



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF PROCURMENT PRACTICES ON PROJECT IMPLEMENTATION
IN CARE ETHIOPIA**

BY

AYENEW FAKADU

MAY, 2018

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DECLARATION

I, the undersigned declare that this thesis is the result of my independent research work on the topic entitled: “The Effect of Procurement Practices on Project Implementation in Non-Government Organization, the case of CARE Ethiopia” in partial fulfillment of the requirements for the Degree of Master of Business Administration in General Management at St. Mary's University School of graduate studies. It is my original work and all the references used in the study are acknowledged.

AynewFakadu _____

Name

Signature & Date

DEDICATION

This thesis is dedicated to my family and friends for their encouragement and continuous support all through MBA Program and especially during this research.

CERTIFICATION

This is to certify that AyenewFakadu has carried out his research work on the topic entitled “The Effect of Procurement Practices on Project Implementation in Non-Government Organization, the case of CARE Ethiopia” under my guidance and supervision. Accordingly, I hereby assure that his work is appropriate and standard enough to be submitted for the award of Master of Degree in Business Administration.

Name of Advisor

Signature and Date

Mohammed Mohammednur(Asst. Professor)

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LIST OF ACRONYMS/ABBREVIATIONS

ANOVA.....	Analysis of Variance.
CARE.....	Cooperative for Assistance and Relief Everywhere.
DANIDA.....	Danish International Development Agency
EFPPPA.....	Ethiopian Federal Public Procurement and property Administration Agency.
EU.....	European Union.
GDP.....	Gross Domestic Product
ICT.....	Information Communication Technology
IFC.....	International Finance Corporation.
KPIs.....	Key Performance Indicators.
NGO.....	Non-Governmental Organization.
SIDA.....	Swedish International Development Cooperation Agency
SNNPR.....	Southern Nations, Nationalities, and Peoples Region
SPSS.....	Statistic Package for Social Science.
UNOPS.....	United Nations Office for project services.
USAID.....	United States of America Aid for Development.
VIF.....	Variance Inflation Factor

ABSTRACT

The main purpose of the study was to evaluate the effect of procurement practices on project implementation in CARE Ethiopia. Procurement practices include Procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics. Descriptive and Explanatory research design was used to examine the relationship between procurement practices and project implementation of the case organization. Both quantitative and qualitative research approaches were used in the study. Target population of the study was 120 employees of CARE Ethiopia working in Addis Ababa head office. The whole Population (Census) was used for the study. Primary data and secondary data were used as a source. Questionnaires were distributed to 116 employees of the organization and interview was conducted with four management staffs of the organization to gain the management's view and make the data more comprehensive. The collected data were summarized and analyzed using descriptive and inferential statistics using SPSS version 20. The result is then presented in the form of tables and figures followed by discussion for further interpretation on the findings. The major research findings were all the independent variables of procurement practices were found to have a positive and significant correlation with the dependent variable which is project implementation. The ANOVA test result showed that, the model fit significantly. The multiple linear regression analysis revealed that, all the independent variables (Procurement planning, vendor selection process, contract Monitoring and control, adoption of information communication and procurement ethics) have statistically significant relationship to predict project implementation. Procurement planning and vendor selection process accounts the largest share to explain the variation of project implementation. The study recommends that the organization should enhance their procurement practices in order to become more efficient in their project implementation.

Key Words: Procurement, procurement Practices and project implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurement is the process of obtaining goods and services from the preparation and processing through to receipt and approval of the invoice for payment (Chopra & Meindl 2005).

Procurement is a crucial element in the working functions of any organization. It is the process in which public or private organizations buy supplies or services to fulfill various functions such as shelter, transport and need for infrastructures, among many others (Trepte 2004).

Procurement practices commonly involves purchase planning, standard determination, specification development, supplier search and selection, value analysis, financing, price negotiation, making the purchase, supply contract administration, inventory control and disposal and other related functions (Saunders 1997).

Procurement is directly linked to program/project activity and also to cash budgets. Please be aware that developing a procurement plan is essential to your project's success (Girma 2016).

Chandra (2008), a project is an investment activity that involves a current or future outlay of funds in the expectation of a stream of benefits extending far into the future. Project implementation on the other hand refers to the process of actualizing the investment plan by putting certain specific actions and structures in place in order to operationalize the investment dream and subsequently derive the targeted benefits from the project.

Lysons and Farrington (2006), support the view that successful project implementation is about converting a strategic plan into action and doing what needs to be done to achieve the targeted strategic goals and objectives. According to Brown and Hyer (2010), effective project implementation or success can be measured on the basis of time, cost and quality

(performance), commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality (performance) and be able to measure the extent of their individual achievement. This model is premised on the principle of interdependency, whereby each constraint affects the others. For example, if a project requires more time, the cost is likely to rise. Likewise, a higher performance may lead to increased project cost.

Donor organizations and development agencies view projects as important vehicles to achieving stipulated objectives and targets Peter and Jane (2015). According to Antill, (1974), cited in Peter and Jane (2015), 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.

Brown & Hyer (2010), explain that projects possess certain characteristics that distinguish them from any other activity in the organization. These include the fact that projects are temporary-meaning that any project will have a start date and end. Projects implemented by NGO's involve the use of donor funds to achieve specific objectives for the benefit of the public.

The procurement planning and tendering processes had impact on duration taken to execute works, services or goods to be delivered as well as quality and cost of the acquired goods, works or services (Peter and Jane 2015).

According to the Federal Democratic Republic of Ethiopian Charities and Societies Agency, NGOs found in Ethiopia are licensed and regulated by Ethiopian Charities and Societies Agency. Organizations supplement government efforts to improve the living standards through implementation of diverse donor funded projects. However, majority of

such donor funded projects often run in to hurdle in the course of implementation. Most of these hurdles relate to procurement policies and the need to adhere service delivery.

Public entities are required to adopt and adhere to the procurement policies and regulations as stipulated in the public procurement regulations, NGOs do not ascribe to the public procurement regulations. Instead, NGOs are free to adopt procurement policies as set by different donors.

This means there cannot be uniformity in procurement practices of such NGOs and as a result, execution of common procurement procedures often yields varying degrees of success in project implementation (Peter and Jane 2015).

According to Bob Engel (2011) cited in (Grace 2014), the direct link of operational efficiency, and particularly the supply chain, to the overall organizational performance therefore, makes the adoption of best practices crucial to today's organizational success. The study of best procurement practice and how they can be effectively integrated into the organizational strategy is therefore valuable to today's business leaders.

According to Kovac&Spens(2007) cited in Ngoto and Kagiri(2016), Non-governmental organizations (NGOs), like many other companies, are oftentimes faced with the challenge of managing their supply chains with decreasing financial resources, a lack of expertise, and insufficient personnel. Most of these companies are surprised to learn that use of best practices in procurement processes can actually help them operate more efficiently while reducing their operating costs by as much as 60%.

Several researches have already been carried out on procurement at public organization and profit making organization. Ngugi and Mugo (2012) analyzed the effect of procurement activities on the operation and effectiveness of public sectors in Kenya. According to Andrew (2011), published a research report that presented a comprehensive industry-wide view in to what is happening in the world of procurement today by drawing an experience,

Performance, and perspective of nearly 250 chief procurement officers and other procurement executives. The report included the main procurement performance and operational benchmarks that procurement leaders use to gauge the success of their organizations.

Lloyed (2004), examined supply chain management practices and its effect on performance at Kassapreko Company limited as indicated that supply chain management practice had significant influence on Kassapreko Company limited business performance. Nantage (2011) asserts that strategic procurement management has a direct impact on the financial performance of Banks in Uganda.

At country level, a study was conducted by Sisay (2015), on the impact of public procurement on project operational performance in case of three federal institutions. The study concluded that procurement planning, procurement control and monitoring impacted project operational efficiency. Though Sisay studied on two variables of procurement practices and project operational efficiency, he didn't look in to other variables which affect the project implementation. While Worku (2014) studied on the effects of public procurement on public financial management and he concluded that ministry of Education of Ethiopia is not considering the best value for money principles in public procurement while they are making procurement decision. However, there is lack of studies on the effect of procurement practices on project implementation in non-governmental organizations. This indicated the research gap. Therefore, this study is intended to analyze the effect of procurement practices on project implementation on non-government organization.

Against this background, this study was carried out to investigate the effect of five core procurement practices: Procurement Planning, Vendor selection process, Contract monitoring and control, adoption of information communication, as well as procurement ethics on project implementation by CARE Ethiopia. It is hoped that the study's finding was informed to top management and project managers, procurement manager of CARE Ethiopia on how to structure procurement policies and procedures for better results.

The study was conducted in CARE Ethiopia which is a non-government organization started its implementation in Ethiopia in 1984 G.C in response to the famine in the country. Since then, CARE Ethiopia has gone through tremendous transformation; from humanitarian response to development.

1.2 Statement of the Problem

According to Kagendo(2010) cited in Peter and Jane (2015),Major international development partners such as the world Bank,USAID,EU,IFC,DANIDA,SIDA and others exert enormous influence on national and international approaches to project development and implementation. Studies show that there have been important procurement-related challenges that lead to poor project implementation, and this is a global phenomenon. Chandra(2008) asserts that time and cost over-runs of projects are very common in India, particularly in the public sector, which often culminate in projects be coming uneconomical, and resources not being available to support other projects. This affects economic development. This view is supported by Oladipo(2008), in a study on local government projects in Nigeria, in which he identifies four key constrains to effective public projects planning and implementation, namely; inadequate quality manpower, scarcity of data, inadequate finance and poor project monitoring. The consequences of gaps in implementation are obvious and unlimited ranging from wastage of the limited public resources, inadequate service delivery to the public to impeding economic development of the country with the ultimate result of perpetual high poverty levels among the world's majority population (Chandra2008).

Many organizations failed to achieve success due to procurement system which is characterized by several challenges among them. Organizations can achieve successful procurement execution by developing effective procurement planning, vendor selection, contract monitoring and control, communication as well as ethical practices and others.

However, in an annual meeting conducted in September 2017 at Hawassa, and an Audit report of July 2017 indicated that, the procurement unit of CARE Ethiopia is not implement its procurement practices effectively and this may be a major factor for not execute projects effectively and efficiently. It is clear that execution of the procurement function has an impact on the outcome of donor funded projects.

Therefore, considering the issues conducted in meeting, the researcher has tried to analyze the effect of procurement practices on project implementation in CARE Ethiopia. To address this issue, the study was focused on the impact of five variables of procurement practices: procurement planning, vendor selection process, contract monitoring and control, adoption of information communication as well as procurement ethics as an independent variables and project implementation as dependent variables.

1.3 Research Questions

The research questions for the study are:

1. How does procurement planning affect the project implementation in CARE Ethiopia?
2. How does the vendor selection processes affect the project implementation in CARE Ethiopia?
3. What is the effect of contract monitoring and controlling in the project implementation in CARE Ethiopia?
4. How does adoption of information communications contribute to the project implementation in CARE Ethiopia?
5. How do a Procurement ethics affect the project implementation in CARE Ethiopia?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the research is to evaluate the effect of procurement practices on project implementation in CARE Ethiopia.

1.4.2 Specific Objectives

Specific objectives of the research include:

1. To analyze the effect of procurement planning on projects implemented in CARE Ethiopia.
2. To evaluate the effect of the vendor selection process on projects implemented in CARE Ethiopia.
3. To find out the effect of contract monitoring and control on projects implemented in CARE Ethiopia.
4. To determine the effect of adoption of information communication on projects implemented in CARE Ethiopia.
5. To determine the effect of procurement ethics on projects implemented in CARE Ethiopia.

1.5 Significance of the Study

The findings of this research may help CARE Ethiopia to identify the procurement practices which affect the project implementation and to fix the problem with remedial action. It is also expected that from the findings of this study, CARE Ethiopia may put in place appropriate measures to improve procurement practices affecting project implementation. Similarly, it provides an opportunity to compare the academic theory with procurement practice at the ground and gain deep knowledge in the concepts of procurement practices.

It may help procurement unit know how to best deliver in order to improve their performance. The study may serve as a reference for other researchers who are interested in conducting studies on related issue.

In addition, the researcher study could be of important to procurement and project professionals in various sectors since it would add a body of knowledge to factors of procurement practices on project implementation.

1.6 Scope and limitation of the Study

CARE Ethiopia implements its projects in Afar, Amhara, Oromiya and SNNP regions. It would have been comprehensive to include field office staffs as part of the study. However, due to remoteness of the areas, employees of those regions which are located outside Addis Ababa are not considered in the study. Theoretically, there are many factors which affect project implementation, but to cope up with the available time and resource constraints, the study scope was limited to the effect of procurement practices on project implementation in CARE Ethiopia.

1.7 Definition of Basic Terms

Procurement: procurement is the process by which goods and services are acquired and is the process of two or more different contractual parties, who have different aims and objectives, interacting and agreeing on a contract with in a given market sector (Roberts and Wallace 2004),

Procurement Process: procurement process means successive stage in the procurement cycle, including planning, choice of procedures, measures to solicit offers from bidders, examination and evaluation of those offers, award of contract and contract management (Trept 2004).

Procurement Planning: is the process of identifying which business needs can be best met by procuring goods, work or services outside the organization. This process involves where to procure, how to procure, and when to procure (Garret and Rendon2005).

Vendor selection process: is the process by which firms identify, evaluate, and contract with suppliers. It is also a fundamental component of risk management and continuous improvement of supply processes (Porter1985).

Contract Monitoring and Control: According to the Federal Democratic republic of Ethiopia Ministry of Finance and Economic Development Public Procurement and Property Administration Agency (2011), Effective management of contracts is essential to ensure that the objectives of the procurement process are achieved and that all contractual obligations and activities are completed efficiently by both parties to the contract.

Communication: Effective communication in project implementation creates common perception, changing behaviors and acquiring information (Brown 2011).

Procurement Ethics: is discharged with integrity, transparency and accountability in a manner that secures best value for public money (Grace 2014).

Project: is a temporary endeavor undertaken to create a unique product, service or result. It is a serious of activities and tasks that have a specific objective to be completed within a certain specifications, have a defined start and end dates(Kerzner 2001).

Project Management: is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (Jarocki2014).

Project Implementation: is the processes performed to complete the work defined in the project management plan to satisfy the projects specification. This involves the coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (Pinto et al. 2010).

1.8 Organization of the Study

The study was organized into five chapters. The first chapter starts with an introduction followed by the background of the study, statement of the problem, basic research questions, and objectives of the study, significance of the study and scope of the study, limitation of the study and definitions of basic terms. The second chapter deals with the literature review which contains concepts, theoretical and empirical literatures that are believed to aid in the attainment of the objectives of the study. The third chapter focuses on methods used for the study, design and approach of the research, target population of the study, sample size, sampling techniques, source of data, data collection instruments or tools, the procedure of data collection and the methodology of data analysis. The fourth chapter provides results and discussion of the study. The last chapter contains summary of the findings, conclusions, recommendations and implication for further research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 The Concept of Procurement

Procurement implies the acquisition of goods or service in return for a monetary or equivalent payment including borrowing or leasing and its wider term than purchasing, which is a processes undertaken by the organization unit that, either as a function or as part of an integrated supply chain, is responsible for procuring or assisting users to procure, in the most efficient manner, at the right time, the right quality, the right quantity, at the right price and the management of suppliers, thereby contributing to the competitive advantage of the enterprise and the achievement of its corporate strategy (Lysons and Farrington 2006).

According to Article 2/5 of Ethiopian Federal Public Procurement and property Administration Agency proclamation No. 649/2009 (EFPPAA), "Procurement means obtaining goods, works, consultancy or other services through, purchasing, hiring, or obtaining by any other contractual means; procurement encompasses the whole process of acquiring goods and services. It begins when an agency has identified a need and decided on its procurement requirement. Procurement continues through the process of risk assessment, seeking and evaluating alternative solutions, contract award, delivery, payment for the goods and services where relevant, the on-going management of a contract and consideration of options related to the contract, Procurement also extends to the ultimate disposal of property at the end of its useful life (Waters 2004).

Similarly, procurement is a process of the acquisition of property, plant, equipment, goods, works or services through purchase, hire, lease, rental or exchange from any source (UNOPS 2010). Additionally, it is the process of different type of acquisition (e.g. leasing, rental, contracting) as well as the associated work of identifying and selecting suppliers, negotiating, agreeing terms, expediting, monitoring suppliers and contracting as well as the

associated work of identifying and selecting suppliers, negotiating, agreeing terms, expediting, monitoring suppliers performance, analyzing orders, materials administration, and developing purchasing systems performance, analyzing orders, materials administration, and developing purchasing systems (Robert.et.al 2010).

According to the World Bank report (2003) public procurement is a key economic activity of government that represents significant percentage of gross domestic product (GDP) generating a huge financial flow estimate on average at 10 to 15 percent of GDP across the world. In developing countries, public procurement is increasingly recognized as essential in service delivery and it accounts for a high proportion of total expenditure (Basheka & Bisangabasaija 2010). According to Akech (2005) cited in Basheka and Bisangabasaija (2010), public procurement accounts for 60% in Kenya, 58% in Angola, 40% in Malawi and 70% of Uganda's public spending.

2.1.1. The Functions of Procurement Department

According to the Lysons Farrington (2006), the classic definition of the overall procurement function is to obtain materials of “the right quality in the right quantity from the right source delivered to the right place at the right time at the right price”. He argued further that, an expanded statement of the procurement function for a manufacturing or service organization would be along the following lines: make the maximum contribution to the competitiveness, profitability and survival of the organization, ensure continuity of supplies to meet the requirements of production and all other functions, buy industrial equipment, materials, supplies and services at the lowest cost commensurate with acceptable standards of quality and delivery, ensure that investment in inventory is at lowest level compatible with safety, keep losses in inventory arising from duplication, waste deterioration, obsolescence or pilferage to a minimum and dispose of surplus items on the most favorable terms, build up supplier goodwill by such means as fair dealing, the provision of cooperation and assistance and prompt payment, and integrate the purchasing activity with

all related functions of the undertaking by working in close collaboration with those function especially concerning the interchange of information and expertise etc.

2.1.2. Benefits from Good Procurement Activities

According to Robert.et.al (2010), good procurement activities provide the following benefits: Provides efficient services to internal customers (who are all the internal users for whom materials are acquired), gives reliable flow of materials in to an organization, ensuring that they are available when needed, identifies and selects the best suppliers and develops goods relations with them, encourage product innovation and improvement, through co-operations with suppliers, improved product quality, by using the best available suppliers and materials, negotiation goods terms that reduce the unit cost of purchased materials, encourage the use of standard and ready available materials, again reduce costs, reduce the amount of stock needed to cover for uncertainty, gives fast flow of materials through the supply chain, again reducing the stock, allows more flexible operation and better service to customers.

2.2. Procurement Procedures

Shaw (2010), points out that the procurement process can be wrapped into three steps. These are need identification, planning and specification of goods or services required, and sourcing, awarding, and supplier management to facilitate timely delivery.

2.2.1. Need Identification

Procurement is done to desire for what is desired and to accomplish a specific task. Given that resources are always scarce, the task to be accomplished should be important to an organization (Shaw2010).

2.2.2. Planning and Specification of goods or services required

Once the needs have been identified, the procurement department should develop or communicate a plan on how to deliver the service or goods required. The plan must be developed in collaboration with the other functions within the organization, so that it is integrated into the organization's strategy and therefore provided for adequately (Ibid).

To be able to purchase the right goods or services, the specifications of what the organization needs must be clear. These specifications are used to communicate to the supplier what is needed and what should be supplied. It is therefore, important to have clear, precise and accurate specifications. Most organizations have standard specifications for the most regularly procured items and services such as medical and construction (Ibid).

2.2.3. Sourcing, Awarding and Supplier Management

Maurer (2004) said that, sourcing is the process of identifying sources of supply that can meet the organization's immediate and future requirements for goods and services. The sourcing process adopted will depend on the situation and on the time available to carry out sourcing. For instance, in a sudden on-set emergency the need to respond quickly to the emergency will mean there will be limited time to gather sourcing information and approve suppliers; therefore, an organization may make use of existing suppliers.

2.3. Steps in the Sourcing Process

2.3.1 Market Enquiry

The process of inviting and evaluating tenders or quotations will vary depending upon an organization's own internal procedures.

2.3.2. Evaluation and Awarding

The evaluation of tenders and awarding of contracts to suppliers is an important phase of the procurement process (Maurer 2004). It is the process that determines the actual quality, reliability, delivery, etc of the goods and services.

According to Maurer (2004), the procurement department coordinates the following: analyzing and evaluating the bids against set criteria, specification requirements and presenting the analysis to procurement appointed committee, verification of supplier capability and quality control/assurance processes, reviewing product inspection results where necessary, verification of technical evaluation reports where applicable, negotiates with vendors where it is recommended by the committee, and placing orders and expediting the delivery.

2.3.3. Placing Orders and Contracting

After evaluating and awarding the tender, the next step in the process involves placing orders for the goods or services with the supplier or establishing contracts which need to be sent to suppliers, in emergency situations the approval levels and limits are adjusted, based on an approved process, to speed up the process of acquiring goods and services. Under normal circumstances, the approval processes, may be more elaborate. The orders establish contractual relationships between the organization and the supplier (Shaw 2010).

2.3.4. Expediting/Progressing

Once the order is placed and the supplier has confirmed receipt and agreed to the contract terms and conditions, the role and the amount of work that staff in procurement have to undertake will be affected by the performance of the suppliers. The continuous monitoring enables the organization to pick out break down points in the system and quickly identify solutions (Shaw 2010).

2.3.5. Delivery and Return

Lewis and Roehrich (2009), argues that procurement only facilitates delivery through expediting for timely delivery and trouble-shooting returns. The physical receipt and inspection of goods takes place at the delivery point. In addition, whoever is responsible for accepting delivery and inspecting the goods should understand the procedure to follow in the event that there are any problems or discrepancies. For certain goods or commodities an independent inspection company may be used to check the quality of the goods (Shaw 2010).

2.3.6. Payment

When goods or services are received and accepted in to stock, procurement then facilitates payment of the supplier by providing necessary documentation to finance department. Orders are normally generated in procurement, as the goods are delivered in the warehouse and transported to final distribution points; additional documents are generated in the process to support transactions. All these documents are finally consolidated to support vendor payments (Shaw2010).

2.3.7. Records of Procurement Documents

According to the proclamation (2009), public bodies shall have to maintain records and documents regarding the procurement, the record shall include the following; a brief description of the procurement, the invitation to bid, the name and address of the supplier that submitted to bids, the evaluation criteria stipulated and a summary of the evaluation and comparison of bids.

Information on the proceeding of any decisions rendered where a complaint against a procurement process is lodged and the ground for using procurement procedure other than openbidding.

2.4. Review of Empirical Studies

It appears that during the past few years purchasing has begun to play an ever more important role in the strategy of the firm (Ell ram 1994); Carter and Narasimhan (1996) in order to thrive, managers have begun to rethink their competitive priorities and their value chain. Increasing numbers of organizations have recognized that effective purchasing holds the potential to transform their competitive performance for the better. It is generally agreed that purchasing has evolved from a clerical buying function in to a strategic business function that contributes to the competitive position of companies (Ell ram (1994). Carter and Narasimhan (1996), empirical evidence indicates that firms can indeed obtain competitive advantage by managing supplier relations.

According to Nantage (2011), the research on the effect of procurement management on the financial performance of banks in Uganda with a case study of FINA Bank Uganda Ltd. Specifically the study reviewed procurement planning, control and monitoring and how they affect the performance of the banks. It was hypothesized in the study that procurement planning, controls and monitoring positively affect the performance of the banks. The key findings of the study indicated that the three procurement management attributes i.e. procurement planning, controls and monitoring positively affects the performance of the bank. This was because there were significant relationships that were established from the study between these variables and the financial performance of the bank.

According to Ayitey (2012) who investigated the extent to which the implementation of the public procurement reform affects the performance of public entities. This study explores the major issues involved in public procurement in Ghana and analyses the potential impact of this reform on public procurement organizations performance. The finding shows that there is relationship between performance and principles of compliance within the public procurement reforms.

Ngugi and Mugo (2012), did a study on the internal factors affecting procurement processes of supplies in the public sector; a survey of Kenya government ministries. The findings revealed that accountability, ICT adoption and ethics affect procurement process of health

care supplies in the public sector to a great extent. The study therefore recommended that adequate control should be put in place reducing opportunities for corruption.

Kumar (2005) conducted a study on procurement performance measurement systems in the health care industry. The results of the study showed that there is no one method that covers every purchasing department in any organization, and a number of key measures were found to be common in evaluating performance, these include, cost saving, vendor quality, delivery metrics, price effectiveness and inventory flow. Although these key measures are common, the weight placed on these measures was by no means uniform and will vary between industry to industry and business to business. In addition, the importance of these measures to the overall effectiveness of a purchasing department will change over time and therefore need to be assessed and modified on a periodic basis.

Mamiro (2010), in his finding give emphasis to these facts and concludes that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of skills of procurement staff responsible for procurement. Similarly, Kakwezi et.al, (2010), argues that procurement performance is not usually measured in most procurement entities as compared with the human resource and finance functions. They conclude in their findings that failure to establish performance of the procurement function can lead to irregular and biased decisions that have costly consequences to any public procuring entity.

Lia et al. (2006), has undertaken a research to evaluate the impact of procurement practices on organizational performance of state-owned enterprise in Kenya. The finding of the research showed that influential factors on organizational performance include supplier selection procedures, buyer-supplier relationship, procurement process management and organizational capacity.

Therefore, this study had been conceived by the limited scientific literature documenting the relationship between the effect of procurement practices on project implementation in non-

government organization and factors such as procurement planning, vendor selection process, Contract monitoring and control, adoption of information communication as well as procurement ethics.

2.5. Research Gap

As to the researcher's knowledge, the literatures reviewed have indicated that several studies have been carried out on procurement performance in different countries both in public and non-government organization. However, coming to Ethiopia context researches carried out in this title are scant in number. Therefore, this study has tried to fill the empirical research gap by investigating the effect of procurement practices on project implementation on nongovernmental organization the case of CARE Ethiopia.

2.6. Conceptual Framework

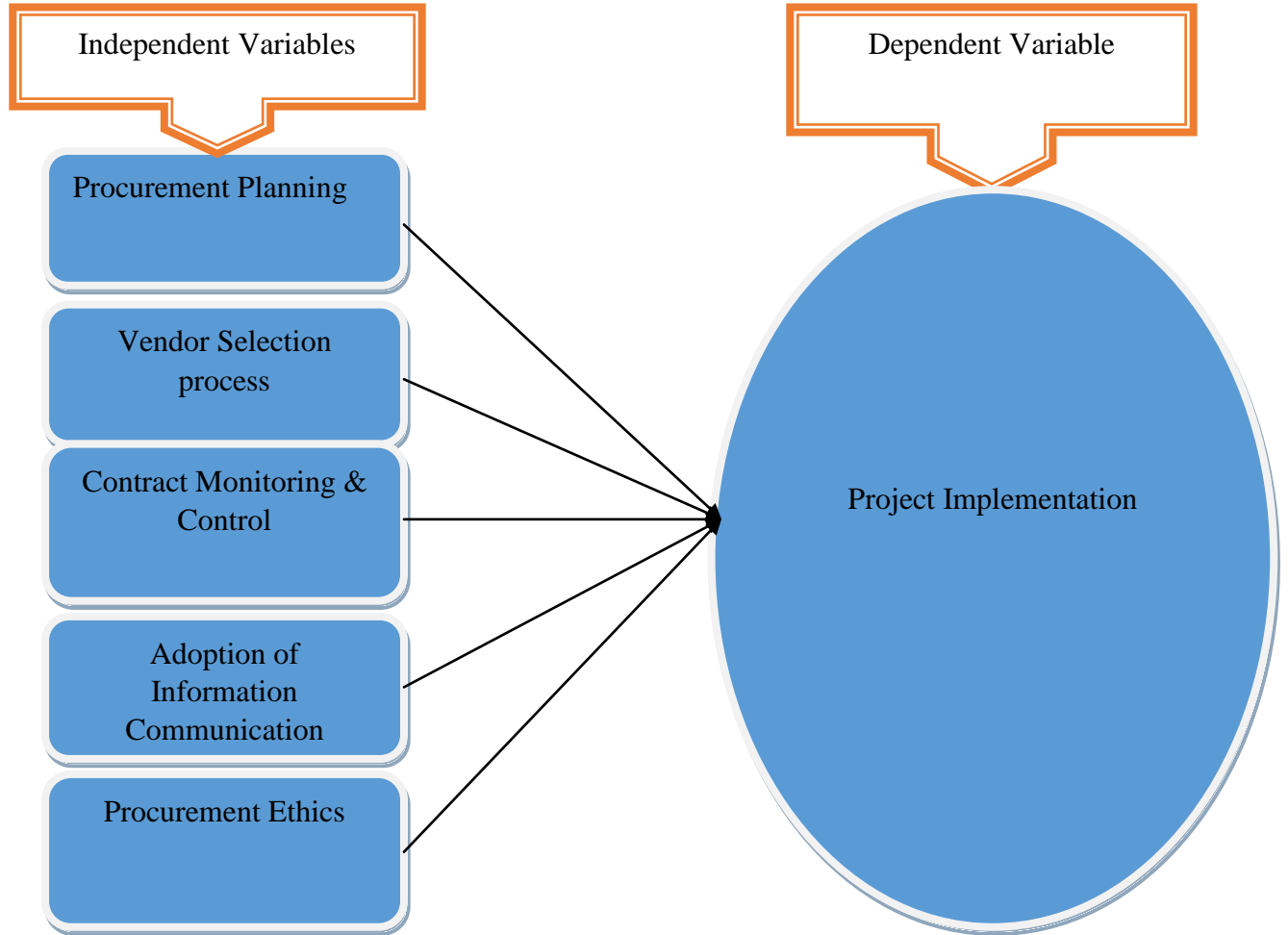
A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquires and used to structure a subsequent presentation (Bogdan and Biklen2003).

Based on the literature review, a conceptual frame work for this study was developed as shown in Figure 1 below. The major objective of the research is to evaluate the effect of procurement practices on project implementation in CARE Ethiopia. Project implementation is a function of several variables presented as dependent variable and procurement practices as independent variables comprised of procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics.

The conceptual framework below illustrates the relationship between the independent variables on one hand and the dependent variable on the other. As reviewed in literature part some of measurements for procurement practices are procurement planning, vendor selection process, contract monitoring and control, adoption of information communication

as well as procurement ethics. In this study these variables are independent variables which influence the dependent variable which is project implementation.

Figure 1: Conceptual Framework



Source: this model is adapted and modified from Kiage, J.O. (2013).

2.7 Hypothesis Test

The study used the following working hypothesis to be tested in the analysis:

Ho: Procurement planning hasn't a positive and significant effect in project implementation.

Ha: Procurement planning has a positive and significant effect in project implementation.

Ho: Vendor selection process hasn't a positive and significant effect in project implementation.

Ha: Vendor selection process has a positive and significant effect in project implementation.

Ho: Contract monitoring and control hasn't a positive and significant effect in project implementation.

Ha: Contract monitoring and control has a positive and significant effect in project implementation.

Ho: Adoption of information communication hasn't a positive and significant effect in project implementation.

Ha: Adoption of information communication has a positive and significant effect in project implementation.

Ho: Procurement ethics hasn't a positive and significant effect in project implementation.

Ha: Procurement ethics has a positive and significant effect in project implementation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Kothari (2004) stated that the research design is the conceptual arrangement within which the research conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Therefore, this research was adapted descriptive and explanatory (Cause and effect) research design to analyze the data.

Adams et.al. (2007), states that explanatory research describes the phenomena as well as explains why behavior is the way it is. This research was applied descriptive and explanatory research design.

3.2 Research Approach

According to Kothari (2004), mixed research method is defined as the class of research where the researcher mixes or combines quantitative and qualitative research approaches. The quantitative research involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid manner. Qualitative research approach is concerned with subjective assessment of attitudes, opinions and behavior. For this particular research both quantitative and qualitative research approaches were used.

3.3 Target Population

Hair et al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observation made to develop required data structures and information. Target population refers to the larger population to which the researcher ultimately would like to generalize the results of the study (Mugenda2003). The target

population of the study was 120 staffs of CARE Ethiopia working in Addis Ababa comprised of Directors, project managers, program support managers, procurement officers, Administration officers, Finance officers & Grants, Operations officers, and Administration assistants. The distribution of these categories with their size is summarized on the following table:

Table 1: Target population

Respondents	Number of Employees
Directors	8
Project Managers	14
program support Managers	8
Procurement officers	6
Administration officers	11
Finance officers & Grants	14
Project technical staffs	48
Administration Assistants	11
Total	120

Source CARE Ethiopia HR Statistical Data Base, (2017)

As the table 1 above shows, the study was focused on both the program and the program support staffs as they were affected directly or indirectly in procurement practices and project implementation of the organization.

3.4 Population Census

Census method refers to the complete enumeration of a universe. A universe may have a place, a group of people or a specific locality through which we collect the data. CARE Ethiopia Human resource data (2017) indicated that all 120 employees of the organization working on program and the program support staffs have directly and indirectly affected by procurement practices and project implementation in the organization. For this study, the researcher used the entire population (Census) to collect the data because the population size was affordable and the researcher can be able to contact all the respondents.

3.5 Sources of Data

The source of the data was both primary and secondary. Primary data was collected through questionnaire from employees of CARE Ethiopia working in Addis Ababa based on different departments and positions. In addition to the questionnaire, four key informant interviews were conducted to get qualitative data enable the researcher to triangulate the data gathered from quantitative. While secondary data was collected through document review from CARE Ethiopia manuals, reports of the organization.

3.6 Data Collection Instruments

To collect primary data, the researcher has used structured questionnaires and semi structured interviews of data collection where structured questionnaire was administered to members of CARE Ethiopia Directors, project managers, program support managers, procurement officers, Administration officers, Finance officers & Grants, Operations officers, and Administration assistants. The questionnaire was measured by five point likert scale anchored by 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. A likert scale is an ordered scale from which respondents chose one option that best aligns with their view. It is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The

likertscale has scales that assist in converting the qualitative response in to quantitative values (Mugenda&Mugenda, 2003).The researcher required to use these instruments because it was easier to analyze since they were in an immediate usable form. This was also economical to use in terms of cost and time.

To support/triangulate/ the data gathered using questionnaires;interview was made with four management staffs of the organization.

3.7 Validity and Reliability

Reliability and validity address issues about the quality of the data and appropriation of the methods used in carrying out the research.

3.7.1 Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). The content of validity of the data collection instrument was determined through discussing the research instrument with the researcher experts in the field of study especially the researcher's supervisor. The valuable comments, corrections, suggestions, given by the research advisors and consultants on the subject matter assisted the validation of the instrument.

3.7.2 Reliability

Reliability refers to the consistence, stability, or dependability of the data. A reliable measurement is one that is repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda and Mugenda 2008). To measure the reliability of the data collection instruments, internal consistency techniquesusing Cronbach's alpha was used.Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization. An alpha coefficient of

0.75 or higher indicated that the gathered data are reliable as they have relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg 2005). As shown in table 2 below the overall Cronbach's alphas coefficients for expected scale items are above 0.75 which indicate the collected data were reliable. Therefore, the expected scales used in this study demonstrate high reliability. The following table shows the result of the Cronbach's alpha.

Table 2: Reliability Statistics of the instrument

Variables	Cronbach's alpha	No. of Items
Procurement Planning	0.81	7
Vendor Selection Process	0.79	9
Contract monitoring and Control	0.86	6
Adoption of Information Communication	0.86	6
Procurement Ethics	0.83	6
Project Implementation	0.84	7

Source: Own Survey (2018).

3.8 Methods of Data Analysis

The data collected from questionnaire and interviews were analyzed using data analysis tools. Verification was conducted and completed questionnaires were identified. Then the data was coded in to SPSS (Statistical package for social science).

According to the variables selected and the questions asked. The data analysis was performed using descriptive for demographic characteristics and inferential statistics for independent and dependent variables. SPSS Version 20 was used to analyze the data.

3.8.1 Descriptive Statistical Analysis

The final report of the relevant demographic characteristics of the respondents result was produced through central tendency measurements (frequency and percentage) and the variables mean and standard deviation was also produced. In addition, tabular explanation was used to present the results.

3.8.2 Inferential Statistical Analysis

In inferential statistical analysis, correlation and multiple linear regression tools was utilized. The use of these statistical tools and methods are described below:

a) Correlation

Correlation (r) was used to describe the strength and direction of relationship between two variables.

All variables were measured as an interval level, Pearson correlation will be used. Correlation “ r ” output always lies between -1.0 and +1.0 and if r is positive, there exists a positive relationship between the variables. If it is negative, the relationship between the

variables is negative. While computing a correlation, the significance level shall be set at 95% confidence level with error term 'ε' value of 0.05.

b) Multiple Linear Regression Analysis

Multiple regression analysis is a major statistical tool for predicting the unknown value of a variable from the known value of variables. And it is about finding a relationship between variables and forming a model. The model for this study was developed using independent variables of procurement practices and dependent variable of project implementation.

The multiple linear regression equation is in the form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where Y=Project implementation

β_i are coefficients to be estimated,

(x_1) = Procurement Planning.

(x_2)= Vendor Selection Processes.

(x_3)= Contract monitoring and control.

(x_4)=Adoption of Information Communication.

(x_5)= Procurement Ethics

ε =error term normally distributed with zero mean and variance.

Y is the dependent variable and X_i are the independent variables and 'ε' is the error term.

To enhance understandability of the results, tables, and graphs were used in presentation each accompanied by descriptive narrative.

3.9. Ethical Considerations

Each discipline should have its own ethical guidelines regarding the treatment of human participants on the research (Vanderstoep and Johnston 2009). Research ethics deal with how we treat those who participate in our studies and how we handle the data after we collect them. The researcher was keeping privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential.

Accordingly, the questionnaire was distributed to voluntary participants and had a clear introduction and instruction parts regarding the purpose of the research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Response Rate

The administered questionnaires were collected from the respondent from various departments and out of 116 questionnaires distributed 108 were filled and collected from the appointed staffs of the organization. This accounted to response rate of 93.1 %. It indicated that the study suffered a non-response bias of 6.9%. The data collected using questioner and interview was analyzed and presented based on the objectives of the study set above. The data was found to be important to evaluate the effect of procurement practices on project implementation in CARE Ethiopia. Descriptive statistics and inferential statistical analysis (correlation and multiple linear regressions) tools were utilized to analyze the data.

4.2 General Information of Respondents.

Table 3: Demographic Characteristics of the Respondents.

Item Description	Category	Frequency	Percent
Gender of Respondents	Male	64	59.3
	Female	44	40.7
	Total	108	100.0
Educational level of Respondents	Diploma	6	5.6
	Degree	74	68.5
	Masters	26	24.1
	PhD	2	1.9
	Total	108	100.0
Experience of Respondents in the Organization	Below 5	25	23.1
	6-10	38	35.2
	11-15	32	29.6
	16-20	9	8.3
	21 and above	4	3.7
	Total	108	100.0

Source: Own Survey (2018).

4.2.1 Gender of Respondents

As depicted in table 3 above, out of 108 respondents, 64% of them were male and the remaining 44% were female respondents. This shows majority of the respondents were male.

4.2.2 Educational Level of the Respondents.

Table 3 above shows that, (6%) of respondents have educational level of Diploma while the majority of the respondents (74%) have acquired their first degree, 26% of the respondents have second degree (Masters) from the total sample and 2% of the respondents acquired PhD. Based on their education status, it can be said that the respondents have the ability to understand and respond the questionnaire.

4.2.3 Respondents Experience in the Organization.

The study determined the working experience held by the respondents in order to ascertain the extent to which their response could be relied up on to make conclusions on the study problem using their working experience. It was divided in to five categories. From the findings in table 3 above, 25% of the respondents have experience of below 5 years. 38% of the respondents have worked 6 to 10 years in the organization while 32% of the respondents have served the company for 11 to 15 years in the organization, 9% had a working experience of 16 to 20 years, and 4% of the respondents served in the company for more than 21 years.

4.3 Analysis of Collected Data

4.3.1 Descriptive Analysis

In order to examine the effect of procurement practices on project implementation to enhance the procurement practices (Procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics) which enhances the project implementation on the below table 4 were measured.

Table 4: Descriptive Statistical Analysis

Descriptive Statistics			
Variables	N	Mean	Standard Deviation
Project implementation	108	2.18	0.84
Procurement Planning	108	2.15	0.88
Vendor Selection process	108	2.91	0.95
Contract Monitoring and Control	108	3.12	0.79
Adoption of information communication	108	3.51	0.75
Procurement ethics	108	3.34	0.81

Source: Own Survey (2018).

According to Zaidatol and Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.4 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high and standard deviation less than 1 is good. Based on this demonstration, variables within the procurement practices can be interpreted with low and moderate mean score.

Respondents were asked to put their level of agreement on project implementation in the organization that projects are completed with stipulated time, budget, the set program target, organization have clear policy on project and project managers have strive to solve problems faced during implementation. The overall mean and standard deviation result of the project implementation of the organization were 2.18 which were low and there were no significant variations in the response as the standard deviation was 0.84 which was less than 1. This indicates that project implementation in the organization were not completed within stipulated time, budget, set program target.

Respondents were asked their opinion about procurement planning on project implementation in the organization asked the organization has a clear procurement planning policy and have standard procurement plan for all projects, the organization consider market price in planning and the organizations use qualified staffs in participating in procurement planning. The overall mean and standard deviation result of the procurement planning in the organization were 2.15 which were low and there were no significant variation in the response as the standard variation was 0.88 which is less than 1. This indicates that procurement planning had one factor for procurement practices not take place on time and this is one of the causes for project implementation was not done effectively and efficiently.

Respondents were asked their opinion on vendor selection process of the organization procurement practices as the organization has a clear vendor selection process, organizations uses an organized list of vendors, the organization use qualified staffs in participating vendor selection process, and timely evaluation of bid documents. The overall mean regarding vendor selection process was and standard deviation result of vendor selection process was 2.91 which are low and there were no significant variations in the response as the standard deviation was 0.95 which was less than 1. This indicates that vendor selection process had an impact on procuring goods and services which influence the project implementation of the organization.

Respondents were asked their opinion on contract monitoring and control as the contract between vendor and the organization outline all the required terms and conditions, goods and services delivered according to their specification, incident for items missed, defected and not fulfill the specification and contract are reported on time, management takes the necessary steps to ensure that relevant control systems are conducted in the organization. The overall mean score regarding contract monitoring and control is 3.12 which are low and there were no significant variations in the response as the standard deviation was 0.79 which was less than 1. This indicates that contract monitoring and control in the

organization has a factor of procurement practices not well done and this delay project implementation.

Respondents were asked their opinion on adoption of information communication as the organization has a clear information communication policy and procedure, procurement staffs, suppliers and end users communicate each other properly, information communication technology is integrated with procurement practices and staff of procurement staffs were well trained in ICT. The overall mean score regarding contract monitoring and control is 3.51 which are moderate and there were no significant variations in the response as the standard deviation was 0.75 which was less than 1. This indicates that information communication in the organization has a factor for procurement practices to take place efficiently and project implementation needs improvement in this aspect.

Respondents were asked their opinion on ethical behavior in procurement as the organization maintains the moral principles governing in the workers behavior, employees of the organization behave honorably in all aspects of work and professional activity, suppliers are treated fairly the procurement process are carried out transparently. The overall mean score regarding contract monitoring and control is 3.34 which are moderate and there were no significant variations in the response as the standard deviation was 0.81 which was less than 1. This indicates that procurement ethics in the organization has a factor of procurement practices and project implementation needs improvements.

4.3.2 Correlation Analysis

Pearson correlation (r) was used to describe the strength and direction of relationship between the dependent variable which is project implementation and the five independent variables procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics. Multiple regression analysis is used to predict the value of project implementation from the value of independent variables.

The correlation of the variable is measured by Pearson correlation of coefficient. The result of Pearson correlation is presented in the following table and interpreted by the guide line suggested by Field (2006); mentioned that the Pearson correlation coefficient shows the relationship and direction between the predictor and outcome variable. Accordingly, if the relationship is measured in the range of 0.1 to 0.29 it is a weak relationship, 0.3 to 0.49 is moderate, above 0.50 shows strong relationship; while the positive and negative sign tell us the direction of their relationship.

Table 5: Pearson Correlation Analysis of the study variables

		PI	PP	VSP	CMC	AIC	PE
Project Implementation	Pearson Correlation	1	.827**	.776**	.607**	.655**	.691**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	108	108	108	108	108	108
Procurement Planning	Pearson Correlation	.827**	1	.780**	.493**	.570**	.638**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	108	108	108	108	108	108
Vendor Selection Process	Pearson Correlation	.776**	.780**	1	.465**	.486**	.610**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	108	108	108	108	108	108
Contract Monitoring & Control	Pearson Correlation	.607**	.493**	.465**	1	.276**	.380**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	108	108	108	108	108	108
Adoption of information Communication	Pearson Correlation	.655**	.570**	.486**	.276**	1	.521**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	108	108	108	108	108	108
Procurement Ethics	Pearson Correlation	.691**	.638**	.610**	.380**	.521**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	108	108	108	108	108	108
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Own Survey (2018).

Where:PI=Project Implementation, PP=Procurement Planning, VSP=Vendor Selection Process, CMC=Contract Monitoring & Control,AIC=Adoption of information Communication,PE=Procurement Ethics.

The above table 5 of Pearson correlation analysis of the study variable shows that the correlation between predictor variables (i.e. Procurement planning, Vendor selection, contract monitoring and control, communication and procurement ethics) and dependent variables (Project implementation).

Accordingly, Project implementation has strong and positive correlation with all five of procurement practices at Pearson correlation (r) value of 0.827, 0.776, 0.607, 0.655 and 0.691 respectively as Procurement planning, Vendor selection process, Contract monitoring and control, adoption of information communication and Procurement ethics with significance value of $P < 0.01$.

4.3.3 Multiple Linear Regression Analysis Results

Regression Analysis is a statistical tool to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent variables (Kothari 2004). Multiple regression analysis is an analysis of association in which the effects of two or more independent variables on a single, interval-scaled dependent variable are investigated simultaneously (William and Barry, 2010).

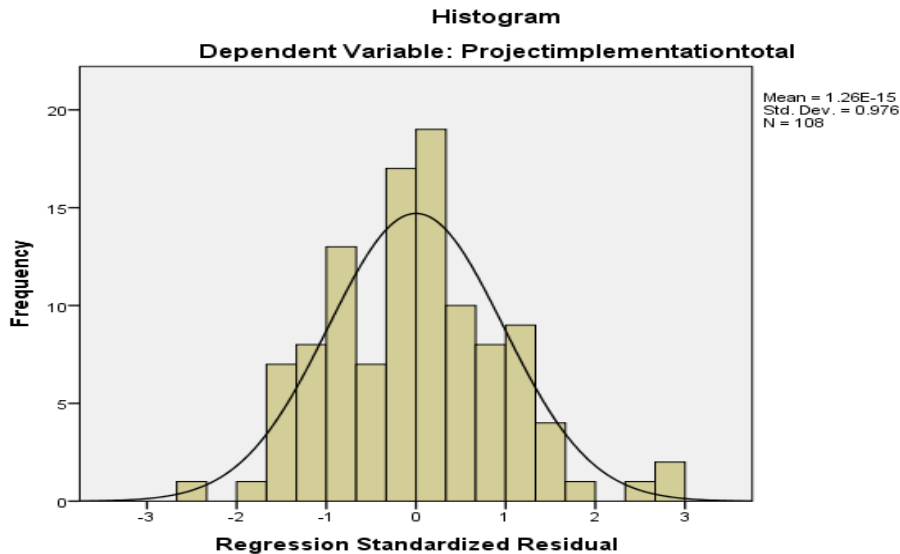
Before running multiple linear regression analysis, the researcher conducted basic assumption tests for the model. These are statistical assumption tests of normality distribution, linearity of the relationship between the independent and dependent variables, multicollinearity, and, auto-correlation/Durbin-Watson/.Each test is explained below:

4.3.3.1 Normality Distribution Test

Multiple regressions require the independent variables to be normally distributed. Normality test will help to determine whether the data used is normal or not, and this assumption is met for statistical tests.

Frequency distribution comes in many different shapes and sizes. Therefore, it is quite important, to have some general description for common types of distributions. In an ideal world our data would be distributed symmetrically around the center of all scores. As such, if we draw a vertical line through the center of the distribution then it should look the same on both sides. This is known as a normal distribution and is characterized by bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution. So, the largest bars in the histogram are all around the central value (Field, 2006). The normal distribution graph was shown on figure 2 below.

Figure2: Normal Distribution



Source: Own Survey (2018).

Skewness and Kurtosis are also statistical tools which can enable to check if the data is normally distributed or not. According to Smith and Wells (2006), Kurtosis is defined as “property of a distribution that describes the thickness of the tails. The thickness of the tail comes from the amount of scores failing at the extremes relative to the Gaussians/normal distributions”. Skewness is a measure of symmetry. A distribution or data set is symmetric if it looks the same to left and right of the center point. According to Pallant (2013), applying the rule of thumb of dividing each value of skewness and kurtosis by its standard error gives both well within ± 1.96 limits, suggesting that the departure from normality is not to extreme. The Kurtosis and skewness result were shown on the below table 6. This also confirmed that the normality of the data in this study was within acceptable level.

Table 6: kurtosis and skewness results

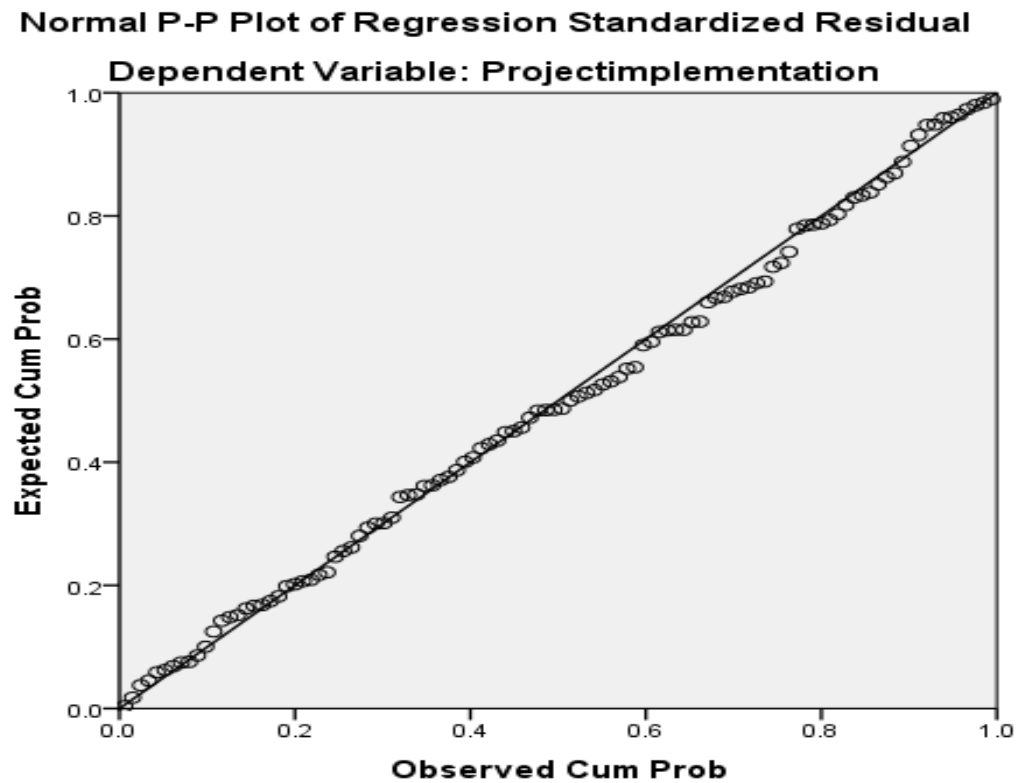
	Project Implement ation	Procurement Planning	Vendor Selection	Contract Monitoring & Control	Communi cation	Procurement Ethics
Valid	108	108	108	108	108	108
Missing	0	0	0	0	0	0
Skewness	-.412	.318	.177	.002	-.082	-.049
Std. Error of Skewness	.233	.233	.233	.233	.233	.233
Kurtosis	-.384	-.272	-.589	-.491	-.516	-.413
Std. Error of Kurtosis	.461	.461	.461	.461	.461	.461

Source: Own Survey (2018).

4.4.2. Linearity Test

The second assumption for computing multiple linear regressions is test of the linearity of the relationships between dependent and the independent variables. As depicted in the below graph of the visual inspections of the p-p plot there exist the linear relationship between the procurement practices and project implementation.

Figure 2: Linearity of the relationship



Source: Own Survey (2018).

4.4.3. Multicollinearity Test

Multicollinearity exists when there is strong correlation between two or more predictors in a regression model Saunders et.al (2007). There should be no perfect linear relationship between two or more of the predictors. So, the predictor's variables should not correlate to highly Field, (2006). If there is perfect collinearity between predictors, it becomes impossible to obtain unique estimates of the regression coefficients because there are an infinite number of combinations of coefficients that would work equally well. If there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the "problem of multicollinearity" Kothari, (2004); Field, (2006). This research data multicollinearity assumption is checked by the Pearson correlation coefficient and collinearity statistics.

Checking the multicollinearity assumption is that by looking SPSS analysis output regression table of colinearity statistics value of Tolerance and Variance Inflation Factor /VIF (Field, 2006). The tolerance column value below 0.2 and VIF value above 10 create a multicollinearity problem. Having this, the tolerance and VIF value is shown in the regression standardized coefficients table 6 below and the analysis indicates that there is a minimum tolerance value of 0.311 which is above 0.2 and the maximum VIF value is 3.220 which is below 10. Therefore, the predictors don't significantly correlate each other; hence, there is no multicollinearity problem.

Table 7: Collinearity Statistics value

Model	Collinearity statistics	
	Tolerance	VIF
Procurement Planning	.311	3.220
Vendor Selection Process	.364	2.747
Contract Monitoring & Control	.736	1.358
Adoption of information Communication	.632	1.583
Procurement Ethics	.526	1.900

Source: Own Survey (2018).

4.4.4. Auto-correlation/Durbin-Watson Test/

It is the assumption of independent error acceptable or reasonable test. Durbin-Watson used to test for serial correlation between errors. The Durbin-Watson statistic test can vary between 0 and 4. A value of 2 meaning residual statistics are uncorrelated Field, (2006). A value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. Similarly, Ott and Longnecker (2001), defines when there is no serial correlation, the expected value of Durbin-Watson test statistics d is approximately 2.0; positive serial correlation makes $d < 2.0$ and negative serial correlation makes $d > 2.0$. Although, values of d less than approximately 1.5 (or greater than approximately 2.5) lead one to suspect positive (or negative) serial correlation. If serial correlation is suspected, then the proposed multiple linear regression models are inappropriate.

Referring this and the model summary table 8 below; the Durbin-Watson value of this research is 1.955. Therefore, the auto-correlation test has almost certainly met, since it falls between 1.5 and 2.5, and we can conclude that our model is free of serial correlation.

The four assumptions test of multiple regressions are met and the next step was processing the regression analysis to determine the values of the model fit (ANOVA), model summary (R and R²), and the Beta coefficients. Accordingly, the relative effect of procurement practices on project implementation was identified.

4.5. ANOVA Model Fit

Table 8: ANOVA Model Fit

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	453.109	5	90.622	95.795	.000 ^b
	Residual	96.521	102	.946		
	Total	549.630	107			
a. Dependent Variable: Project Implementation.						
b. Predictors: (Constant), Procurement Planning, Vendor Selection process, Contract Monitoring and control, adoption of information Communication and Procurement Ethics.						

Source: Own Survey (2018).

The regression model overall fit can be examined with the help of ANOVA. Accordingly, the overall significance of the model presented in ANOVA table 8 above, the total variance (549.630) was the difference in to the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (error). The study established that there existed a significant goodness of fit between

variables as F-test $F(5,102) = 95.795$, at $P = 0.000 < 0.01$). This indicated that the model formed between effect of procurement practices and project implementation was a good fit for the data.

4.6. Model Summary

Table 9: Model Summary

Model Summary^b					
Model	R	R ²	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.908 ^a	.824	.816	.97277	1.955
a. Predictors: (Constant), Procurement Planning, Vendor Selection process, Contract Monitoring and Control, adoption of information Communication and Procurement Ethics. b. Dependent Variable: Project Implementation.					

Source: Own Survey (2018).

In the model summary above table 9, the multiple regression coefficients R, indicates a very strong correlation of 0.908 between project implementation and the five independent variables. The adjusted r square = 0.816 reveals that the model accounts for 81.6 % of the variation in project implementation is explained by the linear combination of all the five independent variables of procurement practices (i.e. Procurement planning, Vendor selection, Contract monitoring and control, adoption of information communication and procurement ethics). The remaining 18.4% is explained by other factors giving room for further research to investigate other factors which affect project implementation.

4.7. Beta Coefficient

Table 10: Multiple Regression Beta Coefficient Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Beta	Std. Error	Beta		
1	(Constant)	-	.819		-	0.08
		2.217			2.708	
	Procurement Planning	.341	.079	.320	4.298	.000
	Vendor Selection process	.201	.063	.221	3.215	.002
	Contract monitoring and control	.225	.048	.228	4.714	.000
	Adoption of information Communication	.226	.052	.225	4.315	.000
	Procurement Ethics	.132	.051	.148	2.584	.000

a. Dependent Variable: Project Implementation.

Source: Own Survey (2018).

As it is defined in chapter three, the unstandardized coefficients (β_1 to β_5) are the coefficients of the estimated regression model. Hence, by including the error term (ϵ), the model for project implementation can be written as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

$$Y = -2.217 + .341X_1 + .201X_2 + .225X_3 + .226X_4 + .132X_5$$

The intercept β_0 is the point on the vertical axis where the regression line crosses the Y axis. The value of β_0 is -2.217 which means the expected value of project implementation is -2.217 when all the five independent variables assume zero value.

As it can be seen from table 10 above, the unstandardized coefficients of procurement planning is the largest value followed by vendor selection process, procurement ethics, adoption of information communication, and contract monitoring and control ranks from one to five respectively. The larger the standardized coefficient, the higher is the relative effect of the factors to the project implementation.

The significance test of the five explanatory variables indicate that all of the explanatory variables are significant with p-value ($p < 0.01$) for predicting project implementation.

All the five variables Procurement Planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics are found to be statistically significant. The beta coefficients of these factors indicate that a one unit increase in the procurement practices will result increase in project implementation.

4.8. Hypothesis Test Result

According to Weiers (2008), if P value is less than the specified level of significance (α), reject the null hypothesis; otherwise, do not reject the null hypothesis. The hypothesis result of procurement practices which are shown above in table 9 beta coefficient of regression

unstandardized beta coefficients, for all alternative hypothesis P value is less than 0.05, and this means reject the null hypothesis. Therefore, the regression analysis agreed to accept alternative hypothesis, as a result all alternative hypothesis are accepted. Hence, procurement practices (procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics have a positive and significant effect in project implementation.

The researcher used Pearson's correlation coefficient to test the hypothesis. The result of the Pearson's correlation presented in table 4, interpreted by using the Pearson's correlation coefficient relationship between the predictor and outcome variable. Correlation is an effect size we can verbally describe the strength of the correlation using the following guide for the absolute value from 0 to 0.19 is very weak relationship, from 0.20 to 0.39 is weak, 0.4 to 0.59 is moderate, 0.6 to 0.79 is strong and 0.80 to 1.0 shows very strong relationship while the positive and negative sign tells us the direction of their relationship (Statstutor.ac.uk, 2015).

Table 11: Hypothesis Test Result

Hypothesis No.	Hypothesis	P-value	Relationship Direction	Result
Ha	Procurement planning has a positive and significant effect in project implementation in CARE Ethiopia.	0.000	Positive	Reject H ₀
Ha	The vendor selection process has a positive and significant effect in project implementation in CARE Ethiopia.	0.000	positive	Reject H ₀
Ha	Contract monitoring and control has a positive and significant effect in project implementation in CARE Ethiopia.	0.000	Positive	Reject H ₀
Ha	Adoption of information communication has a positive and significant effect in project implementation in CARE Ethiopia;	0.000	Positive	Reject H ₀
Ha	The procurement ethics has a positive and significant effect in project implementation in CARE Ethiopia	0.000	Positive	Reject H ₀

The above Pearson correlation coefficient table 4, shows that the correlation relationship between predictor variables (i.e. procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics) and dependent variable (Project implementation). Accordingly, project implementation has strong and positive correlation with all procurement practices at Pearson correlation (r) value of 0.827, 0.776, 0.607, 0.655, 0.691 respectively as procurement planning, vendor

selection process, contract monitoring and control, adoption of information communication and procurement ethics with significant value of $P < 0.01$.

In general, the entire null hypothesis is automatically rejected and all alternative hypotheses are accepted. This shows the company has to work in these factors to increase the project implementation performance.

4.9. Discussion of the study

4.9.1. Procurement Planning

From Pearson's correlation coefficient, there is found to be a positive correlation and significantly related between project implementation and procurement planning with a correlation coefficient of 0.886, at $P < 0.01$.

From regression model, a unit increase in procurement planning by keeping other independent variables constant will lead to a 0.341 increases in project implementation at CARE Ethiopia. This implies that planning indicate for 34.1 % of variation in project implementation. Basheka (2008) said planning is a process that consists of many steps and planning is not concerned with future decisions but rather with the future impact of decisions made today. The interview and document review result found out, Project implementation required goods or services according to the project plan and if procurement process was made effectively and efficiently, it improves the performance of the project implementation in the organization otherwise if procurement process is not made accordingly project implementation was negatively affected. This study found out that the problems of goods and services not procured on time is because of procurement planning. i.e incomplete procurement plan, unplanned procurement requisition, plans which are not considered market price, not participating qualified staffs on procurement plan, lack of standard lead time for goods and services procured are influences of procurement process which affect the project implementation. The research conducted by Juma and Simba (2017) confirmed, lack of procurement planning could result in increased costs of project,

scope creep, increased project risk and variations. Therefore, the findings, indicated that procurement planning in the organization affect positively project implementation.

4.9.2. Vendor selection Process

From Pearson's correlation coefficient, there is found to be a positive correlation and significantly related between project implementation and vendor selection process with a correlation coefficient of 0.812, at $P < 0.01$. From the regression model, a unit increase in vendor selection process by keeping other independent variables constant will lead to a 0.201 increase in project implementation at CARE Ethiopia. This implies that vendor selection process accounts for 20.1% of variations in project implementation. Vendor selection process affect project implementation in CARE Ethiopia in the sense that, if request for quotation or bid document is not prepared and invited appropriate vendors on time, evaluation of bid took long time, unqualified staffs participating in vendor selection process, if the organizations don't have organized list of vendors and lack of clear vendor selection process lead to wastage of time and resource in the organization. The results indicated that effective and efficient vendor selection process can only be achieved by keeping organized list of vendors' data, timely preparation of request for quotation, on time evaluation of bid documents, participating qualified staffs on vendor selection process, and use a clear vendor selection procedure. The findings of interview also confirm that supplier selection has influence on the improvement of performance in productivity and enables in meeting objectives which emphasize that selection of the best supplier is an essential strategic issues for procurement effectiveness and efficiency. This shows that well utilization of organizational resources lead to improvements of project implementation. The findings are in line with the findings of a research conducted by Yong and Mustafa (2012) the procurement method as well as tendering procedure play an important role in ensuring efficient delivery of projects. The findings are in line with the findings of a research conducted by Basara (2014) which established that lack of effective procurement process could equally lead to failure and the procurement issues should be prioritized during project

implementation. Therefore, the findings, indicated that vendor selection process in the organization affect positively project implementation in CARE Ethiopia.

4.9.3. Contract Monitoring and Control

From Pearson's correlation coefficient, there is found to be a positive correlation and significantly related between project implementation and contract monitoring and control with a correlation coefficient of 0.685, at $P < 0.01$. From the regression model, a unit increase in contract monitoring and control by keeping other independent variables constant will lead to a 0.225 increase in project implementation at CARE Ethiopia. This implies that contract monitoring and control accounts for 22.5% of variations in project implementation. The findings indicated that if contract between the vendor and the organization shall maintain according to the required terms and condition, identified and reported items missed and defects on time, goods or services fulfill the specification, contracts monitored regularly against their standard, and if the organization ensure the relevant controlling system in the organization affect project implementation at CARE Ethiopia. The findings of interview also confirm that Contract monitoring affect the project implementation positively if it is done appropriately as stated in the above interview result otherwise it affect the project implementation negatively. The finding was supported by research conducted by Nantage (2011) which established the effect of procurement management on the financial performance of the banks in Uganda conforms that procurement control and monitoring positively affect the performance of the bank. Therefore, the findings indicated that, contract monitoring and control in the organization affect positively project implementation in CARE Ethiopia.

4.9.4. Adoption of Information Communication

From Pearson's correlation coefficient, there is a positive correlation and significantly related between project implementation and adoption of information communication with Pearson correlation coefficient of 0.747, at $P < 0.01$. From the regression model, a unit

increase in information communication by keeping other independent variables remain constant will lead to a 0.226 increase in project implementation at CARE Ethiopia. This implies that utilization of information communication accounts for 22.6% of variations in project implementation. Clear information communication policy, proper communication among end users, procurement staffs and vendors, advanced technology usage in procurement process are information communication factors affect project implementation in CARE Ethiopia. The findings of interview also confirms that if information communication in the organization is good enough and supported by information communication technology it improves the project implementation otherwise negatively affect the project implementation. The finding was supported by a research conducted by Ngugi and Mugo (2012), the internal factors affecting procurement process of supplies in the public sector confirms that, information communication affect procurement process of health care supplies in public sector. Therefore, the findings indicated that, adoption of information communication affect positively project implementation in CARE Ethiopia.

4.9.5. Procurement Ethics

From Pearson's correlation coefficient, there is found to be a positive correlation and significantly related between project implementation and procurement ethics with a correlation coefficient of 0.754, at $P < 0.01$. From the regression model, a unit increase in procurement ethics will lead to a 0.132 increase in project implementation at CARE Ethiopia. This implies that procurement ethics accounts for 13.2% of variations in project implementation.

Procurement ethics affect project implementation in CARE Ethiopia in the sense that lack of moral principles governing in the work place, employees not behaves honorably in all aspect of work and professional activity, procurement activities are not conducted ethically and in accordance with policy and procedure. The findings indicated that effective procurement ethics can be achieved by maintaining the moral principles

governing employees in the work place, employees behave honorably in all aspect of work and professional activity, treat suppliers fairly and in unbiased manner, procurement activity can carried out transparently and procurement activities are conducted ethically and in accordance with policy and procedure. The findings of interview also support that Procurement ethics promote positive supplier relationships, honestly and with fairness to all participants influence lowering operational cost of the organization, and professionalism in procurement improve organization quality supply for improving the performance of project implementation. The finding was supported by a research conducted by Ngugi and Mugo (2012) the internal factors affecting procurement process of supplies in the public sector confirms that ethics affect procurement of health care supplies in public sector to a great extent. Therefore, the findings indicated that procurement ethics affect positively on project implementation in CARE Ethiopia.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

The first research question of the study was how procurement planning affects the project implementation in CARE Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and procurement planning.

The regression model result revealed that, a unit increase in procurement planning by keeping other independent variables constant will lead to a 0.341 increases in project implementation at CARE Ethiopia. This implies that planning indicate for 34.1 % of variation in project implementation. Therefore, the findings indicated that procurement planning in the organization affects positively project implementation.

The second research question was how the vendor selection process affects the project implementation in CARE Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and vendor selection process.

The regression model result revealed that, a unit increase in vendor selection process by keeping other independent variables constant will lead to a 0.201 increases in project implementation at CARE Ethiopia. This implies that vendor selection process indicate for 20.1 % of variation in project implementation. Therefore, the findings, indicated vendor selection process in the organization affect positively project implementation.

The third research question was what is the effect of contract monitoring and control in the project implementation in CARE Ethiopia. The Pearson's correlation analysis revealed that,

there is found to be a positive correlation and significantly related between project implementation and contract monitoring and control.

The regression model result revealed that, a unit increase in contract monitoring and control by keeping other independent variables constant will lead to a 0.225 increases in project implementation at CARE Ethiopia. This implies that contract monitoring and control indicate for 22.5 % of variation in project implementation. Therefore, the findings indicated that contract monitoring and control in the organization affect positively project implementation.

The fourth research question was how adoption of information communication contributes to project implementation in CARE Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and adoption of information communication.

The regression model result revealed that, a unit increase in adoption of information communication by keeping other independent variables constant will lead to a 0.226 increases in project implementation at CARE Ethiopia. This implies that adoption of information communication indicate for 22.6 % of variation in project implementation. Therefore, the findings, indicated that adoption of information communication in the organization affect positively project implementation.

The fifth research question was how do procurement ethics affect the project implementation in CARE Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and procurement ethics.

The regression model result revealed that, a unit increase in procurement ethics by keeping other independent variables constant will lead to a 0.132 increases in project implementation at CARE Ethiopia. This implies that procurement ethics indicate for 13.2 %

of variation in project implementation. Therefore, the findings indicated that procurement ethics in the organization affect positively project implementation.

5.2. Conclusions

The main objective of this study was to evaluate the effect of procurement practices on project implementation in CARE Ethiopia with respect to procurement practices. The study has provided empirical justification for the framework that identifies five constructs of procurement practices and describes the relationship among the constructs and project implementation within the context of CARE Ethiopia. Based on the findings, the study concludes that there is a relationship between the procurement practices (independent variables) and project implementation (dependent variables); the correlation relation shows that they have strong and a positive correlation with all procurement practices.

The independent variables studied significantly and positively affect the project implementation of CARE Ethiopia. In general, the study concludes that procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics positively affect Project implementation at CARE Ethiopia. The procurement practices are ranked in terms of their importance as follows; Procurement planning, adoption of information communication, Contract monitoring and control, Vendor selection process and Procurement ethics

5.3. Recommendations

Based on the finding of the study, conclusions drawn in line with the study objectives; the following points are recommended in order to improve project implementation of CARE Ethiopia.

- The study recommends that it is better if procurement plan shall prepare on time with complete information by end users. Minimize urgent/unplanned requisitions. The organization shall strengthen and ensure successful implementation of their organizational

plan to achieve their organizational goals and objectives. It is better if procurement plan is fully integrated with the strategic plan. Procurement plan is specifically designed to assure that funds are available for the procurement of goods or services.

- The study recommends that within vendor selection process; evaluate the entire vendor selection process in order to identify vendor selection process point of breakdown with a view to re-engineer the vendor selection process. Timely preparation of request for quotation, evaluation of bid documents and participating qualified staffs on Vendor selection process and standardizing different vendor selection criteria will improve the time and quality of vendor selection process to get the required goods and services for project implementation.
- The company to enhance its contract monitoring and control regularly against the standard set by the organization, maintain all the required terms and conditions during making contract with vendors as per the needed standard, check goods are delivered according to the specifications mentioned in the contract. For the success of contracts under execution, the management of CARE Ethiopia to ensure that proper mechanisms adequate monitoring and controlling of procurement contracts made with vendors are put in place with the input of procurement officer and the user department with progress reports that helps to take necessary action.
- The study recommends that the organization should enhance the utilization of ICT in the entire business process which is inter-linked to procurement practices. Procurement practices that would integrate in to the entire business operations of the organizations which would create benefits to all the stakeholders very useful to communicate easily with the user department, procurement unit and suppliers require procurement information output for decision making, this in turn will improve the transaction time and accuracy of procurement process.
- The study recommends that ethical levels of procurement staffs must be ensured as it influences the project implementation in the organization.

5.4. Implications for Further Study

The study was limited to one organization on the head office found in Addis Ababa due to geographic proximity and logistic simplicity. The researcher recommends that other researchers may include employees found outside Addis Ababa as part of the study and also it is better to incorporate other non-government organizations. The study also limited to procurement practices which affect project implementation. Further research is recommended to include factors affecting project implementation such as project management structure, project management competency, and project management organizational culture.

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Appendix I

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MANAGEMENT

Questionnaire to be filled by Respondents;

Dear respondent,

This questionnaire is designed by a graduate student from St. Mary's University to conduct a study in partial fulfillment of a master's degree program in General Management. As part of the requirement for the award of the degree, I am undertaking a research on the effect of procurement practices on project implementation under humanitarian environment the case of CARE Ethiopia. Therefore, seeking your support to fill the questionnaires attached. The attached questionnaire will take about 15 minutes to complete. Kindly reply all the questions.

The outcome of this study enhances knowledge on the effect of procurement practices on project implementation. Participation in this study is voluntary based, and all who participate will remain anonymous. Your name is not required. All information offered will be treated confidentially, and the results will be presented in such a way that no individuals may be recognized.

Thank you in advance for the available information you are sharing and the precious time you are going to spend for this purpose.

If you have any enquiry please don't hesitate to contact the researcher on:

Email- ayenew2@yahoo.com

Cell phone: 0911 37 41 25 (AyenewFakadu).

SECTION I: General (Demographic) Information about the respondent.

Instruction: please, indicate your response by putting (✓) mark in the appropriate box provided.

Sex: 1) Male 2) Female

Educational Level: 1) Certificate 2) Diploma 3) Degree 4) Masters

5) PhD

Years of Experience in these organization: 1) Below 5 2) 6-10 3) 11-15

4) 16-20 5) 21 and above

SECTION II: Questionnaires regarding Procurement Practices.

Please, indicate your level of agreement on the statements by ticking (✓) once as per the numbers in the column using the following rating scale.

Where level of Agreements: 1=Strongly Disagree 2=Disagree 3= Neutral 4=Agree 5=Strongly Agree.

Item No	Procurement Practices	Level of Agreement				
		1	2	3	4	5
1	Procurement planning					
1.1	The organization has a clear procurement planning policy and procedure.					
1.2	The organization make standard procurement plan for all projects.					
1.3	The organization use qualified staffs participating in procurement planning.					
1.4	CARE Ethiopia make procurement plan on time.					
1.5	The organization make procurement plan considering the market price.					
1.6	User departments submit their request with full technical specification.					
1.7	The organization forecast standard lead time in procurement plan.					

No	Procurement Practices	Level of Agreement				
		1	2	3	4	5
2	Vendor selection					
2.1	CARE Ethiopia uses an organized list of Vendors.					
2.2	The organization has a clear vendor selection processes.					
2.3	The organization use qualified staffs participating in vendor selection processes.					
2.4	The organization refers and considers past supplier performance during vendor selection processes.					
2.5	The organization use quality as appropriate vendor selection criteria.					
2.6	Evaluation of tenders is conducted transparently.					
2.7	The vendor selection process complies with different donors rule and regulation.					
2.8	Timely preparation of request for quotation for tender.					
2.9	Timely evaluation of bid documents.					

Ser. No	Procurement Practice	Level of Agreement				
		1	2	3	4	5
3	Contract Monitoring and Control					
3.1	The Contract between vendor and the organization outline all the required terms and conditions.					
3.2	Incident for items missed, defected and not fulfill with specification and contract are reported promptly.					
3.3	Goods and services are delivered according to their specification.					
3.4	Inspecting, receiving and issuing of received voucher is made on time in the organization.					
3.5	Procurement contracts are regularly monitored against their standard in the organization.					
3.6	Management takes the necessary steps to ensure that relevant control systems are conducted in the organization.					

Ser. No	Procurement Practice	Level of Agreement				
		1	2	3	4	5
4	Communication Practice					
4.1	The organization has a clear information communication policy and procedure.					
4.2	Procurement staff, supplier and end users communicate each other properly.					
4.3	Information communication technology is integrated with procurement practice in the organization.					
4.4	Procurement manager communicate the procurement strategies with employees in a friendly way.					
4.5	Information Communication technology has speed up the procurement process in the organization.					
4.6	Procurement staffs of CARE Ethiopia are well trained in ICT.					

Item No.	Procurement Practice	Level of Agreement				
		1	2	3	4	5
5	Ethical Behavior in Procurement					
5.1	The organization maintains the moral principles governing in the workers behavior.					
5.2	Employees of the organization behave honorably in all aspects of work and professional activity.					
5.3	The organizations code of conduct policy avoids conflicts of interest in procurement process.					
5.4	Suppliers are treated fairly and in an unbiased manner.					
5.5	Procurement activities were conducted ethically and in accordance with policy and procedures.					
5.6	The organization Procurement process is carried out transparently.					

No	Project	Level of Agreement				
		1	2	3	4	5
6	Project Implementation					
6.1	The organization has clear policy on projects.					
6.2	Projects are completed within the stipulated time.					
6.3	Project managers had good technical experiences.					
6.4	Project managers had a good knowledge in procurement practices.					
6.5	Projects are completed in achieved the set program target.					
6.6	Projects are completed within the set budget.					
6.7	Project managers strive to solve problems faced during implementation.					

Thank you for your cooperation!!

Appendix II

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MANAGEMENT

**INTERVIEW QUESTIONS ADMINISTERED TO PROCURMENT MANAGER, TWO
PROJECT MANAGERS AND ONE DIRECTOR OF CARE ETHIOPIA.**

These interview questions are designed to be answered by procurement manger, project managers and top level managers of CARE Ethiopia using the interview guide lines.

1. Do you have well established procurement practices and how do you think procurement practices affect Project implementation in CARE Ethiopia?
2. Do you apply procurement planning in your organization and how does it affect the project implementation in CARE Ethiopia?
3. How you practice and how does the vendor selection processes affect the project implementation in CARE Ethiopia?
4. Howdoes contract monitoring and controlling affect the project implementation in CARE Ethiopia?
5. How does adoption of information communications contribute to project implementation in CARE Ethiopia?
6. How do a Procurement ethics affect the project implementation in CARE Ethiopia?

Thank you for your cooperation!!