FACTORS AFFECTING EFFECTIVE IMPLEMENTATION OF PROCUREMENT PLAN IN NON-GOVERNMENT ORGANIZATIONS: A CASE OF PARTNERS IN HEALTH – RWANDA (2019-2021)

Gatarayiha Eric

ABSTRACT

Procurement planning is the key to ensure efficiency, effectiveness and the value for money in the organization. It helps to achieve the intended goals whenever procurement planning is well designed and effectively implemented accordingly. The general objective of this study was to investigate the factors affecting effective implementation of procurement plan in Partners In Health- Rwanda. This study specifically focused into three specific objectives namely identifying how involvement of program staff, resources allocation, and top management support influence the effective implementation of procurement plan. The targeted population was staff from user departments in Partners In Health- Rwanda. The study adopted census technique to incorporate all the targeted respondents, the study size was 9 finance staff, 37 operations staff, 22 clinical staff, 10 informatics staff, 16 research staff and 4 Human Resources staff. Questionnaire was used to collect the primary data desirable for the study. Secondary data was obtained from published articles and previous studies. Qualitative data was analyzed by use of descriptive and inferential statistics through the help of Statistical Package for Social Sciences (SPSS). Descriptive statistics included percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Data was presented in form of tables. The results indicate that involvement of program staff (R=0.762), resources allocation (R=0.675), and top management support (R=0.431) has a positive correlation with service delivery. Therefore, the study concludes that involvement of program staff, resources allocation, and top management support have a positive influence on the effective implementation of the procurement plan. This study also demonstrated that when program staff are well equipped with required knowledge and skills on their functions in preparation and implementation of Procurement plan, implementation of procurement planned activities become more effective. Additionally, it revealed that competency of staff lead to effective implementation of procurement plan due to the fact that competent staff perform their function in a professional manner, leading to timely delivery of services, goods or works as well as proper use of funds. The researcher recommended that program staff should understand their obligation in implementation of procurement plan. The researcher also recommends that procurement plan should be made basing on the available resources so that the planned activity is well performed. Management should be committed to give full support to ensure procurement plan is effectively implemented by providing required financial and human resources, establishing effective procurement policies and facilitating capacity building to all stakeholders involved in procurement processes.

Key concepts: Effective Implementation and Procurement plan

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Globally, in many developed nations, public sector expenditure is substantial. Government organizations across the world tend to spend between 15 per cent to 25 per cent of GDP on goods and services and in some county even more(Governance, 2006). In the UK, public procurement expenditure is approximately £ 290 billion every year (HM Government, 2020). Government is often the single biggest customer within a country, and governments can potentially use this purchasing power to influence the behavior of private sector organization(Governance, 2006). In particular, was noted that public procurement can be a lever to deliver broader government objectives, such as stimulating innovation in supply markets, using public money to support environmental or social objectives, and for supporting domestic markets (McCrudden, 2007).

In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. For example, public procurement accounts for 60% in Kenya, 58% in Angola, 40% in Malawi and 70% of Uganda's public spending (Mwangi, 2014); Government of Uganda, 2006 as cited in (Basheka & Bisangabasaija, 2010) and public procurement spending represents 29 per cent of South Africa's GDP (Letsoalo, 2013). These are extremely huge figures compared to the global average of 12-20%. The competitiveness of the government at both the central and in the devolved structure is affected by the procurement function (Kariuki, 2013).

Procurement planning as a process involved by different procurement agencies both public and government in planning and controlling all activities related to purchases for a specific period of time(Arrow, 2008). In public sector the preparation and implementation of procurement plan have been encountered with many challenges which do arise limiting the effectiveness in insuring that all planned activities are implemented. Study conducted in Uganda found that many institutions both in public and private sector do face challenges in preparation of reliable procurement plan and its implementation within the specified time frame (Muhwezi et al., 2014).

Procurement 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 (Talluri 2008). According to (Chopra, 2005)procurement is the process of obtaining

goods and services from the preparation and processing through to receipt and approval of the invoice for payment. Procurement commonly involved purchase planning, standards determination, specifications development, supplier research and selection, value analysis, financing, price negotiation, making the purchase, supply contract administration, inventory control and stores, and disposal and other related functions (Corsten, 2009). Public procurement was concern with how public sector organizations spend taxpayers' money on goods and services (Hall, 2009).

Kumar (2014) noted that when there is an effective preparation and execution of all planned procurement activities, there is reduction of quality supply constraints. Moreover, it is urged that problems of rapid changes in application of procurement procedures and other standards in public sector specifically in most developing countries is still existing; these changes do cause a direct impact on all functions of procurement which are done internally as well as externally so as to achieve goal and objectives of organizations.

1.2 Statement of the Problem

Procurement planning is the key to ensure efficiency, effectiveness and the value for money in the organization. It is much more than just choosing which procurement methods should be used or deciding the time that procurement to be carried out. It is part of overall expenditure management process that covers budget planning, implementation and achievement of organization annual and medium-term objectives, targets and indicators.

Hence, procurement planning should be addressed within the context of the organization strategic plan and annual Monitoring and Evaluation plan.

Procurement planning, more particularly is a part of activities planning, it should be considered with the objective of delivery of overall Organization or Program objectives. In this context, procurement planning begins with the commencement of budget planning.

In Partners in Health Rwanda, during budget (activities/projects) execution, the original procurement plan should be regularly monitored and updated. The purpose is to see how actual performance compares with the planned activities and to make changes in the plan if necessary. The respective Program heads, in consultation with the Chief Finance Officer and Senior Director of Procurement and Logistics should review procurement performance regularly. If slippage occurs in the award or execution of one major contract, it may require rescheduling of other related contract awards and deliveries of products.

However, the budget execution reports (2021-2022) show a huge hindrance on the implementation of the procurement plan. The annual procurement plan was $15,400 million with $14,600 million used and $17,900 million with $15,500 used for 2021 and 2022

respectively. There was a shortfall in the implementation of the procurement plan for an under spend of $800 million in 2021 and $2,400 million in 2022, yet the budget has been established and approved, there is a huge impediments, inefficiency and incompetence in the overall implementation of the procurement plan which may affect the mission of providing health care option for people with low income and resources, poor people and dependent families, hence, those most in need of healthcare come first and their lives may be affected.

This led to poor implementation of the use of budgeted funds and prompted the researcher to investigate the reasons behind the factors affecting the effective implementation of the procurement plan at Partners in Health Rwanda.

1.3 Objectives of the Study

The following are the objectives of the study:

1.3.1 General Objective

The general objective of the study is to investigate the factors affecting effective implementation of procurement plan in Partners in Health-Rwanda.

1.3.2 Specific Objectives

1. To assess the involvement of program staff on the influence of the effective implementation of the Procurement plan in Partners in Health-Rwanda.
2. To determine the influence of resource allocation on the effective implementation of procurement plan in Partners in Health
1. To examine how top management support influence the effective implementation of procurement plan in Partners in Health

1.4 Research questions

1. How does program staff involve on the influence of effective implementation of Procurement Plan?
2. How can resource allocations influence the effective implementation of a procurement plan?
3. At what extent does top management support influence effective preparation and implementation of procurement plan?

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

According to Bailey (2011), literature review is a summary of previous research on a topic. Literature review reviews scholarly courses, books and some foundations pertinent to certain of research or interest. Within the review the author provides an explanation, critical

evaluation and also a summary of every source, i.e. the assets as well as weaknesses. Literature review might recognize controversies or even gaps within topics and literature that requires further research. It focused on theoretical literature which is the diverse theories which reinforce the foundation of this research. This chapter explores the existing literature on factors affecting effective implementation of procurement plan. The chapter covers theoretical review, empirical literature, research gaps and conceptual framework.

2.2 Theoretical Framework

The theoretical framework introduces and describes the theory which explains why the research problem under study exists. Consists of concepts, together with their definitions and existing theory/ theories that are used for the particular study (Torraco, 2011).

There are many theories that exist to analyze the creation and application of procurement plan. These theories will be used to identify important aspects of procurement plan, as well as to explain related expectations proposed by these theories.

2.2.1 Agency Theory

Agency theory was developed by Stephen Ross and Barry Mitnick in 1973. Agency theory is concerned with agency relationships. Agency theory states that agency costs arise from the conflict of interest between a principal and an agent. This conflict results, fro, example, when managers who are responsible for important decisions of the firm, are not the primary claimants of the firm's net assets, and thus do not bear a major share of the wealth effects of their decisions.

The important assumptions underlying agency theory is that; potential goal conflicts exist between principals and agents; each party acts in its own self-interest; information asymmetry frequently exists between principals and agents; agents are more risk averse than the principal; and efficiency is the effectiveness criterion. Two potential problems stemming from these assumptions may arise in agency relationships: an agency problem and a risk-sharing problem (Zu & Kaynak, 2012). An agency problem appears when agents' goals differ from the principals' and it is difficult or expensive to verify whether agents have appropriately performed the delegated work (i.e. moral hazard). This problem also arises when it is difficult or expensive to verify that agents have the expertise to perform the delegated work (i.e. adverse selection) that they claim to have. A risk-sharing problem arises when principals and agents have different attitudes towards risk that cause disagreements about actions to be taken (Zu & Kaynak, 2012).

Agency theory determined ways on how managers will execute procurement process on behalf of the organization. Existence of poor principle agent relationship leads to low level of

top management commitment and this also affects the relationship between organization and money lender. Existence of conflict of interest amongst the agents leads to execution of procurement practices against the procurement policies and this leads to increased procurement budget and loss of procurement funds. The study will use this theory to determine the factors affecting the effective implementation of procurement plan.

2.2.2 Human Capital Theory

The recent challenges such as globalization, a knowledge based economy and technological evolution have promoted many countries and organizations to seek new ways to maintain competitive advantage (Kwon, 2009). In response, the prevailing sense is that the success depends in large part on the people with higher levels of individual competence. At the end, people are becoming valuable assets and can be recognized within a framework of human capital. Thus, this is the reason why organizations invest a lot on their employees through training and development programs and appropriate reward systems. Broadly, the concept of human capital is semantically the mixture of human and capital. In the economic perspective, the capital refers to factors of production used to create goods or services that are not themselves significantly consumed in the production process(Boldizzoni, 2008). He specifically indicates that effective HRM practices are an organization's source of competitive edge. The theory has, therefore, cross cutting significance in HR practices such as recruitment and selection, training and development, human resource planning among others that are meant to help organizations achieve their goals. Runner (2005), stated that throughout the investment of human capital, an individual's acquired knowledge and skills can easily transfer to certain goods and services. Considering that accumulation of knowledge and skills through effective HRM practices take charge of important role for that of human capital, there is a widespread belief that learning or training is the core factor to increase human capital. This study used human capital theory to establish the effects of human resources capabilities in terms of competent staff on implementation of procurement plans in NGOs in Rwanda.

2.2.3 Resource base Theory

The Resource-based View is a strategic management theory that is widely used in project management, it examines how resources can drive competitive advantage. Competitive advantage is the ability to create more value than rivals, and therefore generate higher returns on investment. Sustainable competitive advantage requires enduring benefits through capabilities that are not easily imitated (Foe, 1993). The concept of the RBV asserts the heterogeneity of firms, "that it is the idiosyncratic, immobile, inimitable, sometimes

intangible bundle of resources residing in the firm that gives the firm an opportunity for competitive advantage and superior performance" (Habbershon & Williams, 1999).

The theory examines the links between the firm's internal features and processes, and its performance. "The resource-based view provides an explanation of competitive heterogeneity based on the premise that close competitors differ in their resources and capabilities in important and durable ways" (Helfat & Peteraf, 2003). The relevance of resource base theory for this study was the lesson provided to the NGOs project regarding on how resource availability and allocation can gain the competitive advantage factor that enhance them to manage well their resources because are scarcity and also emphasis on how they can affect implementation of procurement plan.

2.3 Empirical Literature

A procurement policy is simply the rules and regulations that are set in place to govern the process of acquiring goods and services needed by an organization to function efficiently(Findlay, 2009). The size of the entity is likely to make a difference in the formation of procurement policy, in that a small company may not be able to command the volume purchase discounts that a large corporation can manage with relative ease (Gadde, 2010).

Procurement policy benefits the organization by keeping costs in line and clearly defining how purchases will be made (Hall 2010). As the needs of the entity change, there is a good chance that the procurement policy will be adjusted to meet those new circumstances. Many procurement managers in state corporations lack competitive knowledge and skills on how to formulate and embrace effective procurement(Arthur, 2009).

Organizational procurement plan always is not static; they should be updated regularly throughout the year (Lysons & Farrington, 2006). Therefore, to insure effective implementation of procurement planning the members of procurement management unit have to review the procurement plan quarterly in collaboration with staff from program staff, so that any issue that hinder effective implementation of procurement planning can all over the year identified during the courses of action and hence required changes.

Procurement planning contains the description of the activities, timeframe and sequencing, required human resources and right number of qualified staff, the money to spend in implementation of plan, phases of projects, and then planning for the information communication system required for ensuring effective communication to ensure project monitoring and control is enhanced (Barasa, 2014).

Additionally, for better implementation of projects through purchasing, the organization should plan well its procurement activities with aim of adding the potential value by contributing to the successful improvement of operations of local government through improved goods, service and project delivery in public organization. It is through procurement function which make the organization move by acquiring all required goods and services in local governments (Basheka, 2018).

2.4 Research gap

After passing through various literature reviews, the researcher has identified that several studies on factors affecting effective implementation of procurement plan their findings revealed that the common challenges in implementing procurement plan are delay of fund, poor support from other department within the organization, corruption practices by key stakeholders involved in procurement processes, lack of skilled people in procurement process in top management and lack of internal control system without saying how involvement of program staff, resources allocation and management support influence effective implementation of procurement plan. It has been also observed that many studies have been conducted in ministries as well as Local government organizations. Therefore, this study will focus much on making in depth assessment on how involvement of program staff, allocation of resources and Top management support affect effective implementation of procurement plan in Non-government organizations using Partners in health-Rwanda as a representative organization.
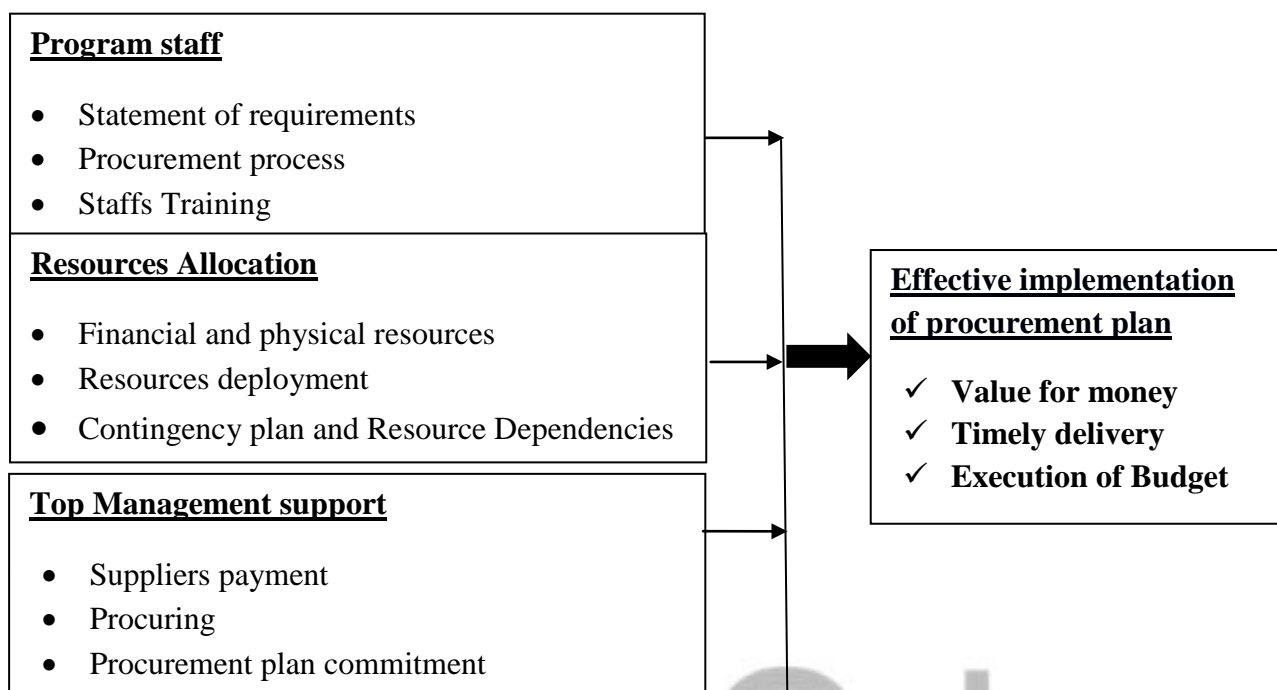
2.5 Conceptual Framework

The conceptual framework described the relationship between independent and dependent Variable which guided the study as shown below diagrammatically.

Independent Variable   **Dependent Variable**

Factors affecting effective Implementation

Of Procurement Plan

Program staff

- Statement of requirements
- Procurement process
- Staffs Training

Resources Allocation

- Financial and physical resources
- Resources deployment
- Contingency plan and Resource Dependencies

Top Management support

- Suppliers payment
- Procuring
- Procurement plan commitment

Effective implementation of procurement plan

- ✓ **Value for money**
- ✓ **Timely delivery**
- ✓ **Execution of Budget**

CHAPTER THREE: RESEARCH METHODOLOGY AND INSTRUMENTS / TOOLS

3.1 Research Design

In order to achieve the research objective, the study used the descriptive research design to gain insight into the little-known subject in order to respond to what, how or why the study should be explored and to come up with relevant findings. The primary objective of exploratory research is to collect and illuminate as many data as possible in a given area of research. The researcher is interested in explanatory approaches for evaluating the relationships between variables. It provided that explanatory approach does require adequate knowledge within the field of research to draw concrete conclusions which was helpful in a society and other researchers (Tracy, 2019).

In this research the opinions of the respondents was sought in regard to the factors affecting effective implementation of procurement plan in non-government organizations. This design reduced unnecessary answers from the respondents due to its inflexibility which assisted the researcher in arriving at conclusion faster.

3.2. Study Population

According to Kombo et al (2006) a population refers to the entire group of persons or elements that have at least one thing in common. The practice in research is to gather

information from the entire population; this ensured maximum coverage of the population concerned in the research. Duttolph (2011) argued that if the sample is selected properly, the information collected about the sample may be used to make statements about the whole population.

Target population is defined as all members of a real or hypothetical set of people, events or objects to which a study wishes to generalize the results of the research study (Bryman and Bell, 2007). The entire target population of the study who are supposed to provide the information data related to the objectives of the research study is based on employees of selected Partners in Healthy- Rwanda who are totalized to target of 98 employees; The researcher ensured that all the groups involved were not only registered but also active .

3.3. Sample Size and Sampling techniques

There are many ways of calculating sample size, but the researcher did not need to calculate the necessary sample size for a different combination of levels of precision, confidence, and variability. Due to the information needed, the researcher decided to use all population as sample size thus sample was 98 respondents.

The census sampling technique was adopted in the study where all the 98 staff in different department was issued with questionnaires. According to Mugenda (2001), a census is a sampling technique that surveys every number or item in the population. As a result, the study included all 98 staff from various departments at PIH/Rwanda who were issued with questionnaires. Census is conducted with definite objectives, which may be both general and specific. This method should only be used when it is necessary to have information on every member of the population. The method thus has the advantage of being comprehensive.

Table 1: Study population and Sample

Department	Study population	Sample size	Sample
Finance department	9	100%	9
Operations department	37	100%	37
Clinical department	22	100%	22
Informatics department	10	100%	10
Research department	16	100%	16
Human Resources department	4	100%	4
Total	**98**	**100%**	**98**

Source: Researcher (2022)

3.4. Data Collection Methods and Instruments/ Tools

The research relied on questionnaire technique and key documents from the data collection.

3.4.1. Questionnaire technique

The questionnaire helped the researcher to collect primary data as the main means of communication between researcher and respondents. According to Jankowicz, (2005) questionnaires are any written instruments that present respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from among existing answers. The questions were structured in such a way ensure definite, concrete and precise response. Questionnaire included the series of questions about the respondent information, where these types of questions were distributed by the researcher among respondents in order to collect the written and quantitative data (information) related to the factors affective implementation of procurement plan in Partners In Health- Rwanda and the 5Likertscale helped to collect right information as judged by the respondents.

The questionnaire was divided into six sections. Section A which contained the background information and Section B which contained the research variables. There are several advantages associated with the use of the questionnaire and which informs its usage in this study. These advantages include ease of distribution and data collection, ease of data analysis, standardization of the questions and cost efficiency.

3.4.2 Pilot Study

A pilot study was done to assess the capability of the research instruments to collect required data for the research. To represent all six departments in the sampling frame two respondents were selected from each category making a total of twelve pre-test samples which represent 12% of the total respondents. Reliability of the questionnaires was measured using the internal consistency technique. This was done by the researcher administering as single test to the sample of subjects. The score obtained in one item was correlated with scores obtained from other items in the instrument. Cronbach's Coefficient Alpha was computed to determine how items correlate among themselves (Mugenda and Mugenda, 1999). The method was used to save the time. The results of this reliability test was analyzed and used to improve the questionnaire.

3.4.3. Documentation technique

According to Paige (2012) documentation is a system which formally acknowledges the sources consulted for the research. According to Robert (2014) said that, one of the basic advantages of document studies is to explore the sources more fully in order to obtain additional information on an aspect of the subject. This is the extensive study and review of published documents, reports, magazines, journals and policy reports related to the topic. This is important because it reviews the literature and tries to locate global perspectives in

order to make a comparative framework for analysis and evaluation for readers; therefore, the researcher used this documentary technique in order to conduct and get secondary data.

3.5. Data Collection Procedures

Data collection process began by getting a formal letter from the University authorizing the field study. The letter together with the consent statement presented to the Chief Human Resources Officer as a means of seeking authority to collect data from the institution. Data was collected using drop and pick later method which was collected after two weeks. In this method, the consent statement was issued and then questionnaire administered. The respondents were assured of their confidentiality of information that they provided which improved the response rate. Arrangement was made to collect the questionnaire later at pre-agreed time.

3.5.1 Validity of the study

According to Orodho, (2005) validity is the degree to which results obtained from analysis of the data actually represents the phenomenon under investigation. There are two types of validity of the questionnaire, which are face validity and content validity. Face validity refers to likelihood that a question is misunderstood or misinterpreted. According to Cooper and Schindler (2006) pre-testing is a good way to increase the likelihood of face validity. On the other hand, content validity, which also known as logical validity, refers to the extent to which a measure represents all facets of a given social construct. The content validity of this study was enhanced by seeking opinions of experts in the field of study especially the supervisors.

The validity of the research instruments was achieved through the expert judgment of the research supervisor who checked to ensure that the questions contain clear and precise and present the phenomena under study.

3.5.2 Reliability of the study

Reliability is a measure of the degree to which a research instrument yields constant results or data after repeated trials (Kothari, 2004). Reliability enables the researcher to estimate error and make the necessary corrections if any. This is because the larger the reliability, the smaller the error and conversely, the larger the error, the smaller the reliability. Reliability in this study was enhanced by pre-testing the questionnaire with a selected sample which was not included in the main study. An internal consistency technique was applied by use of Cronbach's Alpha. To test the reliability of the research instrument, the questionnaires were randomly administered to a pilot group of 15 respondents. The same respondents were not used again in consequent study. The questionnaire's reliability was statistically measured by

measuring the internal consistency. In turn, internal consistency was measured by use of Cronbach's Alpha.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.786	15

a. List wise deletion based on all variables in the procedure.

The resulting α coefficient of reliability ranges from 0 to 1 in providing this overall assessment of a measure's reliability. If all of the scale items are entirely independent from one another (i.e., are not correlated or share no covariance), then $\alpha = 0$; and, if all of the items have high covariance's, then α will approach 1 as the number of items in the scale approaches infinity. In other words, the higher the α coefficient, the more the items have shared covariance and probably measure the same underlying concept. Although the standards for what makes a "good" α coefficient are entirely arbitrary and depend on your theoretical knowledge of the scale in question, many methodologists recommend a minimum α coefficient between 0.65 and 0.8 (or higher in many cases); α coefficients that are less than 0.5 are usually unacceptable, especially for scales purporting to be unidimensional. As far as this study is concerned the α coefficient is .786 and the items have shared covariance and probably measure the same underlying concept because of this α coefficient, and in part because these items exhibit strong face validity and construct validity.

3.6. Data processing and analysis methods

Under this sub-section, the researcher showed how the collected data was processed and analyzed, as follows:

3.6.1. Data processing methods

The data that was collected from respondents in a row form, which made easy to interpret and analyze for conclusions. Data processing was used to transform the respondent's views into meaningful information. On this note, editing, coding and tabulating of data was done in order to be able to handle it easily.

3.6.2. Data analysis methods

The statistical method offered the opportunity to measure and quantify the results of research collected by using quantitative methods. This method is the one which facilitated the researcher in quantifying and numbering the results of the research and presenting information on the graphs, charts and tables. Raw data from the field was cleaned, coded and by using the SPSS software was entered in the computer. Descriptive statistics (frequencies,

percentages, measures of central tendencies (mean) and measures of dispersion (standard deviation)) scores as was delivered to answer the objective of the research.

This study utilized a multiple linear regression in investigating the involvement of program staff, Resources Allocation and top management support while effective implementation of procurement plan is a dependent factor of analysis. Multiple linear regression analysis is ultimate for studies that aim to establish the contribution of any independent variables to the variances in the dependent variable (Field & Miles, 2009; Sekaran & Bougie, 2003).

3.7.Limitation of the study

The study meets some limitations; the most likely limitations of this study was time, funds as well as the availability and accessibility of confidential data that was required in this study. The questionnaires used in the study were left with the respondents to be collected later after they were completed. The issues were delayed in questionnaire completion, although as a researcher, I tried to use good rapport with management of the chosen department to obtain reliable data on time. Because of these anticipated constraints, the research was limited to collecting data from non-government organization (Partners In Health-Rwanda) and it did not look at the other NGOs or Government organizations working in Rwanda. This may impair the result, which may not be representative and generalize to the whole organization found in Rwanda. Closed-ended questions were used by the researcher, which has the disadvantage of limiting responses. This was avoided by including as many questions from each objective as possible. Furthermore, qualitative research was not carried out due on limited time.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter presents the findings and interpretations of the results based on the objective of the study, which was an assessment of factors affecting effective implementation of Procurement Plan in Non-Government Organizations. Specifically the study sought to find out the influence of Program staff, Resources allocation and Top Management support on the effective implementation of procurement plan in Non-Government Organizations in Rwanda. In this chapter the researcher interpreted and analyzed the data collected from the field using the SPSS version 20.0. It is on this note that the researcher used frequencies, percentages, mean and standard deviations, tables as a way of analyzing, interpreting and presenting results. Inferential statistic (Correlation and Regression analysis) was used to determine the relationship between variables.

4.2. Response Rate

The response rate refers to the percentage of the sample that returns the questionnaire completed (Bryman and Bell, 2007). The study thus administered 98 questionnaires for data collection and were properly filled and returned. This represent 100% overall successful response rates. Respondents were also assured of confidentiality of the information provided. Babbie (1990) suggested that a response rate of 50% is adequate; 60% is good; 70% and above is very good for analysis. This implies that 100% response rate was very appropriate for data analysis.

4.3. Socio-Demographic characteristics of the respondents

The socio-demographic information presented is on the gender of the respondents, Age of the respondents, Education level of the respondents; Marital Status of respondents and duration the respondents had been working in the organization.

4.3.1. Gender representation of the study subjects

The respondents were also asked to indicate the gender representation of the study subjects. The findings we as presented in table.

Table 3: Gender representation of the study subjects

Gender	Frequency	Percent	Cumulative Percent
Male	64	65.3	65.3
Female	34	34.7	100.0
Total	**98**	**100.0**	

Source: Field Data, (2022)

According to the findings, the majority (64/98) thus 65.3% of the total respondents were male while (34/98) thus 34.7% of the total respondents were female. The researcher concludes that the majority which were male in responding the factors affecting the implementation of procurement plan. This also shows that male dominated the study. Therefore the organization must set strategies on empowering women in order to provide benefits from diversifying the supply chain.

4.3.2. Age of respondents

The researcher sought to establish the age of the respondents who participated in the study and the findings were as shown in the table 4.2 below.

Table 4: Age of respondents

Age	Frequency	Percent	Cumulative Percent
21-30	17	17.3	17.3
31-40	66	67.3	84.7

41-50	12	12.2	96.9
51 and above	3	3.1	100.0
Total	**98**	**100.0**	

Source: Field Data, (2022)

The findings revealed that majority (66/98) thus 67.3% of the total respondents were aged between 31-40 years, (17/98) thus 17.3% of the total respondents were aged between 21-30 years; (12/98) thus 12.2% of the total respondents were aged between 41-50 years while (3/98) thus 3.1% of the total respondents were aged 51 years and above. The researcher concludes that the respondents of the age 31-40 dominated the study and were mature enough to be part of this research. The reason is that, the people in this age are very energetic and possess the required qualification. This situation insures an energetic contribution of respondents to the research achievement.

4.3.3. Education level of the respondents

The researcher sought to find out the highest educational level attained by respondents who participated in the study and the findings are shown in the table 4.3

Table 5: Education Level of respondents

Level of Education	Frequency	Percent	Cumulative Percent
Secondary	6	6.1	6.1
Bachelors	55	56.1	62.2
Masters	33	33.7	95.9
PhD	4	4.1	100.0
Total	**98**	**100.0**	

Source: Field Data, (2022)

When the researcher sought to find out the highest education level attained by respondents, it was established that majority (55/98) thus 56.1% of the total respondents were bachelors holder degree followed by (33/98) thus 33.7% of the total respondents were masters holder while (10/98) thus 10.2% of the total respondents were PhD holders and secondary school. This shows that respondents are qualified enough to know the importance of the research in order to meet the research requirements.

4.3.4. Marital Status of respondents

The researcher sought to find out the respondents' marital status of the respondents as shown below.

Table 6: Marital Status of respondents

Marital Status	Frequency	Percent	Cumulative Percent
Single	27	27.6	27.6
Married	68	69.4	96.9
Divorced	2	2.0	99.0
Widow (er)	1	1.0	100.0
Total	**98**	**100.0**	

Source: Field Data, (2022)

The study established that majority (68/98) thus 69.4% of the total respondents were married followed by (27/98) thus 27.6% of the total respondents are single while (2/98) thus 2% of the total respondents were divorced and 1 % (1/98) widow (er). This shows that married dominated in this study. The researcher concludes that married people are stable and able to meet the requirements of this research.

4.3.5. Working Experience of respondents

The respondents were also asked to indicate the duration the respondents had been working in their current organization. The findings were presented in table 4.5.

Table 7: Working Experience of respondents

Working Experience	Frequency	Percent	Cumulative Percent
1-3 years	19	19.4	19.4
4-6 years	23	23.5	42.9
7 years and above	56	57.1	100.0
Total	**98**	**100.0**	

Source: Field Data, (2022)

According to the findings majority (56/98) thus 57.1% of the total respondents has a working experience of 7 years and above followed by (23/98) thus 23.5% of the total represent respondents experienced between 4-6 years while (19/98) thus 19.4% of the total respondents have a working for a period between 1-3 years. The duration of service an individual has worked determines his/her capacity. Employees who have longer working experience tend to have better skills. This shows that respondents with enough working experience in the organization contributed a lot to this research.

4.4. Descriptive Statistics

The study requested respondents to give opinions in regard to the factors affecting effective implementation of procurement plan (program staff, resources allocation and management support) that can influence effective implementation of procurement plan. The interpretation

of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the least mean and 5 being the highest mean. Standard deviation is a measure of dispersion of a set of date from its mean.

4.4.1 Program staff and implementation of the Procurement plan

This point aims at providing information on the involvement of program staff on the influence of the effective implementation of the Procurement plan in Partners in Health-Rwanda as explained in the table below.

Table 8: Views of respondents on program staff involvement on effective implementation of the Procurement plan

	Mean	Std. Deviation
The program staff involvement on the influence of the effective implementation of Procurement Plan in Partners In Health- Rwanda	4.1122	.71627
Timely preparation of statement of requirements (specifications) by program staff influences effective implementation of procurement plan	4.0306	.85499
Initiation of the procurement process (needs identified) on time by program staff influence the effective implementation procurement plan	4.0918	.64355
Effect of staff trained in the procurement process regarding the effective implementation of the procurement plan	3.9082	.85055
The influence of contract supervision and management regarding the effective implementation of procurement plan	3.8673	.90403

Source: Field Data, (2022)

Table 8 sought to determine the respondents' level of agreement or disagreement with the above statements relating to the factors affecting the effective implementation procurement plan, from the findings majority of the respondents were agreed that there is full support from non-procurement departments in implementing procurement plan; program staff act to responsibilities that influence effective implementation of procurement plan; program staff involves in the activities that influence effective implementation of procurement plan; Management is not ready to support staffs from program staff to make them and training of Staffs from program staff facilitate effective implementation of procurement plan as shown by a mean of between 3.8673 and 4.1122 which revealed as extremely positive and positive and the standard deviation between 0.64355 and 0.90403 which shows a concentration of responses among the respondents. The researcher concludes that the involvement of program

staff on the influence of the effective implementation of the Procurement plan in Partners in Health-Rwanda.

4.4.2 Top management support

This point aims at providing information on the top management support to influence the effective implementation of procurement plan in Partners in Health as explained in the table below.

Table 9: Views of respondents on top management support influence the effective implementation of procurement plan in Partners in Health

	Mean	Std. Deviation
Top Management support influence the effective implementation of the procurement plan in Partners In Health	4.1327	.83280
Top management ensures timely payment of the suppliers	4.0816	.88135
Top management involves in the preparation of Procurement Plan	4.0102	.73911
Top management ensures what is in the Procurement Plan is procured	4.1837	.85370
Top management consider procurement plan as important for organization success	3.9796	1.01514
Top management encourages employees toward implementation of procurement plan	3.9592	1.09279

Source: Field Data, (2022)

Table 9 sought to determine the respondents' level of agreement or disagreement with the above statements relating to the top management support influence the effective implementation of procurement plan in Partners in Health, from the findings majority of the respondents were agreed that top Management support influence the effective implementation of the procurement plan in Partners in Health; top management ensures timely payment of the suppliers; top management involves in the preparation of Procurement Plan; Top management ensures what is in the Procurement Plan is procured; Top management consider procurement plan as important for organization success and Top management encourages employees toward implementation of procurement plan as shown by a mean of between 3.9592 and 4.1837 which revealed as extremely positive and the standard deviation between 0.73911 and 1.09279 which shows a concentration of responses among the respondents. The researcher concludes that top management support influence the effective implementation of procurement plan in Partners in Health.

4.4.3 Resource Allocation on procurement plan

This point aims at providing information on resource allocation on the effective implementation of procurement plan in Partners in Health as explained in the table below.

Table 10: Views of respondents on resource allocation on the effective implementation of procurement plan in Partners in Health.

	Mean	Std. Deviation
Effects of resource allocation on the effective implementation of procurement plan in Partners In Health	4.1837	.72292
Availability of both financial and physical resources on time affect the effective implementation of procurement plan	4.0918	.67483
Right deployment of the resources affect the effective implementation of procurement plan	3.8571	.60921
Effects of Contingency plan and Resource Dependencies influence the effective implementation of the procurement plan	3.6224	.92519

Source: Field Data, (2022)

Table 10 sought to determine the respondents' level of agreement or disagreement with the above statements relating to the resource allocation on the effective implementation of procurement plan in Partners in Health, from the findings majority of the respondents were agreed that Effects of Contingency plan and Resource Dependencies influence the effective implementation of the procurement plan; Right deployment of the resources affect the effective implementation of procurement plan; Availability of both financial and physical resources on time affect the effective implementation of procurement plan and Effects of resource allocation on the effective implementation of procurement plan in Partners in Health as shown by a mean of between 3.6224 and 4.1837 which revealed as positive and the standard deviation between 0.60921 and 0.92519 which shows a concentration of responses among the respondents. The researcher concludes that there is a significant resource allocation on the effective implementation of procurement plan in Partners in Health.

4.5 Inferential statistics

4.5.1 Correlation analysis

The first research question sought to assess the involvement of program staff on the influence of the effective implementation of the Procurement plan in Partners in Health-Rwanda. Pearson Correlation Coefficient computed and tested at 1% significance level. The results as tabulated in Table below, indicates that there is a positive and very high correlation

relationship (r=0.762) between Program Staff and procurement plan. In addition, the research found the relationship to be statistically significant at 1% level (p=0.000, <0.01).

Table 11: Relationship between Involvement of Program staff and effective implementation of the Procurement Plan

		Procurement Plan	Program Staff
Procurement	Pearson Correlation	1	0.762**
Planning	Sig. (2-tailed)		0.000
	N=98		

** Correlation is significant at the 0.01 level (2-tailed).

The second research question sought to determine the influence of resource allocation on the effective implementation of procurement plan in Partners in Health.
Pearson Correlation Coefficient computed and tested at 1% significance level. The results as tabulated in Table below, indicates that there is a positive and high correlation relationship (r=0.675) between Resources Allocation and procurement plan. In addition, the research found the relationship to be statistically significant at 1% level (p=0.000, <0.01).

Table 12: Relationship between Resource Allocation and effective implementation of the Procurement Plan

		Procurement Plan	Resource Allocation
Procurement	Pearson Correlation	1	0.675**
Planning	Sig. (2-tailed)		0.000
	N=98		

** Correlation is significant at the 0.01 level (2-tailed).

The third research question sought to examine how top management support influence the effective implementation of procurement plan in Partners in Health.
Pearson Correlation Coefficient computed and tested at 1% significance level. The results as tabulated in Table below, indicates that there is a positive and moderate correlation relationship (r=0.431) between Top Management support and procurement plan. In addition, the research found the relationship to be statistically significant at 1% level (p=0.000, <0.01).

Table 13: Relationship between Top management and effective implementation of the Procurement Plan

		Procurement Plan	Top Management
Procurement	Pearson Correlation	1	0.431**
Planning	Sig. (2-tailed)		0.000
	N=98		

 ** Correlation is significant at the 0.01 level (2-tailed).

4.5.2 Multiple linear regression model

Multiple linear regression analysis is ultimate for studies that aim to establish the contribution of any independent variables to the variances in the dependent variable (Field, 2009; Sekaran, 2019).

The study evaluated how Program staff, Resources Allocation and Top Management support influenced Effective implementation of procurement plan in Non-Government organizations in Rwanda. Using multiple regression analysis, the combined effect of Program staff, Resources Allocation and Top Management support on the Effective implementation of procurement plan was established.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967[a]	.936	.935	.98159

a. Predictors: (Constant), Top Management Support, Program staff and Resource Allocation.

According to the findings, the three independent variables that were studied, explain 93.6% of the Effective implementation   of procurement plan as represented by the R^2. This therefore means that other factors not studied in this research contribute 6.4% of the Effective implementation   of procurement plan. Therefore, further research should be conducted to investigate the other factors (6.4%) that affect effective implementation of procurement plan in Non-Government Organization in Rwanda.

Table 15: Showing ANOVA [a] Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1335.455	2	667.727	93.004	.000[b]
	Residual	91.535	95	.964		
	Total	1426.990	97			

a. Dependent Variable: Effective Implementation of Procurement Plan

b. Predictors: (Constant), Top Management Support, Program staff and Resource Allocation.

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.000 which is less than 0.05.

Basing to the findings, the ANOVA Test showed that the sig. value of 0.05 is greater than calculated Sig value 0.000. This proves that the variables do have significant effects on Effective implementation of procurement plan.

The findings provide a significant correlation among dependent and independent variables, therefore, effective implementation of procurement plan dependents on Top Management Support, Program staff and Resource Allocation. The overall predictability of the model is shown on table 13 above.

Further, the F-value was 93.004 which shows that the model was fit in predicting the influence of the independent variables on the dependent variable. F value implies that, theoretical review and data testing can define implementation of procurement plan.

Table 16: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.385	.328		1.274	.776
	Program Staff	.676	.625	.552	6.943	.004
	Resource Allocation	.512	.057	.693	8.946	.000
	Top management support	.402	.109	.286	3.696	.000

a. Dependent Variable: Procurement plan

As provided on the table 16 above, shows that the sig Value of all independent variables were less than 0.05, which is statistically significant and show that Program staff, Resource Allocation, Top Management Support have significant Impact on Effective implementation of procurement plan. Moreover, the t-value indicates that there is great evidence on the independent variables having much impact on effectiveness of implementing procurement plan, while Resource allocation playing a vital role with t-value of 8.946, followed by Program Staff of 6.943 and Top management support of 3.696. Independent variables have a direct significant effect on effective implementation of procurement plan.

The interpretation of our findings was indicated in the following model:

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

Where:

Y= Implementation of procurement plan

β_0 = Constant
$\beta_1 - \beta_3$ = Coeffient of estimates
X_1 = Program staff
X_2 = Resources Allocation
X_3 = Top management support
ε = Error

Therefore,

$Y = 0.385 + 0.676\ X_1 + 0.512\ X_2 + 0.402 X_3 + 0.55$

According to the intercept (β_O), when the three independent variables are held constant, the value of effective implementation of the procurement plan in Non-government organizations in Rwanda will be 0.385. In addition, holding all the other independent variables constant, a unit increase in Program Staff would lead to a 0.676 effective implementation of Procurement Plan in Non-government organizations. The relationship was significant as shown by a p-value of 0.004. Further, holding on the other independent variables constant, a unit increase in Resource Allocation would lead to a 0.512 improvement in effective implementation of the procurement plan in Non-government organizations. The relationship was statistically significant as shown by p-value of 0.000.

In addition, holding all the other variables constant, a unit increase in Top management support would lead to a 0.402 improvement in effective implementation of Procurement Plan in Non-government organizations in Rwanda. The relationship is significant as shown by a p-value of 0.000.

From these findings we can conclude that Program Staff were influencing effective implementation of the procurement plan in No-government organizations in Rwanda most, followed by Resource allocation and Top management support.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This part explains the summary of the findings and related objectives

5.1.1 Respondents Demographic Profiles

Table 3 shows that, the majority (64/98) thus 65.3% of the total respondents were male while (34/98) thus 34.7% of the total respondents were female. The researcher concludes that the majority which were male in responding the factors affecting the implementation of procurement plan. This also shows that male dominated the study. Therefore the organization

must set strategies on empowering women in order to provide benefits from diversifying the supply chain.

Table 4 shows that majority (66/98) thus 67.3% of the total respondents were aged between 31-40 years, (17/98) thus 17.3% of the total respondents were aged between 21-30 years; (12/98) thus 12.2% of the total respondents were aged between 41-50 years while (3/98) thus 3.1% of the total respondents were aged 51 years and above. The researcher concludes that the respondents of the age 31-40 dominated the study and were mature enough to be part of this research. The reason is that, the people in this age are very energetic and possess the required qualification. This situation insures an energetic contribution of respondents to the research achievement.

Table 5 indicates that majority (55/98) thus 56.1% of the total respondents were bachelors holder degree followed by (33/98) thus 33.7% of the total respondents were masters holder while (10/98) thus 10.2% of the total respondents were PhD holders and secondary school. This shows that respondents are qualified enough to know the importance of the research in order to meet the research requirements.

Table 6 indicates that majority (68/98) thus 69.4% of the total respondents were married followed by (27/98) thus 27.6% of the total respondents are single while (2/98) thus 2% of the total respondents were divorced and 1 % (1/98) widow (er). This shows that married dominated in this study. The researcher concludes that married people are stable and able to meet the requirements of this research.

Table 5 demonstrates that the majority (56/98) thus 57.1% of the total respondents has a working experience of 7 years and above followed by (23/98) thus 23.5% of the total represent respondents experienced between 4-6 years while (19/98) thus 19.4% of the total respondents have a working for a period between 1-3 years. The duration of service an individual has worked determines his/her capacity. Employees who have longer working experience tend to have better skills. This shows that respondents with enough working experience in the organization contributed a lot to this research.

5.1.2 The involvement of program staff on the influence of the effective implementation of the Procurement plan in Partners in Health-Rwanda.

The findings from this study revealed that program staff had a significant Impact on Effective implementation of procurement plan in Partners in Health as the majority of the respondents were strongly and agree that there is full support from non-procurement departments in implementing procurement plan; program staff act to responsibilities that influence effective implementation of procurement plan; program staff involves in the activities that influence

effective implementation of procurement plan; Management is not ready to support staffs from program staff to make them and training of Staffs from program staff facilitate effective implementation of procurement plan as shown by a mean of between 3.8673 and 4.1122 which revealed as extremely positive and the standard deviation between 0.64355 and 0.90403 which shows a concentration of responses among the respondents. The results as tabulated, indicates that there is a positive and very high correlation relationship (r=0.762) between Program Staff and effective implementation of procurement plan. The research found the relationship to be statistically significant at 1% level (p=0.000, <0.01). In addition, the significance of value were less than 0.05, which is statistically significant and show that program staff influence the procurement plan. This finding is consistent with the findings of study carried out by Ntembanda (2013), who discovered that user department involvement in the implementation plan has a significant impact on procurement department performance in the implementation of all planned procurement activities(Ntembanda, 2013).

5.1.3 The top management support influence the effective implementation of procurement plan in Partners in Health- Rwanda

Furthermore, the results from this study showed that the majority of the respondents were strongly and agree that top Management support influence the effective implementation of the procurement plan in Partners in Health; top management ensures timely payment of the suppliers; top management involves in the preparation of Procurement Plan; Top management ensures what is in the Procurement Plan is procured; Top management consider procurement plan as important for organization success and Top management encourages employees toward implementation of procurement plan as shown by a mean of between 3.9592 and 4.1837 which revealed as extremely positive and positive and the standard deviation between 0.73911 and 1.09279 which shows a concentration of responses among the respondents. The results as tabulated, indicates that there is a positive and moderate correlation relationship (r=0.431) between Top Management support and procurement plan. In addition, the research found the relationship to be statistically significant at 1% level (p=0.000, <0.01). Additionally, significant of value was less than 0.05, which is statistically significant and show that top management Support have significant Influence on Effective implementation of procurement plan in Partners in Health. This finding could be explained by the fact that Top management support enables the availability of required financial resources by ensuring timely payment of suppliers, and the establishment of stable and good procurement policies to be applied in procurement processes; thus, top management support has been determined to have an influence on procurement function performance. This

findings are in line with the study conducted on the factors Affecting Procurement Planning by Joseph Waswa Mutoro (2018) where it shows the P –value for service delivery was 0.00, since the calculated P value was less than 0.05(Mutoro et al., 2018). The study therefore, concluded that top management support had a significant positive influence on procurement planning. The B value of service delivery was 0.678. That is, it had 67.8 percent influence on procurement planning; this showed a significant influence on procurement planning(Mutoro et al., 2018).

5.1.4 The effects of resource allocation on the effective implementation of procurement plan in Partners in Health

In the present study, majority of the respondents were strongly and agree that Effects of Contingency plan and Resource Dependencies influence the effective implementation of the procurement plan; Right deployment of the resources affect the effective implementation of procurement plan; Availability of both financial and physical resources on time affect the effective implementation of procurement plan and Effects of resource allocation on the effective implementation of procurement plan in Partners in Health as shown by a mean of between 3.6224 and 4.1837 which revealed as extremely positive and positive and the standard deviation between 0.60921 and 0.92519 which shows a concentration of responses among the respondents. The results as tabulated, indicates that there is a positive and high correlation relationship (r=0.675) between Resources Allocation and procurement plan. In addition, the research found the relationship to be statistically significant at 1% level (p=0.000, <0.01). Furthermore, the significant value were less than 0.05, which is statistically significant and show that resource allocation have significant Impact on Effective implementation of procurement plan in Partners in Health. This could be explained by the fact that when all planned activities are allocated with required resources then it will be easy to be implemented effectively and efficiently(Njeru, 2015). Furthermore, proper allocation of resources through budgeting helps organization to undertake the project or any procurement activities on time. Our results concur with the findings from a study done in Kenya where it was revealed that the Resource allocation playing a vital role in effective implementation of procurement plan with t-value of 68.431 and sig value < 0.001 (Njeru, 2015).

5.2. CONCLUSION

Findings from this study revealed that involvement of program staff in preparation and implementation of procurement plan affect positively effective implementation of procurement plan. This study also demonstrated that when program staff are well equipped with required knowledge and skills on their functions in preparation and implementation of

Procurement plan, implementation of procurement planned activities become more effective. Additionally, it revealed that competency of staff lead to effective implementation of procurement plan due to the fact that competent staff perform their function in a professional manner, leading to timely delivery of services, goods or works as well as proper use of funds. Similarly, this study showed that effective allocation of resources by management through budgeting process have significant impact on implementation of procurement plan. Furthermore, it revealed that management supports have direct positive impact on effective implementation of procurement plan in Non- Government organization.

5.3. RECOMMENDATIONS

Based on the findings of this study, the researcher recommended that program staff should understand their obligation in implementation of procurement plan. The researcher also recommends that procurement plan should be made basing on the available resources so that the planned activity is well performed. Management should be committed to give full support to ensure procurement plan is effectively implemented by providing required financial and human resources, establishing effective procurement policies and facilitating capacity building to all stakeholders involved in procurement processes.

5.3.1. Suggestion for Further Studies

This study focused at only three independent variables which are involvement of program staff, allocation of resources, and top management support as factors influencing effective implementation of procurement plan using Partners in Health. Therefore, further study is needed including, research to investigate the other factors that influence effective implementation of procurement plan and qualitative study that could interview the respondent to better understand the factors affecting effective implementation of procurement plan. In addition, the researcher recommends that the further researches should be done on other procuring entities to see if the factors are universal or not.

REFERENCES

Arrow, S. (2008). An overview of EC policy on public procurement. *European Journal of Operational Research*, *202*(1), 16–24.

Arthur, P. (2009). An Overview of EC Policy on Public Procurement: Current Position and Future Prospects. *Public Procurement Law Review*, *1*(1), 28–39.

Barasa, H. W. (2014). Procurement practices affecting effective public projects implementation in Kenya: a case study of Kenya Civil Aviation Authority.

European Journal of Business and Management, *6*(6), 49–67.

Basheka. (2018). *Inclusive public procurement opportunities, barriers and strategies (OBS) to women entrepreneur's participation in public procurement in Uganda*.

Basheka, B. C., & Bisangabasaija, E. (2010). Determinants of unethical public procurement in local government systems of Uganda: a case study. *International Journal of Procurement Management*, *3*(1), 91–104.

Boldizzoni, F. (2008). Means and Ends. *The Idea of Capital in the West. New Your: Palgrave Macmillan*, *8*.

Carter, R. J., Kirby, S. K., & Jackson, P. (2014). *Practical procurement*. Cambridge Academic.

Chopra, P. (2005). *Purchasing and supplies chain Management*. Kogan Page Publishers. Washington.

Corsten, P. (2009). *Public procurement practices in developing countries. Journal of supply chain Management. Vol.44*, *No*.

Findlay. (2009). The case for procurement outsourcing. *Journal of Procurement*, *33*(7), 144–146.

Governance, D. (2006). *Public administration and democratic governance: Governments serving citizens*.

Hall, J. (2009). Environmental supply chain dynamics. *Journal of Cleaner Production*, *8*(6), 455–471.

Helfat, C. E., & Peteraf, M. A. (2003). The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, *24*(10), 997–1010.

HM Government. (2020). *Transforming public procurement* (Issue December). https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/944196/CCS001_CCS1020400576-001_Transforming_Public_Procurement_WebAccessible__1_.pdf

Kariuki, E. N. (2013). *Procurement performance measurement in commercial banks in Kenya*. University of Nairobi.

Kothari. (2004). *Research Methodology: Methods and Techniques. New Delhi: New Age International; 2004*.

Kwon, D.-B. (2009). Human capital and its measurement. *The 3rd OECD World Forum on "Statistics, Knowledge and Policy" Charting Progress, Building Visions, Improving Life*, 27–30.

Letsoalo, A. (2013). *Limpopo green economy plan including provincial climate change*

response. Polokwane, South Africa: Department of Economic Development, Environment.

Lysons, K., & Farrington, B. (2006). *Purchasing and supply chain management*. Pearson Education.

McCrudden, C. (2007). *Buying social justice: Equality, government procurement, & legal change*. OUP Oxford.

Muhwezi, L., Acai, J., & Otim, G. (2014). An assessment of the factors causing delays on building construction projects in Uganda. *International Journal of Construction Engineering and Management*, *3*(1), 13–23.

Mutoro, W. J., Makokha, E. N., & Namisonge, G. (2018). Factors Affecting Procurement Planning in Bungoma County Government in Kenya. *European Journal of Business*, *5*(34), 74–82.

Mwangi, M. (2014). The impact of public procurement policy on teaching and learning in selected public secondary schools in Kahuro district, Murang'a county, Kenya. *Interdisciplinary Journal of Contemporary Research in Business*, *2*(3), 25–36.

Njeru, S. E. (2015). *Factors affecting effective implementation of Procurement Practices in tertiary public training institutions in Kenya*.

Ntembanda, B. I. (2013). *Challenges in preparation and implementation of Effective procurement plan: the case of Ministry of Natural resources and tourism*. Mzumbe University.

Nyaga, J. N., & Kihara, D. (2017). Factors influencing implementation of procurement plans in public hospitals in Kenya: a case of Kenyatta National Hospital. *The Strategic Journal of Business & Change Management. 4 (26)*, 445–460.

Oliver, K., & Cairney, P. (2019). The dos and don'ts of influencing policy: a systematic review of advice to academics. *Palgrave Communications*, *5*(1), 1–11. https://doi.org/10.1057/s41599-019-0232-y

Ombuki, K., Arasa, R., Ngugi, P., & Muhwezi, M. (2014). *Determinants of procurement regulatory compliance by Kenya's public universities*.

Onyinkwa, J. (2013). Factors influencing compliance to procurement regulations in public sector. *Supply Chain Journal*, *36*(9), 111–124.

Sekaran, U., & Bougie, R. (2003). Research Methods For Business, A Skill Building Approach, John Willey & Sons. *Inc. New York*.

Tracy, S. J. (2019). *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact*. John Wiley & Sons.

Zu, X., & Kaynak, H. (2012). An agency theory perspective on supply chain quality management. *International Journal of Operations & Production Management*.