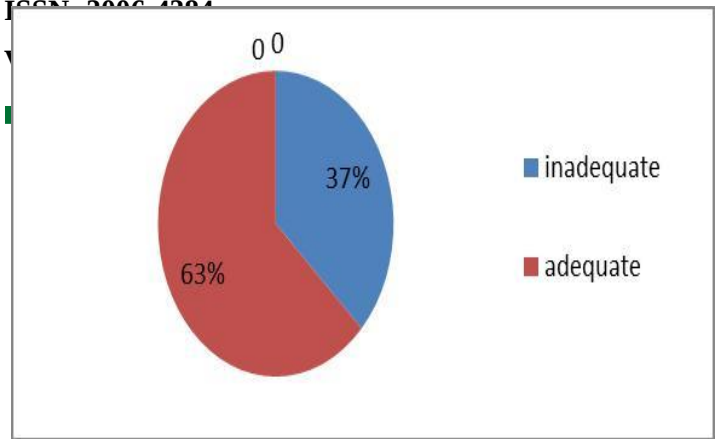
According to the results in Table 6, contract management and performance of PDU were found to have a significant positive relationship ($r=0.195$, $p<0.05$). Thus, the hypothesis that stated that contract management has a significant influence on the performance of PDU is accepted. This implies that contract management planning has a positive effect on performance of PDU.

A regression analysis was conducted and the results are summarized in table below;

Resource Allocation and Performance of procurement and disposal unit at NARO

The study sought to find out whether the funds allocated to the departments of procurement were adequate. From the findings, 87% of the respondents indicated that the funds allocated to the departments for procurement were largely inadequate, with the rest 13% indicating that they were adequate.

Figure 1: Resource Allocation



The respondents further indicated that funds allocation for procurement influence performance of procurement and disposal unit to a large extent.

Table 7: Showing summary of findings on resource allocation

RESOURCE ALLOCATION	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	5
The procurement unit has ensured that the planned resources are procured on time	66	83	10	16	4	3	5	4	16	20
All significant materials to be developed by the contractor are identified before resource allocation	65	52	35	28	15	12	10	8	0	0
Time schedule for the provision of services/works is Estimated	5	4	25	20	5	4	15	12	75	60
Mean	45.3	46.3	23.3	21.3	8	6.3	10	8	30.3	26.6

As shown in Table 7 majority of the respondents, 66 (83%), strongly agreed resources were vital for the operation of the PDU. This is followed by 65 respondents who believe that all significant materials to be developed by the contractor are always identified before resource allocation. This implies that resource allocation is a significant determinant in the performance of PDU. From the findings, the respondents indicated that resource confirmation and resource allocation help to make procurement effective when carried out appropriately.

Table 8: Showing Correlation results of resource allocation and performance of PDU

	resource allocation	Performance of PDU
Pearson correlation	.130	1
Sig.2 tailed	.056	
N	125	125

*. Correlation is significant at the 0.05 level (2-tailed)

According to the results in Table 8, resource allocation and performance of PDU were found to have a significant positive relationship ($r=0.258$, $p<0.05$). Thus, the hypothesis that stated that 59 resource allocation has a significant influence on the performance of PDU is accepted. This implies that resource allocation has a positive effect on performance of PDU.

Table 9: Showing summary of findings on Professionalism of the work force

PROFESSIONALISM OF THE WORK FORCE	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
The procurement officers are well trained	83	66	15	12	4	3	20	16	5	4
The NARO budget does not cater for the training of procurement officers	65	52	35	28	5	4	0	0	20	16
There is sufficient skilled power in the NARO PDU	35	28	20	16	5	4	0	0	65	52
The available procurement officers have the capacity to negotiate contracts	25	20	16	13	5	4	5	4	75	60
The procurement officers follow the available procurement guidelines/laws/regulations	65	52	10	8	15	13	35	28	0	0

Mean	54	34.5	30.3	24	15	16.5	13.5	16	23	25.7

As shown in Table 9, the respondents agreed with the statements that there is sufficient skilled manpower at NARO (4.43). They neither agreed nor disagreed that NARO Budget does not cater for training (3.45). They disagreed with the statement that procurement officers follow guidelines/laws (2.12), procurement officers are well trained. The preservation and development 61 of staff competences are critical issues to these companies. Competences are a part of the company’s intangible resources. Intangible resources and people based skills are pointed out as strategically important resources for gaining a sustainable competitive advantage .This implies that professionalism of the work force is very critical and contributes significantly to organization performance.

Table 10: Showing Correlation results of professionalism of the work force and performance of PDU

	professionalism of the work Force	Performance of PDU
Pearson correlation	.220	1
Sig.2 tailed	.094	
N	125	125

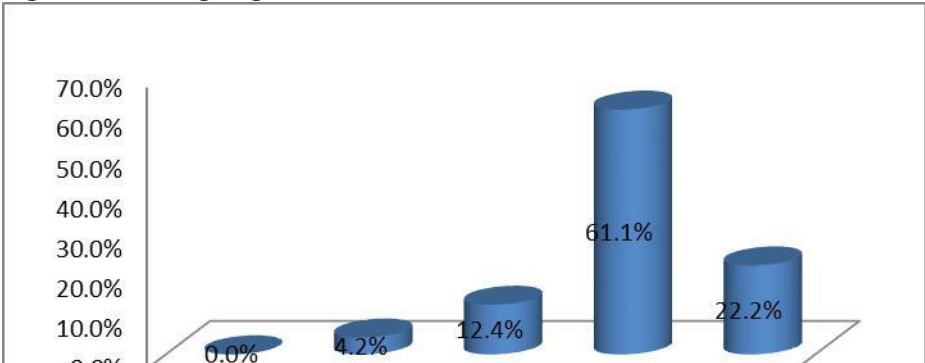
*. Correlation is significant at the 0.05 level (2-tailed).

According to the results in Table 10, professionalism of the work force and performance of PDU were found to have a significant positive relationship (r=0.220, p<0.05). Thus, the hypothesis that stated that professionalism of the workforce has a significant influence on the performance of PDU is accepted. This implies that professionalism of the workforce has a positive effect on performance of PDU. A regression analysis was conducted and the results are summarized in table below;

Organizational Performance

The study also sought to establish the trend of performance of the PDU in NARO Institution in the past five years. The findings are summarized in chart 2.

Figure 1: Showing Organizational Performance



From the findings, 61.1% of the respondents gave feedback that the performance has improved, 22.2% indicated that it has greatly improved, 12.4% said that it was constant, 4.2% said that it had deteriorated while none indicated to it having greatly deteriorated. It can therefore be concluded that the organization performance in private sector has improved over the past five years.

Summary of the Findings

The procurement function plays a key support role in the operations at NARO. The process must be well thought through action plans which are not static. With proper monitoring of projects NARO is assured of efficient and effective service delivery. The main purpose of the study was to establish factors affecting performance of PDU at NARO. The study was conducted through descriptive design with a target population of 900 and 180 respondents were issued with a questionnaire. Data was collected using a structured questionnaire. The four independent variables only contribute about 87.5% to the performance of PDU while other factors not studied in this research contribute 12.5% of the performance of PDU at NARO. From the findings, most of the respondents indicated that the most important factor is procurement planning followed by contract management. This was because good plans result to effectiveness and efficiency in attaining projected results. However, 7% of the respondents indicated that without staff competence the budget allocation and contract management will be useless. The summary of findings on each variable follows:

Impact of Planning on Performance of Procurement and Disposal Unit

The first objective was to establish the impact of Procurement planning on performance of PDU. The results revealed that 61% of the respondents indicated that procurement plans in the PDU impacted positively on performance of PDU while the rest (39%) of them indicated that the procurement plans did not affect performance. This is also confirmed by Rotich (2011). Results indicated that procurement plans are formulated and reviewed bi-annually. From the regression model, a unit increase in planning will lead to a 0.269 increase in procurement performance at NARO. This implies that planning accounts for 26.9 % of variations in performance. Basheka, (2008) in his findings concludes that planning is a process that consists of many steps and the bottom line is that planning is not concerned with future decisions but rather with the future impact of decisions made today.

Contract Management and Performance of Procurement and Disposal Unit

The study found out that the established budget allocations for contracts and contract activity timelines are respected as indicated by all the respondents. 71% of the respondents indicated that contract management influences performance of PDU to a great extent and that contract management entails planning, organizing, control and directing payments. 42 % of the respondents indicated that there were delays in payments to suppliers and that this

affected greatly on their service delivery. 40% indicated that there was lack of proper controls in management of contracts and that the user was left alone to manage and monitor projects. The study also found out that 54% of the respondents were not aware of any project progress reports filed with management. From the regression model, a unit increase in contract management will lead to a 0.233 increases in performance of PDU at NARO. Implying contract management accounts for 23.3% of variations in performance. The study further reveals that contract management entails planning, organizing, control and directing payments and when a partial assignment of the contract is completed means contract management affects performance of PDU. The respondents added that to avoid delays in supply and provision of services, timelines have to be respected. Work plans and contract periods have to be respected since most projects would have overruns.

Resource Allocation and Performance of Procurement and Disposal Unit

From the findings, 87% of the respondents indicated that the funds allocated to the departments for procurement were largely inadequate with the rest 13% indicating that they were adequate. The respondents further indicated that funds allocation for procurement influence performance to a large extent. Even though there was inadequacy of funds allocated to the PDU, resource confirmation and resource allocation helps make procurement effective when carried out appropriately. From the regression model, a unit increase in Resource allocation will lead to a 0.172 increases in procurement performance at NARO which implies that resource allocations accounts for 17.2 % of variations in procurement performance.

Professionalism of the workforce and Performance of Procurement and Disposal Unit

From the findings, 34% of the respondents indicated that the procurement staff had the necessary skills and experience to carry out procurements effectively and that the staff competences influence performance of PDU to a large extent. From the regression model, a unit increase in staff competence will lead to a 0.201 increase in performance at NARO, which implies that staff competence accounts for 20.1% of variations in performance of PDU. Procurement staff competences affect performance both for procurement unit and to the whole operation of NARO in the sense that experienced staff carry out duties in a professional manner and reduce wastage of resources. The respondents indicated that effective and efficient procurement process can only be achieved by proper planning by competent staff else there would be flaws in the process. Competent staff would ensure that items services are procured as and when the need is expected.

Conclusions from the study

Impact of Planning on Performance of Procurement and Disposal Unit

The study concludes that Planning positively affected performance of PDU at NARO. The purpose of planning is to be able to utilize the available resources to achieve the overall objective. Planning explains about 27% of the variations in procurement performance while resource allocation, staff competence and contract management explain 17%, 20% and 23% respectively variations in procurement performance of NARO. The study further concludes that preparation of annual procurement plans, frequency of formulation of procurement plans and the evaluation of the same contributes to the ministry's procurement performance. The most important factor was found to be procurement planning followed by contract management as pointed out by most of the respondents. This was because good plans result to effectiveness and efficiency in attaining projected results.

Contract Management and Performance of Procurement and Disposal Unit

The study found out that there was poor contract management at NARO characterized by delays in payments to suppliers which hampers greatly on their service delivery, lack of proper controls in management of contracts where the user was left alone to manage and monitor own projects without involvement of procurement function. Similarly, the study found out that there were no project progress reports filed with management. The study further reveals that contract management entails planning, organizing, control and directing payments and when a partial assignment of the contract is completed it means contract management affects performance of PDU. The respondents added that to avoid delays in supply and provision of services, timelines have to be respected. Work plans and contract periods have to be respected since most projects would have overruns.

Resource Allocation and Performance of Procurement and Disposal Unit

The study concludes that resource allocation positively affected performance of PDU at NARO. From the regression model, a unit increase in resources allocation will lead to a 0.172 increases in procurement performance at NARO which implies that resources allocation accounts for 17.2 of variations in procurement performance. Even though there was inadequacy of funds allocated to the PDU, resource confirmation and resource allocation helps make procurement effective when carried out appropriately.

Professionalism of the workforce and Performance of Procurement and Disposal Unit

From the findings the study concludes that staff competences affect greatly the efficiency of procurement function at NARO. Hence employees need to acquire core competences like knowledge, skills, experience and abilities to enhance public procurement function efficiency in public institutions in Uganda.

The study concludes that competent staff are effective, efficient and provide solutions to the procurement problems while incompetent staff would be ineffective and inefficient, thus contributing to poor performance for the organization. Finally the respondents indicated that effective and efficient procurement process can only be achieved by proper planning by competent staff else there would be flaws in the process. Competent staff would ensure that goods, services and works are procured as and when the need is expected. From the regression model, a unit increase in staff competence will lead to a 0.201 increases in performance at NARO which implies that staff competence accounts for 20.1% of variations in performance of PDU. Procurement staff competences affect performance both for procurement unit and to the 78 whole operation of NARO in the sense that experienced staff carry out duties in a professional manner and reduce wastage of resources.

The study concludes that Planning, contract management, resource allocation, Professionalism of the workforce positively affected performance of PDU at NARO. The purpose of planning is to be able to utilize the available resources to achieve the overall objective. Planning explains about 27% of the variations in procurement performance while resource allocation, staff competence and contract management explain 17%, 20% and 23% respectively variations in procurement performance of NARO.

Recommendations

Planning and Performance of Procurement and Disposal Unit

This study established that planning positively affects performance of Procurement and disposal units to a large extent. The study recommends that plans are not static and that preparation of annual procurement plans should be participatory, frequently reviewed so as to improve on NARO's performance in procurement section.

Contract management and Performance of Procurement and Disposal Unit

For the success of the contracts under execution, the management of NARO should ensure that proper mechanisms for project monitoring and evaluation are put in place with the input of procurement personnel and the user department with progress reports thereon escalated for necessary action. The study further recommends that decisions on outsourcing, establishing long-term contracts and contacts with certified and or preferred suppliers, adopting a supplier strategy based on multi-versus single sourcing, making investment decisions and related to policies concerning transfer pricing and intercompany suppliers should be made.

The study recognized the need to review legislations to ensure compliance with the international procurement systems requirement. In light of this, the study recommends that the current legislation be reviewed to eliminate the loopholes hindering procurement efficiency. It is also recommended that the bodies entrusted with public procurement regulatory function should endeavor to ensure strict adherence to the Public procurement and Disposal Act (2003) and its regulations.

Resource Allocation and Performance of Procurement and Disposal Unit

Public institutions need to adopt a culture of transparency and fairness so as to reduce corruption and restore public confidence, the study recommends the training of staff on change management and involving them in key decision making so as to reduce resistance to change and associated unintended consequences. Bureaucracy in public intuitions affected the procurement function efficiency, hence there is need to streamline government operations by eliminating non value adding procedures.

The institutions should also adopt e-procurement and use of electronic systems to manage internal operations such as inventory management. A sustainable procurement policy should be put in place by the management. This would ensure enforceability of sustainable procurement practices. The study also recommends that Supplier appraisal criteria which incorporate sustainability aspects should be formulated and used as a guiding tool.

Suppliers should be judged on criteria that include price. Other factors which should be considered include: the speed with which supplies are delivered; the reliability of the supply; the quality of the goods or services provided; the balance between price, quality and reliability and the financial stability of the supplier.

Professionalism of the workforce and Performance of Procurement and Disposal Unit

The study recommends that procurement officers be employed with professional qualification and they be trained continuously on procurement issues so as to develop their careers. The study further recommends that the procurement staff acquires the relevant skill and experience in procurement so that they can be able to make the right decisions. Suppliers developed through supplier partnerships and training need to be enhanced because the study established that it affects the efficiency of the procurement function in public institutions.

Equally, management of the procurement process should be administered by qualified, competent and experienced procurement professionals. This will not only help maintain good procurement standards but also will help achieve high levels of efficiency and effectiveness. In addition, to avoid delays in supply and provision of services, timelines have to be respected since most projects would have overruns. Employees should be trained on sustainable procurement concept, and regular refresher courses should be put in place so as to enhance the skills and knowledge for effective sustainable procurement practices.

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