# MAKERERE UNIVERSITY

## MAKERERE UNIVERSITY BUSINESS SCHOOL

# SUPPLIER SELECTION, CONTRACT MANAGEMENT PRACTICES AND PROCUREMENT PERFORMANCE IN UGANDA: A CASE OF GOVERNMENT AIDED PRIMARY SCHOOLS IN WAKISO DISTRICT

**BY**

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**A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL FACULTY OF GRADUATE STUDIES AND RESEARCH IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT OF MAKERERE UNIVERSITY**

**PLAN A**

**JULY, 2024**

## DECLARATION

I declare that this research is an outcome of my personal effort, done with the guidance of the University supervisors, and has never been presented to any institution or University for any award.

**SIGNATURE**..... **DATE**..30/10/2024.....

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## APPROVAL

This is to approve that this research report has been developed under our supervision, in accordance with the research procedures and guidelines of Makerere University, and is hereby recommended for submission to the University Research Committee for review and further consideration.

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## DEDICATION

I dedicate my dissertation to my beloved family members. I also dedicate my research report to everyone who has played a part both financially and emotionally in the successful completion of this piece of work.

## ACKNOWLEDGEMENT

I wish to thank the Almighty God for granting me life and knowledge. Special thanks go to my supervisors **Dr. Wilson Tusiime** and **Ms. Nantongo Nabiira** for the guidance rendered to me while writing this research report. I thank them for their expertise and patience. I also acknowledge my family for the support and courage, they have given me.

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**ABSTRACT**

The procurement performance in government aided primary schools in Wakiso District is heavily characterized with rising costs, inefficiency, lack of transparency, corruption, low quality of food supplies, delivery of non-required items and procurement which are not related to budget. The study investigated the relationship between supplier selection, contract management practices and procurement performance in government aided primary schools in Uganda. The study was based on three objectives. Specifically, it examined the relationship between supplier selection and procurement performance; contract management practices and procurement performance and lastly, it examined the predictive power of supplier selection and contract management practices on procurement performance among government aided primary schools in Wakiso District

A cross-sectional survey design with a quantitative approach to the study was adopted. Questionnaires were used to source quantitative information. The population of the study was 250 government aided primary schools and the sample size was 152 obtained from Krejcie and Morgan Table (1970). Simple random sampling method were used for selection of respondents and data was analyzed using correlations and regression to establish relationships between variables with the use of SPSS software.

The correlation results revealed a significant and positive association between supplier selection and procurement performance among government aided primary schools in Wakiso District ($r=.274$, $p<0.01$). The results also revealed a significant and positive association between contract management practices and procurement performance among government aided primary schools in Wakiso District ($r=.692$, $p<0.01$).

The regression results revealed that 49.1% of total variation in procurement performance in government aided primary schools in Wakiso District was explained by supplier selection and contract management practices (Adjusted R Square=.491). The remaining 50.9% was explained by other factors which were excluded in this study. The results further indicated that supplier selection ($\beta= .144$, $t=2.3353$, $Sig= .020$, $p<.05$) and contract management ($\beta=.664$, $t=10.876$, $Sig= .000$, $p<.05$) were significant predictors of procurement performance in government aided schools in Wakiso.

The study recommends the government aided primary schools in Wakiso District to pay particular attention to contract management practices as they positively impact procurement performance. This can be done by using the right validation and certification tools, developing a contract management system, standardizing contract management, cultivating a contract respiratory among others that ensure that potential risks regarding contract management are detected in advance and mitigated to enhance procurement performance.

# CHAPTER ONE

# INTRODUCTION

## 1.0 Introduction

This chapter presents the background to the study, the statement of the problem, purpose of the study, objectives of the study, research questions, the scope of the study, the significance of the study and the conceptual framework.

## 1.1 Background to the study

Procurement performance has attracted a lot of attention from several researchers, as it has been acknowledged to play a significant role in enhancing performance of organisations through boosting quality and timeliness of the delivery. Abubakar (2020) and Mukungu (2019) argue that procurement performance has been recognized as an important element in organizations intending to save costs as well as maximizing benefits in their operations. They note that organizations which have exhibited a sound procurement performance globally have increased productivity and positively improved on their overall performance. Procurement performance entails ensuring value for money, customer satisfaction, effectiveness and efficiency of the procurement function, and it is an integral part of organizational performance. Sunday *et al.* (2021) postulate that globally, procurement performance in various sectors majorly depend on supplier selection and contract management practices.

Previous scholars such as Cummins and Raguette (2019); Cullen (2015); Cullen *et al.* (2014) advance that contract management practices such as cultivating a contract repository, standardizing contract management, control, interaction, adaptation and planning. Therefore, contract management practices when well drafted together with quality control enhance

procurement performance (Hassan & Omwenga, 2023; Batetah & Wabala, 2021). Much as some scholars such as Hassan and Omwenga (2023), argue that there is a positive influence between contract management practices and procurement performance, most of them have been conducted in the manufacturing sector and less are visible in the education sector, yet they could have an impact in the sector given the impacts of Covid-19 that were so pronounced in the education sector. Furthermore, scholars such as Changalima, Ismail and Mchopa (2023) note that supplier selection is also a vital element for organizations intending to improve procurement performance. Supplier selection makes buying organizations to have better products at better prices thereby improving procurement performance. This study was underpinned by the Principal Agency Theory that was developed by Jensen & Meckling (1976), which focuses on the relationships between principals (such as the procuring entities) and agents (such as suppliers or logistics providers) within the supply chain.

In Uganda, procurement performance of schools is severely disrupted with rising costs and supply chain lockdowns during the Covid-19 pandemic (Belokrylova et al., 2020). According to ESSAP Report (2020), these disruptions included incomplete construction works, and poor delivery of some of the school furniture. For instance, ESSAP Report (2020) indicates that the sector planned to construct and rehabilitate facilities in forty-five primary schools but by the end of FY2019/20 the sector had almost completed civil works in five schools while civil works in the other forty primary schools were at different stages of implementation. The report reveals that under School Facilities Grant, the sector had planned to develop a total of 14, 332 facilities and only 3,987 (27%) facilities had been finished and ongoing while a total of 10, 345 (73%) facilities had not started. The Auditor General report (2023) also reveals that the contract duration of five (5) constructions under implementation had expired before completion and also

out of a combined contract sum of UGX. 2,966,331,534 only UGX. 1,014,245,153 (34%) had been paid to the respective contractors. It is upon this background therefore, that this study intends to investigate the relationship between supplier selection, contract management practices and procurement performance using Government aided primary schools as a case.

### 1.2 Statement of the Problem

In 2003, the government of Uganda established the public procurement and disposal of public assets Act (2003) and recently amended in 2021, to ensure value for money in all public procurements and disposal of public assets, thereby improving procurement performance. Similarly, while government aided schools in Uganda are expected to exhibit a good procurement performance to abide with the PPDA Act (as amended in 2021) and help the government to save costs, it has stagnated in many governments aided schools' (ESSAP Report, 2020). Available evidence by ESSAP Report (2020) revealed that a reasonable number of procurements were not conducted in planned timelines, 24% of government aided primary schools in Wakiso District flouted procurement laws through un procedural acquisition of goods and services, reasonable number of contractors were not paid in time, more than 80% of the contracts had inflated prices while over 60% of works were paid for before completion and many planned procurements were not initiated. Although various scholars such as Hassan and Omwenga (2023); Batetah and Wabala (2021) established a relationship between contract management practices and procurement performance, most of them have been conducted in the manufacturing sector and less are visible in the education sector, more especially in a developing economy's context. It is therefore upon this background that this study intends to establish the relationship between supplier selection and contract management practices on procurement performance in government aided primary schools in Wakiso District. Wakiso District has the

biggest number of Government Aided Primary Schools according to the Ministry of Education report as at 2022, therefore it is a good representative of Government Aided Primary Schools in other regions of Uganda.

### 1.3 Purpose of the Study

The study sought to investigate the relationship between supplier selection, contract management practices and procurement performance in government aided primary schools in Uganda.

### 1.4 Objectives of the Study

i) To examine the relationship between supplier selection and procurement performance among government aided primary schools in Wakiso District.

ii) To examine the relationship between contract management practices and procurement performance among government aided primary schools in Wakiso District.

iii) To examine the predictive power of supplier selection and contract management practices on procurement performance among government aided primary schools in Wakiso District.

### 1.5 Research Questions and Hypotheses for the Study

#### 1.5.1 Research Questions

i) What is the relationship between supplier selection and procurement performance among government aided primary schools in Wakiso District?

ii) What is the relationship between contract management practices and procurement performance among government aided primary schools in Wakiso District?

iii) What is the predictive power of supplier selection and contract management practices on procurement performance among government aided primary schools in Wakiso District?

### 1.5.1 Hypotheses of the Study

*H1: There is a positive relationship between supplier selection and procurement performance.*

*H2: There is a positive relationship between contract management practices and procurement performance.*

*H3: Supplier selection and contract management practices combined together greatly predict procurement performance.*

## 1.6 Conceptual Framework

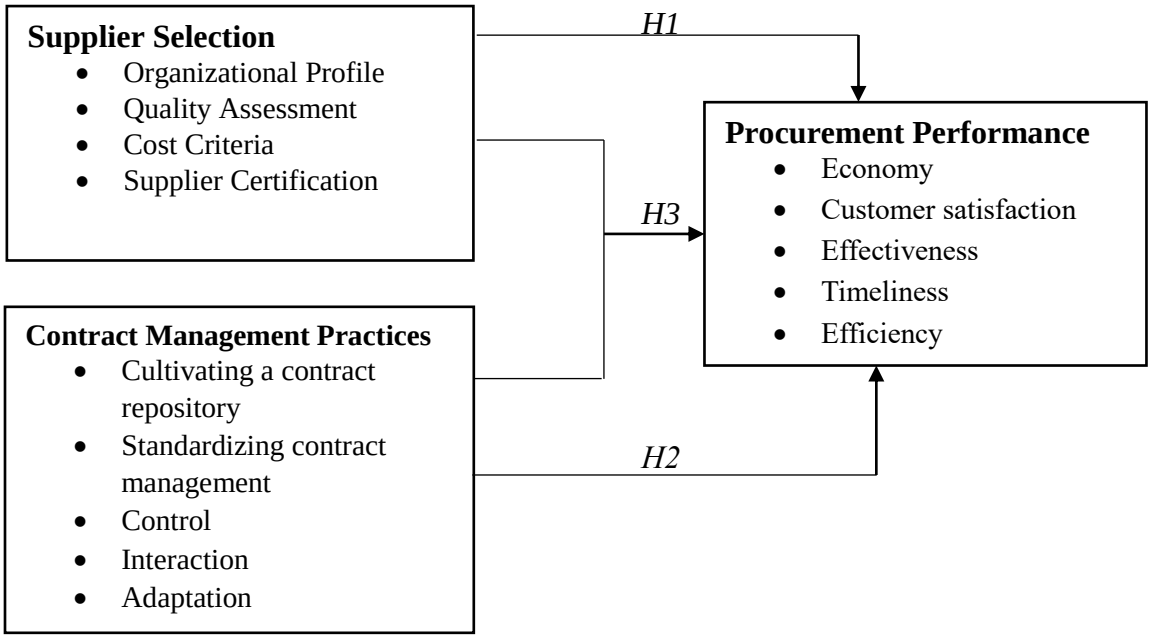


**Figure 1: Conceptual Framework**

**Source:** Developed from the literature review (Cummins & Raguette, 2019; Cullen, 2015; Cullen, Lacity & Willcocks, 2014; Hassan & Omwenga, 2023; Batetah & Wabala, 2021).

The conceptual framework in Figure 1 provides an explanation of the study variables. In this framework, supplier selection (organizational profile, quality assessment, cost criteria, and supplier certification) and contract management practices (cultivating a contract repository, standardizing contract management, control, interaction and adaptation) are independent variables while procurement performance is the dependent variable. It is therefore expected that as supplier selection and contract management practices improve directly, this will lead to improved procurement performance. The assumption is that good contract management practices result into better procurement performance. Besides, the models indicates that good supplier selection results into better procurement performance. Also, the model shows that when supplier selection and contract management practices are combined together, procurement performance can be greatly improved. This indicates that for supplier selection and contract management practices to reveal more influence towards procurement performance, they must be combined together.

## 1.7 Scope of the study

The scope covers the geographical, content and time scope of the study

### 1.7.1 Geographical Scope

This study was carried out to cover all Government aided primary schools in Wakiso district. The choice for the primary schools in this district is based on the poor procurement performance (Auditor General Report, 2023). This district is one of those which has experienced poor procurement performance (ESSAP Report, 2020).

### 1.7.2 Content Scope

The study investigated supplier selection and contract management practices as independent variables while procurement performance as the dependent variable. This study specifically looked at the relationship between supplier selection and procurement performance, contract management practices and procurement performance and lastly the combined effect of supplier selection and contract management practices on procurement performance.

### 1.7.3 Theoretical Scope

This study was underpinned by the Principal Agency Theory that was developed by Jensen & Meckling (1976), which focuses on the relationships between principals (such as the procuring entities) and agents (such as suppliers or logistics providers) within the supply chain.

### 1.7.4 Time Scope

The study was undertaken within a period of 8 months.

## 1.8 Significance of the study

**To Government Aided Primary Schools:** This study might help Government Aided Primary Schools to improve on their procurement performance. The management of government aided primary schools might gain insight on the influence of supplier selection, contract management practices on procurement performance. This might enable them to support deployment of measures that will foster execution of contract management so as to achieve improved efficiency, reducing cost, improved quality of supplies and reducing lead time. The study might also help procurement officers and other concerned stakeholders in government aided primary schools to understand the importance of supplier selection and contract management practices such

standardizing contract management, interaction, adaptation among others so as to achieve value of money.

**To Future Researchers**: The study is a resourceful material for academic research by adding on the literature of procurement performance. The study findings established the relationship between supplier selection, contract management practices and procurement performance. Therefore, this provides a basis for future researchers investigating this relationship from a developing context particularly in Uganda.

**Policy Makers**: The government of Uganda and its agencies such as ministries can use the findings to draft polices that help firms and even government agencies improve the procurement performance. This study might also help procurement bodies such as Public Procurement Regulatory Authority board and National Treasury to develop procurement policies, procedures and strategies to manage and enhance implementation of contract management practices so as to achieve procurement performance of government aided primary schools in Uganda. The policy makers would develop measures to improve effectiveness of supplier selection and contract management practices to improve procurement performance and impact of economic growth in Uganda.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

This chapter provides the theoretical underpinnings of the study and explanation of variables. It details the empirical findings in previous studies giving insights into the relationship between the study variables.

## 2.1 Theoretical Framework

### 2.1.1 Principal Agency Theory

The study will make use of the Principal Agency idea, which was first popularized in the 1970s by Jensen and Meckling's (1976) work. Jensen and Meckling (1976) state that the core assumption of the theory is that each party would act in accordance with their own egotism. While the principle will constantly strive to keep costs as low as possible, the provider (Agent) will work relentlessly to increase margin or profit. It suggests that the principals provide the agents specific tasks to complete on their behalf. Therefore, by attentively observing their actions or through contractual arrangements, principals can make sure that their agents are not acting in their own interests.

Contractual ties help to settle partial disputes by allowing preferences between suppliers who represent the interests of individuals and buyers who represent the interests of the organization to be balanced and resolved. By carefully choosing the involved suppliers and overseeing contractual relationship procedures, buyers such as schools can guarantee that suppliers do not act in their own interests to ensure that their entities receive the intended benefits for the business.

The procurement entity is considered a principal in this study, whereas the supplier, contractor, or service provider is considered an agent. When a public entity engages in public procurement, it enters into a contract with a private party (a supplier, contractor, or service provider) to accomplish a certain goal. This perspective holds that the private entity's goal in entering into contracts is typically to maximize profit. This could be linked to moral hazard, knowledge asymmetry, and competing goals. These factors frequently result in increased expenses for the purchasing party, disagreements over the terms of the contract, and contract termination.

## 2.2 Explanation of Variables

### 2.2.1 Procurement Performance

Samuel, Mutua, and Ahmed (2017) state that the evaluation of a firm's procurement performance is based on two factors: the firm's receipt of competitive bids and the realization of more than anticipated purchase price reductions. Procurement performance entails purchasing effectiveness and efficiency in the procurement function in order to shift from a reactive to a proactive state in order to meet predetermined performance standards inside an entity. Procurement performance is a reflection of whether or not the procurement role can meet the purchasing goals at a cost that is affordable.

Hassan and Omwenga (2023) state that effective inventory accountability, shorter lead times, improved quality, and cost effectiveness are all factors in procurement performance. Thus they argue that procurement performance entails allocating enough financial, human, and temporal resources as well as creating an organizational framework or chain of command. It entails designating particular people or groups to be in charge of particular duties or procedures. This entails tracking outcomes, contrasting them with industry standards and best practices, assessing

the effectiveness and efficiency of the procedure, accounting for deviations, and modifying the process as needed.

According to Ondieki, Biraori, and Priscilla (2023), the effectiveness and efficiency of the procurement function in acquiring products and services can be referred to as procurement performance. Kariuki, Makokha, and Namusonge (2018) noted that increased achievement of procurement organizational goals and decreased procurement costs are related to procurement performance. As a result, there are two categories of procurement performance: effectiveness and efficiency. Procurement effectiveness, according to Krop and Iravo (2016), indicates the extent to which already stated goals and objectives are being arrived at.

It explains the relationship that exists between the planned and actual human actions. According to Ondieki *et al.* (2023), procurement efficiency is defined as the relationship between the responsibilities that accompany set goals and objectives and the estimated and actual resources required to achieve them. Assessments regarding the disparity between projected and actual spending. Furthermore, Zania (2019) argues that procurement efficiency is an intersection that exists between anticipated and actually available assets expected to complete the designated goals and objectives and the related activities.

Additionally, procurement quality refers to the entirety of a product's attributes that impact its capacity to meet specified needs (Belokrylova et al., 2020). Quality is commonly understood to be either fit for purpose or compliant with specifications. Therefore, the lack of flaws and the extent to which a consumer is satisfied with a product's attributes and features constitute the definition of quality. To sum up, the evaluation of the effectiveness and efficiency of procurement actions is known as procurement performance.

Basing on the above reviewed literature, it can be argued that procurement performance has received a lot of scholarly attention, however there are concerns that procurement performance in public sectors is rarely measured (Anane & Kwarteng, 2019). The aforementioned argue that in a number of studies, procurement performance has been measured differently and thus there is a lack of consensus on the right measures of procurement performance. Moreover, most research regarding procurement performance has been conducted in manufacturing firms and other large cooperate business organizations as opposed to primary schools.

### 2.2.2 Supplier Selection

The goal of supplier selection is to find and separate providers who exhibit the best potential for consistently fulfilling a company's needs while also being in a suitable state or position to operate. Ojijo (2023) states that choosing a supplier entails carefully assessing each candidate's performance in terms of their financial stability, social and environmental impact, and environmental performance. The assessment ought to take into account the supplier's ethical standards compliance and diversity. In addition, suppliers are found, assessed, and contracted through the process of supplier selection. This entails locating suppliers, requesting data from them, establishing the conditions of the contract, haggling with them, and assessing them. Supplier selection is the process of identifying suitable suppliers that will minimize risk of supplies and eventually increase returns to an organization. Accordingly, the process of choosing a supplier involves measuring their capabilities, and the purchasing organization evaluates them in order to influence their behavior.

Vitasek (2013) claims that the business uses two distinct methods when choosing suppliers. The business has two options: it can identify a procurement project first, identify possible vendors, or

go with a long-standing, reliable provider. In the event that there isn't a legally binding contract, the business might begin investigating possible suppliers and learning how to identify and contact the best ones (Afoakwah & Kemevor, 2023). Such programs cover having a clear idea of what the suppliers are to do, establishing the requirements to be made to do a good job, and using the criteria to select from shortlisted potential suppliers.

It is clear from the previously examined literature that choosing a supplier is a crucial part of supply chain management and procurement, but there isn't a set standard for choosing a supplier (Afoakwah & Kemevor, 2023). Experts in the subject contend that because supplier selection is one of the most neglected fields and there is no one optimal method for evaluating and choosing suppliers, there are numerous techniques available (Afoakwah & Kemevor, 2023) to the process. Furthermore, it is still difficult for many businesses to evaluate and choose suppliers of vital raw materials. This is because there is a dearth of research in this key field, which highlights a large knowledge gap that requires attention (Ojijo, 2023).

### 2.2.3 Contract Management Practices

Contract management practices, according to Mwanaumo *et al.* (2011), may be depicted as a multi-phase procedure that lasts the whole term of the agreement and makes sure that the parties fulfill their responsibilities in order to accomplish the particular goals specified in the agreement. Contract management techniques are defined as the process of handling settlement introduction, execution, and assessment in a methodical and efficient manner in order to optimize operational and financial outcomes and eliminate risk. Shah (2010) states that contract management procedures include creating procurement paperwork, reviewing and approving it, keeping an eye

on how the contract is being implemented, approving and managing changes to the contract, and potentially ending or canceling it.

Additionally, the drafting, looking over, modifying, and interpreting of contracts, as well as the use of software and systems to improve accurate tracking and record-keeping regarding the fulfillment of contractual obligations, are all included in contract management practices (Kariuki & Nyang'au, 2019). Contract management procedures guarantee that all contract participants engage with the contractor to achieve the goals of the contract and that they surpass or meet each other's expectations. According to Hassan and Omwenga (2023), contract management practices are a procedural undertaking that encompasses several practices like cultivating a contract repository, standardizing contract management, control, interaction, adaptation and planning (Cummins & Raguette, 2019; Cullen, 2015; Cullen et al., 2014). Cummins and Raguette (2019) note that a contract repository is a place where contracts are stored whereas, standardizing contract management with respect to procurement focuses on process homogenization across purchasing agencies (Blind, Pohlisch & Rainsville, 2020). Therefore, standardizing contract management aims at making similar contract processes in a firm uniform to ensure that if a firm performs the same activity in different places, it does so in the same way (Harmon, 2010).

Control involves setting, reviewing and monitoring key performance indicators, watching over the finances, record keeping and reporting and audit compliance of both party’s adherence to contractual documents (Cullen, 2015). According to Batetah and Wabala (2021) interaction refers to both parties' participation in the contract management process throughout. This calls for openness to potential annoyances, mutual trust, and effective communication (Certified Institute of Procurement and Supply, 2019). The degree to which contract features are assimilated into the

external markets to conform to variations in the competitive landscape, customer behavior, standards of use, and environment is known as adaptation.

Adaptation is an ongoing identification, prioritization, tracking and making of resolutions as well as managing written, verbal, and behavioral-based variations (Cullen, 2015) whereas, contract planning is the process of determining and putting into practice the form, substance, and organization of the contracting mechanism that the company requires with its partners (Burgess & White, 2015). Planning, according to Ballou (2017), entails creating the tracking and evaluation system that will be employed to keep an eye on the contract process. Planning, according to Cullen (2015), is predicting changes in provider capabilities or company demands, keeping track of market knowledge, and promoting continual development.

The above literature suggests that many scholars have studied contract management practices; however contract management practices are still a challenge in Sub Saharan Africa Hassan and Omwenga (2023); Kariuki and Nyang'au (2019); Cummins and Raguette (2019), Uganda inclusive. The majority of earlier empirical research on contract management techniques was carried out in industrialized or emerging nations in Latin America, Asia, and Europe (Kariuki & Nyang'au, 2019). Moreover most research on contract management practices has been done in manufacturing firms, construction firms and banking institutions as opposed to educational institutions like primary schools. There is need to test if contract management practices developed in western countries and other sectors are applicable the educational sector or in a non-Western context like Uganda.

## 2.3 Empirical Support

### 2.3.2 Supplier Selection and Procurement Performance

Supplier selection, according to Kariuki *et al.* (2018), is a crucial aspect of procurement performance. When purchasing companies choose to work with potential suppliers, they most frequently employ supplier selection criteria, and these suppliers are crucial to enhancing procurement performance (Changalima et al., 2023). As a result, supplier selection can be a beneficial technique for gathering data on possible efficiency benefits for increased competitiveness and better procurement outcomes (Krop & Iravo, 2016).

It is argued that competitive supplier selection processes can contribute to more effective and efficient procurement. Consequently, it may be concluded in general that the performance of the procurement function is significantly impacted by supplier selection. Purchasing companies can use market analysis to determine current pricing through supplier selection. This enables purchasing groups to buy products at fair market pricing, thereby lowering procurement expenses (Afoakwah & Kemevor, 2023). These outcomes agree with Krop and Iravo's (2016) findings. Their research showed a relationship between procurement success and supplier selection.

The achievement of intended procurement deliverables and the effectiveness of procurement services rely on a strong relationship between buyers and suppliers. Consequently, purchasing organizations consider supplier selection to be a significant resource (Changalima et al., 2023). Therefore, the management of this essential resource in purchasing organizations might be crucial to procurement performance (Changalima et al., 2023). Hence, a company's suppliers have a significant impact on the cost, dependability, availability, and delivery of its goods,

making supplier selection an essential part of the procurement process. This is built on the assumptions that suppliers able to develop competent technical abilities, have control to meet the expectations of their customers, conforms to ISO standards have a positive impact on procurement performance. The procurement function performance is positively or adversely correlated with the components of supplier selection, as demonstrated by the findings of Naomi and Keitany (2021); Krop and Iravo (2016). According to Changalima *et al.* (2023), the study's conclusions showed that supplier selection and monitoring both significantly and favorably affect cost-effective public procurement performance.

According to Afoakwah and Kemevor's (2023) findings, the effectiveness of public procurement is determined by supplier selection, which is a good and significant indicator for lowering procurement costs. Therefore, by managing procurement expenses, purchasing organizations can increase the efficiency of their procurement processes through supplier selection. It is argued that choosing sustainable suppliers promotes a sustainable supply chain and boosts procurement competitiveness. Ojijo (2023) found that the procurement performance of Kenya's Chartered Public Universities was highly impacted by supplier selection. Sabiti and Mulyungi (2018) showed that supplier selection significantly improved procurement performance, increasing it by 76.4%. The selection of suppliers was found to have a substantial positive link with the overall performance of the supply chain (Nsikan et al., 2022). Thus, choosing the best supplier for your particular company will guarantee that products and services are provided in the appropriate amounts, at the appropriate costs, and on schedule.

From the above reviewed literature, supplier selection plays a vital role in improving procurement performance. However, empirical-based evidence on the role of supplier selection in the public sector in developing countries is limited (Oromo & Mwangangi, 2017). Empirical

studies of Sabiti and Mulyungi (2018); Krop and Iravo (2016); Ojijo (2023) have focused on influence of supplier selection on procurement performance in developed countries and other developing countries other than Uganda and have particularly been conducted in large manufacturing, construction and multi international corporations as opposed to primary schools. There is limited empirical evidence on supplier selection and procurement performance in the context of public procurement in developing countries (Oromo & Mwangangi, 2017), like Uganda. Based on this reviewed literature, it can be hypothesized that;

*H1: There is a positive relationship between supplier selection and procurement performance.*

### 2.3.2 Contract Management Practices and Procurement Performance

Ogembo and Muturi (2019) assert that effective contract management techniques enhance an organization's procurement performance by guaranteeing supplier responsiveness, efficiency, and cooperation, as well as timely service delivery and attaining value for money. Contract management play a pivotal role in the procurement process of public entities (Hassan & Omwenga, 2023). Contract management plays a crucial role in optimizing the procurement process by effectively addressing various aspects such as proactively anticipating the future requirements of users, promptly responding to emerging challenges, and ensuring the attainment of high-quality products and services.

Successful contract management practices in public sectors influence procurement of the correct goods and services, in the correct quantity, at the right time, for the right price, with the right quality, from the right source. Good contract management practices and oversight help to improve the caliber of goods and services, reduce the cost of procurement, achieve high-quality goods and services, provide goods and services on schedule, and keep costs down (Hassan &

Omwenga, 2023). Thus, improving procurement performance requires effective contract management practices (Batetah & Wabala, 2021). Kimunndu and Moronge (2019) discovered that the adoption of contract management techniques improved procurement performance in Kenyan BIDCO manufacturing companies.

Hence, Hassan and Omwenga (2023) suggested that manufacturing enterprises that effectively oversee and administer contract variations play a crucial role in expediting supplier payments and facilitating the punctual delivery of procured goods and services. The findings of Mchopa *et al.* (2014), showed that contract management practices contributed to improvement in procurement time, quality and costs. The findings of Hassan and Omwenga (2023) indicated that contract management practices and procurement performance are positively correlated and significantly how well public institutions carry out their procurement processes. According to Kariuki and Nyang'au (2019), contract management practices have a major and favorable impact on the Kenyan County Government's procurement performance.

The concept of contract management practices as a whole includes actions that result in competent and rational management of the formulation, implementation, and investigation of contracts in order to fully capitalize on the financial and performance aspects of procurement while minimizing risks (Ogembo & Muturi, 2019). Contract management improves value for money in public procurement through contract creation and quality control. Moreover, Guarnieri and Gomes (2019) contend that contract management entails keeping an eye on the caliber and degree of service provided by the delivered items or services. This in one way enhances the procurement performance. Therefore, contract management practices play a major role in determining procurement performance.

Despite these positive propositions, considerable number of studies show dissimilarities on various aspects of contract management practices on procurement performance. For instance, Muinde (2022) argue that there is no clear consensus among various authors regarding the influence of contract management practices on procurement performance. According to Kariuki and Nyang'au (2019), not much research has been done on the relationship between contract management practices and procurement performance in Sub-Saharan Africa. The particular association between contract management practices and procurement performance is not established in Komakech's (2020) study on contract management and service delivery in Ugandan local governments.

In their 2016 study, Aluonzi1, Oluka, and Nduhura examine contract management practices and the implementation of road repair projects in the Arua Municipality; however, they do not specifically identify a connection between the procurement performance and contract management practices. Thus the existing empirical findings may not be generalized in primary schools due to different cultural and political context. Hence, this study intends to bridge the knowledge gap by establishing the relationship between contract management practices and procurement performance. Based on the above reviewed literature, it can be hypothesized that; -

*H2: There is a positive relationship between contract management practices and procurement performance*

### 2.3.3 Predictive Power of Supplier Selection and Contract Management Practices on Procurement Performance

Although there isn't much research to support this, Changalima *et al.* (2023) contend that if contract management practices are done correctly, supplier selection can lead to improved

procurement performance. They go on to say that the challenges encountered by contract management practices in terms of the time and money needed to keep the contracts that have been engaged into may have an impact on the relationship between supplier section and procurement performance. Accordingly, the impact of supplier selection on the success of public sector procurement can interact with contract management techniques (Changalima et al., 2023). Therefore, when appropriate contract management techniques are applied, companies taking part in supplier development programs will see improvements in both supplier and procurement performance.

According to Hassan and Omwenga (2023), the buyer can get information on supplier production and performance issues early on by enlisting the supplier's cooperation in proactive contract management and performance monitoring. Building strong relationships with suppliers and being aware of their capabilities is essential for successful procurement. Therefore, proper supplier selection, and management of contracts has a significant impact on various aspects of procurement, including inventory levels, procurement process duration, adherence to agreed-upon pricing for goods and services, effective cost management, and the establishment of a robust vendor-buyer relationship. Ogembo and Muturi (2019) assert that effective contract management techniques enhance an organization's procurement performance by guaranteeing supplier responsiveness, efficiency, and cooperation, as well as timely service delivery and attaining value for money.

The literature of Ogembo and Muturi (2019) shows that implementation of contract management practices within a company has the potential to improve various aspects of its operations, including supplier relationships, efficiency, flexibility and overall procurement performance. The effective administration of contracts plays a crucial role in the achievement of favorable

outcomes in the procurement procedures of public sector entities. The aforementioned argue that entities that participate in these cooperative contract management strategies are likely to pool resources with suppliers hence achieving efficiency and effectiveness in procurement performance. Therefore, companies can have proper supplier selection when there is good contract management practices. The presence of good contract management practices boost procurement performance (Ogembo & Muturi, 2019).

Numerous scholars have examined the variables influencing the effectiveness of procurement in both public and commercial organizations. Kenyanya, Onyango, and Mamati (2011) examined how public procurement laws affected public secondary school procurement procedures in educational institutions. Research on the evaluation of procurement practices in public secondary schools was conducted by Karioki (2010). In public secondary schools, Arani (2012) conducted study on the impact of procurement methods on internal customer satisfaction. The previous studies do not specifically establish the predictive potential of supplier selection and contract management practices in improving procurement performance. Based on this discussion therefore, it can be hypothesized that: -

*H3: Supplier selection and contract management practices combined together significantly predict procurement performance*

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This chapter describes the research methodology that was used while carrying out this study. This chapter includes definitions and explanations of techniques that were used to collect data. It presents the research design, study population and sample size, sampling techniques, research instruments, research procedure, data analysis and ethical consideration.

## 3.1 Research Design

A cross sectional survey design with a quantitative approach to the study was used, because data was collected once. It was also cross-sectional in the sense that it was carried out once at a particular period in time looking back. The cross-sectional design was used because the research collected data and analyzed once from a sample of respondents at one point in time without going back. This study adopted a survey design because it easy and convenient. A quantitative approach was applied in collecting data because it enabled the researcher to collect numerical data in order to explain, predict and control phenomena of interest, then subjecting this data to statistical analysis.

## 3.2 Study Population

The study population was two hundred fifty (250) government aided primary schools in Wakiso district supervised by Ministry of Education and Sports report as at 2022. Government aided primary schools were considered because procurement performance of schools is severely disrupted with rising costs, incomplete construction works and poor delivery of some of the school furniture (ESSAP Report, 2020). The unit of analysis was a government aided primary

school in Wakiso District and unit of inquiry was a procurement manager/officer or any person in charge of the procurement function in respective government aided primary schools. A procurement manager/officer or any person in charge of the procurement function in each school was considered because these were believed to have a lot of skills and knowledge in supplier selection and contract management practices as well as being more knowledgeable in procurement performance. These were considered because they possess the right information concerning procurement performance since they handle the procurement function in each school.

### 3.3 Sample Size Determination

The sample size consisted of one hundred fifty-two (152) government aided primary schools that were determined using Krejcie and Morgan (1970) sampling table.

### 3.4 Sample Selection Procedure

This study used simple random sampling to select the government aided primary schools. In random sampling technique subjects have equal chance of being selected hence reduction of sampling biases. Simple random sampling was used because it allowed respondents in the population to have equal chances of being selected.

### 3.5 Source of Data and Data Collection Methods

#### 3.5.1 Source of Data

The study used primary data which was obtained directly from staff of the respective Schools in Wakiso District. This primary source was preferred to ensure that recent information about each subject matter is obtained.

### 3.5.2 Data Collection Methods

Data was collected using a closed ended questionnaire. The questionnaire included closed-ended questions that were graded on a five-point Likert scale ranging from 1 (strongly disagree); 2 (disagree); 3 (not sure); 4 (agree) and 5 (strongly agree). The instrument was used because it facilitates the collection of quantitative data for a large sample size and can easily be administered. Questionnaire were used because large amount of information can be collected from a large number of respondents in short period of time and it increases the degree of reliability and the chances of getting valid data.

## 3.6 Procedure for Data Collection

After successfully addressing corrections from the submitted proposal, the researcher got an introductory letter from Makerere University Business School (Faculty of Graduate Studies and Research offices) and presented it randomly to selected Government Aided Primary Schools of Wakiso District from the list of Schools provided by the Ministry of Education report as of 2022. Once respective heads allowed the researcher, the researcher collected data using a self-administered closed-ended questionnaire. A five-point Likert scale was selected for this study due to its suitability for measuring attitudes, opinions, and perceptions. The questionnaire was distributed among individuals in different government aided primary schools in Wakiso District. The researcher chose a contact person in each government aided primary schools in Wakiso District who assisted him in moving around while distributing the questionnaires as well as introducing him to the person in charge of the school's procurement function. Similarly, the contact person also helped the researcher in gathering the finished questionnaire. The researcher also hired a research assistant who constantly made a follow up on questionnaire and distributing

them to respondents as well as guiding them on how to answer the questionnaire. The researcher visited various government aided primary schools in Wakiso District and randomly selected the respondents to participate in the study.

### 3.7 Measurement of Study Variables

The operationalization and measurement of study variables will be measured and adopted based on the previous scholars. Respondents were asked to rate these items on a 5-point Likert type scale, ranging from 1 (“strongly agree”) to 5 (“strongly disagree”).

**Supplier Selection** was measured and modified based on previous scholars by Rajesh and Ravi (2015) and Dametew *et al.* (2018). Supplier selection was operationalized and measured in terms of organizational profile, quality assessment, cost criteria and supplier certification.

**Contract Management Practices** were measured and operationalized based on the previous scholars such as Cullen, (2015); Cullen *et al.* (2014). This scale included dimensions namely; cultivating a contract repository, standardizing contract management, control, interaction and adaptation.

**Procurement Performance** was measured using scholars as Changalima *et al.* (2023); Krop and Iravo (2016); Ondieki *et al.* (2023). The dimensions included economy, customer satisfaction, effectiveness, timeliness and efficiency.

### 3.8 Validity and Reliability of the Research Instrument

#### 3.8.1 Validity of the Research Instrument

To ensure validity of the data collection instruments, the researcher subjected the data collection instruments to scrutiny of experts, practitioners and supervisors. They were requested to state the

relevance or non- relevance of each item. They also checked for language and clarity of the

| Variables | Number of statements in the tool | Statements rated valid | Content validity<br>CVI | Cronbach's Alpha value |
|---|---|---|---|---|
| | | | | |

questions. Once this was done, the researcher adjusted the data collection instruments according to the advice from the supervisors. The content validity index (CVI) was used to determine the questionnaire's validity by assessing the questions' applicability to measuring the variables. The validity of the instrument was tested and threshold of above 0.7 signified that consistence of measures the study variables on the scales used (Nunnally & Bernstein, 1994). The CVI was computed as follows:

$$CVI = \frac{\text{Number of Items Rated Relevant by all Judges}}{\text{Total Number of Items in the Instrument}}$$

The CVI was .875, since the validity coefficient was above 0.7, it means the tools were valid for data collection.

### 3.8.2 Reliability of the Research Instrument

The Reliability of the questionnaire was tested using Cronbach's alpha test as recommended by Nunnally and Bernstein (1994). Reliability is the degree to which a research tool produces stable and consistent results. The tool was subjected to a Cronbach Alpha test using SPSS Version 23 and a result of above 0.70 Cronbach alpha rendered it reliable. According to Nunnally and Bernstein (1994) a desirable reliability coefficient would fall above 0.70

**Table 3.1: Validity and Reliability**

| | | | | | |
|---|---|---|---|---|---|
| **Independent variables** | Supplier selection | 14 | 11 | .785 | .888 |
| | Contract management | 25 | 21 | .840 | .885 |
| **Dependent variable** | Procurement performance | 17 | 17 | 1 | .884 |
| **Average CVI** | | 56 | 49 | .875 | |

***Source: Primary Data***

### 3.9 Data Analysis, Interpretation and Presentation

Raw data collected was edited, interpreted and analyzed using Statistical Package for Social Scientists (SPSS-Version 23) computer software. Correlations and regressions were used in testing research questions. Demographic characteristics were analyzed in terms of percentage. Demographic analysis helped in measuring the dimensions and dynamics of the population and they were used to describe the characteristics of the population connected to this study. Relationships between variables was presented in terms of correlation analysis. Correlation analysis was used to show or study the strength of relationship between two variables using Pearson correlation coefficient. Regression analysis was used to predict the behavior of the dependent variable based on the behavior of the independent variable.

### 3.10 Ethical Consideration

The researcher got an introductory letter from Faculty of Graduate Studies and Research MUBS which he presented to the management and respondents in different schools where data was collected. The researcher also sought for permission from the school administrators in charge before the questionnaires were administered. The respondents were assured of anonymity which was achieved through structuring the questionnaire in such a way that they don't disclose neither the school's name nor the respondent's name. The researcher endeavored to uphold the

confidentiality of the sources of data by assuring respondents that the study is purely for academic purposes. The selected participants were informed of their freedom to either participate or reject and the questionnaire instrument had no space for name or telephone number. Any deception or exaggeration about the aims and objectives of the research was avoided.

# CHAPTER FOUR

# PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

## 4.0 Introduction

This chapter provides the presentation, analysis and interpretation of findings based on the objectives of the study which were:

i) To examine the relationship between supplier selection and procurement performance among government aided primary schools in Wakiso District.

ii) To examine the relationship between contract management practices and procurement performance among government aided primary schools in Wakiso District.

iii) To examine the predictive power of supplier selection and contract management practices on procurement performance among government aided primary schools in Wakiso District.

## 4.1 Response Rate

Out of the 152 questionnaires that were administered among procurement managers/officers (administrators handling the school's procurement function), 143 were returned representing a response rate of 94%. The study response rate of 94% is enough since according to Amin (2005), 70% of the respondents are enough for the study.

## 4.2 Demographic Characteristics

A frequency table was used to indicate the gender, age, education and length of service. The results in relation to these demographic characteristics were summarized below in table 4.2

**Table 4.2 Individual Characteristics of Respondents**

| Demographic Characteristic | Parameter | Frequency (n=143) | Percent |
|---|---|---|---|
| **Gender** | Male | 85 | 59.4 |
| | Female | 58 | 40.6 |
| | ***Total*** | ***143*** | ***100*** |
| **Age** | 20–25 Years | 3 | 2.1 |
| | 25-30 Years | 24 | 16.8 |
| | 30-35 Years | 53 | 37.1 |
| | Above 35 Years | 63 | 44.1 |
| | ***Total*** | ***143*** | ***100*** |
| **Highest level of Education** | Diploma Level | 48 | 33.6 |
| | Bachelor's degree | 65 | 45.5 |
| | Post Graduate Diploma | 28 | 19.6 |
| | Master's degree | 2 | 1.4 |
| | ***Total*** | ***143*** | ***100*** |
| **Length of Service** | 0 to 5 years | 10 | 7.0 |
| | 6-10 years | 23 | 16.1 |
| | 11-15 years | 59 | 41.3 |
| | Above 15 years | 51 | 35.7 |
| | ***Total*** | ***143*** | ***100*** |

***Source: Primary Data***

### 4.2.1 Gender

According to results from table 4.2, majority of respondents were male who comprised of 59.4% and 40.6% were females. Although males dominated the females, the results signify that government aided primary schools in Wakiso District employ both males and females. These results similarly implied that gender balance is practiced in government aided primary schools in Wakiso District. This demonstrates that all genders were included, giving the study a good representation. This result suggested that the survey included opinions from both men and women, despite the fact that men predominated the study. This research also emphasizes how men have historically had dominant roles in various countries and in business in general, but it also illustrates how resilient women are and how slowly they have advanced in the field (Osunsan, 2015).

### 4.2.2 Age

Concerning the age of respondents, majority of respondents were above 35 years and constituted 44.1%; these were followed with those in the age bracket of 30-35 who constituted 37.1%; 16.8% were in the age bracket of 25-30 years and minority 2.1% were in the age bracket of 20-25 years. The result implied that government aided primary schools in Wakiso District mainly have middle-aged procurement managers presenting active age groups which can be suitable in managing and improving the procurement function of their respective schools.

### 4.2.2 Highest level of Education

Concerning the highest level of education attained by respondents, majority of respondents 45.5% possessed a bachelor's degree; these were followed with 33.6% of respondents who possessed a diploma; 19.6% possessed a post graduate diploma while minority 1.4% possessed a master's degree. Given these qualifications, it can be construed that since all participants had different levels of education, they provided varying responses on the study variables. This indicates that the respondents are adequately qualified persons to manage the procurement operations and to know the problem of the study. Similarly, the findings also implied that all respondents who participated in this study at least had attained formal education and therefore could read and understand the statements in the questionnaire as well as giving varying responses to the variables under the study.

### 4.2.2 Length of Service

According to results from table 4.2, majority 41.3% of respondents had working experience of 11-15 years; 35.7% had worked for 15 years and above; 16.1% had working experience 6-10 years minority 7% had worked in government aided primary schools for not more than 5 years. Since the majority of the respondents had spent more than 5 years within respective government aided primary schools in Wakiso District, this means that the respondents had reasonable experience to give reliable insights that could enrich the results of the study and arrive at generalizable conclusions. The findings suggested that the respondents had a respectable level of work experience, allowing them to assess the institution's procurement effectiveness. This suggests that every responder possessed sufficient experience and a comprehensive comprehension of the procurement performance in their own government-aided schools located in the Wakiso District. This demonstrates that the majority of respondents, having worked for several years in the government-aided primary schools in the Wakiso District, possessed extensive knowledge of supplier selection and contract administration techniques.

## 4.3 Inferential Statistics

Analysis using regression and correlation were done. To determine whether a relationship existed between supplier selection and procurement performance, as well as between contract management practices and procurement performance, correlation analysis was employed. However, regression analysis was used to ascertain the influence of contract management procedures and supplier selection on procurement performance in government-aided elementary schools.

### 4.3.1 Correlation Analysis

The Pearson (r) correlation coefficient was used to determine the relationships—and more specifically, the correlation—between the study variables, as shown in the table below.

**Table 4.3 Pearson's Correlation between Study Variables**

| Correlations | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| **Supplier Selection (1)** | 1 | | | | | | | | | | | |
| Organizational Profile (2) | .853** | 1 | | | | | | | | | | |
| Quality Assessment (3) | .834** | .676** | 1 | | | | | | | | | |
| Cost Criteria (4) | .844** | .670** | .662** | 1 | | | | | | | | |
| Supplier Certification (5) | .791** | .484** | .489** | .556** | 1 | | | | | | | |
| **Contract Management Practices (6)** | .196* | .306** | .162 | .108 | .067 | 1 | | | | | | |
| Cultivating a contract repository (7) | .118 | .156 | .082 | .042 | .093 | .840** | 1 | | | | | |
| Standardizing contract management (8) | .119 | .216** | .096 | .070 | .012 | .710** | .482** | 1 | | | | |
| Control (9) | .136 | .227** | .057 | .050 | .090 | .780** | .635** | .421** | 1 | | | |
| Interaction (10) | .237** | .341** | .233** | .172* | .053 | .776** | .545** | .502** | .441** | 1 | | |
| Adaptation (11) | .166* | .285** | .170* | .095 | .005 | .854** | .593** | .567** | .574** | .625** | 1 | |
| **Procurement Performance (12)** | **.274**** | .325** | .207* | .213* | .160* | **.692**** | .562** | .520** | .579** | .549** | .545** | 1 |
| ****. Correlation is significant at the 0.01 level (2-tailed).** | | | | | | | | | | | | |
| ***. Correlation is significant at the 0.05 level (2-tailed).** | | | | | | | | | | | | |

***Source: Primary Data***

#### 4.3.1.1 Supplier Selection and Procurement Performance

Table 4.3, reveals a positive significant relationship between supplier selection and procurement performance among government aided primary schools in Wakiso District ($r=.274$, $p<0.01$). This means that supplier selection has a positive relationship with procurement performance among government aided primary schools in Wakiso District. In other words, an improvement in supplier selection is related with an improvement in procurement performance among government aided primary schools in Wakiso District. The results implied that supplier selection positively relates with procurement performance among government aided primary schools in Wakiso District. Hence supporting hypothesis one.

#### 4.3.1.2 Contract Management Practices and Procurement Performance

Table 4.3, reveals a positive significant relationship between contract management practices and procurement performance among government aided primary schools in Wakiso District (r=.692, p<0.01). This means that contract management practices have a positive relationship with procurement performance among government aided primary schools in Wakiso District. The results implied that contract management practices positively relate with procurement performance among government aided primary schools in Wakiso District. In other words, an improvement in contract management practices is related with an improvement in procurement performance among government aided primary schools in Wakiso District. Hence supporting hypothesis two.

### 4.3.2 Regression Analysis Model

Regression analysis was used by the researcher to ascertain the predictive potential of supplier selection and contract management procedures on procurement performance among government-aided elementary schools. The researcher specifically carried out a multiple regression analysis. Because multiple regression takes into account the impact of multiple explanatory variables on a particular outcome of interest, it was used. It assesses these explanatory (independent) variables' relative contributions while maintaining the same values for every other variable in the model.

**Table 4.4: Regression Analysis for Study Variables**

| **Model** | **Unstandardized Coefficients** | | **Standardized Coefficients** | | | **Collinearity Statistics** | |
|---|---|---|---|---|---|---|---|
| | ***B*** | ***Std. Error*** | ***Beta*** | ***t*** | ***Sig.*** | ***Tolerance*** | ***VIF*** |
| (Constant) | .957 | .278 | | 3.428 | **.001** | | |
| Supplier Selection | .079 | .034 | **.144** | 2.353 | **.020** | .960 | 1.042 |
| Contract Management Practices | .709 | .065 | **.664** | 10.876 | **.000** | .962 | 1.040 |
| R | .706[a] | | | | | | |
| R Square | .499 | | | | | | |
| **Adjusted R Square** | **.491** | | | | | | |
| R Square Change | .499 | | | | | | |
| Std. Error of the Estimate | .32907 | | | | | | |
| F | 69.590 | | | | | | |
| Sig. | .000[b] | | | | | | |

**a. Dependent Variable: Procurement Performance**
**b. Predictors: (Constant), Supplier Selection, Contract Management Practices**

***Source: primary data***

Table 4.4 indicates that a combined effort of variables of supplier selection and contract management practices was capable of predicting 49.1% of variance in procurement performance among government aided primary schools in Wakiso District (Adjusted R Square=.491). Henceforth, the results reveals that other factors which were excluded in this study could explain a variance of 50.9%. The results further indicates that supplier selection (β= .144, t=2.3353, Sig= .020, p<.05) and contract management practices (β=.664, t=10.876, Sig= .000, p<.05) were significant predictors of procurement performance in government aided schools in Wakiso.

Results imply that supplier selection at (β= .144) and contract management practices (β=.664) significantly predict procurement performance in government aided primary schools in Wakiso District. Hence supporting hypothesis three. However, contract management practices was the best and most significant predictor of procurement performance in government aided schools in Wakiso at (beta=.664). From the analysis of Sig results, all independent variables were significant predictors of procurement performance in government aided schools in Wakiso.

Further analysis of multicollinearity statistics, it is suggested that when the tolerance value is greater than 0.2, there is no multicollinearity problem between independent variables. In this case all our tolerance values are above 0.2 that is .960 for supplier selection and .962 for contract management practices. This means that there is no multicollinearity problem between independent variable. Besides, the VIF values must be less than 5, according to results from table 4.4, all VIF values are less than 5 meaning that there is no multicollinearity problem between independent variables. For instance, 1.042 for supplier selection and 1.040 for contract management practices. Therefore, using Tolerance and variance inflation factor (VIF), it was revealed that there was no presence of multicollinearity among supplier selection and contract management practices. The absence of multicollinearity makes the estimate of the regression coefficients more accurate of their parameters.

# CHAPTER FIVE

# DISCUSSION, CONCLUSION AND RECOMMENDATIONS

## 5.0 Introduction

This chapter presents the discussion, conclusion and recommendations based on the study objectives which were to examine the relationship between supplier selection and procurement performance; contract management practices and procurement performance and lastly the predictive effect of supplier selection and contract management practices on procurement performance in government aided schools in Wakiso.

## 5.1 Discussion of Findings

The findings ascertained in relation to each objective were compared and contrasted with the earlier literature to reveal whether it provided consistent or contentious findings.

### 5.1.1 Supplier Selection and Procurement Performance

The findings revealed a significant and positive relationship between supplier selection and procurement performance in government aided schools in Wakiso. Therefore, the alternative hypothesis *"there is a positive relationship between supplier selection and procurement performance"* is upheld and supported. The findings implied that that improving supplier selection is related with an improvement in procurement performance in government aided schools in Wakiso. This indicates a correlation between better supplier selection and better procurement practices in Wakiso's government-aided primary schools. The results of this investigation are consistent with those of Naomi and Keitany (2021), who proposed a favorable correlation between procurement performance and supplier selection criteria. The results of this

investigation also support those of Samuel *et al.* (2017), who found a strong positive association between Kenyan state corporations' procurement performance and their choice of suppliers.

The results indicate that procurement performance will be improved when government-aided primary schools in Wakiso take into account supplier selection factors such as quality evaluation, pricing criteria, and supplier certification, among others, to address procurement-related issues. This result is consistent with that of Naomi and Keitany (2021), who offer confirmation that the elements of supplier selection have a positive or negative relationship with the performance of the procurement function. The results of this investigation corroborate the hypothesis put out by Afoakwah and Kemevor (2023) that supplier selection is an essential instrument for guaranteeing the effectiveness of public procurement since it is a positive and substantial predictor of cost reductions.

The results of this investigation are consistent with those of Krop and Iravo (2016), who discovered a substantial positive correlation between procurement success and each of the four supplier selection characteristics they examined. The results of this investigation mean that procurement efficiency and effectiveness can be enhanced through competitive supplier selection initiatives. The study's conclusions show that supplier selection procedures significantly and favorably affect procurement performance. This suggests that government-aided primary schools in the Wakiso area perform better in procurement when they place more of an emphasis on selecting their suppliers. The results of this investigation are consistent with those of Ojijo's (2023) study, which found that supplier selection had a major impact on how well Kenyan Chartered Public Universities performed in their procurement operations.

The study's findings demonstrate how supplier selection significantly improves procurement performance in Wakiso District government-aided primary schools. The results verify that appropriate supplier selection, when carried out in a fair and methodical manner, would result in enhanced procurement performance in Wakiso District government-aided primary schools. The results of this study therefore imply that effective supplier selection has a substantial impact on procurement performance. This result is in line with observations made by Sabiti and Mulyungi (2018), who also found that supplier selection significantly improved procurement performance. Drawing from the aforementioned discourse, extant research suggests that supplier selection has a substantial role in influencing procurement performance across many scenarios. Thus, this study adds to the body of literature by extending the significance of supplier selection to procurement performance in the context of government-aided primary schools in Uganda Wakiso District.

### 5.1.2 Contract Management Practices and Procurement Performance

The findings revealed a significant and positive relationship between contract management practices and procurement performance in government aided schools in Wakiso. Therefore, the alternative hypothesis *"there is a positive relationship between contract management practices and procurement performance"* is upheld and supported. The findings implied that that improving contract management practices is associated with improvement in procurement performance in government aided schools in Wakiso. The findings suggest that because of contract management practices, government aided schools in Wakiso District evolve higher improved procurement performance. Similarly, basing on beta results, the findings implied that contract management practices significantly affect and predict procurement performance. The

regression results revealed that contract management practices are a significant predictor of procurement performance. Hence supporting Hypothesis two.

The results of this study are consistent with those of Ogembo and Muturi (2019), who demonstrate that good contract management practices significantly enhance procurement performance in Kenya's devolved governments. The study's findings have shown that, if implemented correctly, contract management procedures will, in fact, improve procurement performance in government-aided schools in the Wakiso District by ensuring that all parties collaborate effectively. This result is consistent with that of Kimunndu and Moronge (2019), who found that the use of contract management techniques improves procurement performance in Kenyan BIDCO manufacturing firms. The results of this investigation claim that contract management practices have a significant impact on how government aided primary schools carrry out their procurement processes. The results of this investigation are consistent with those of Kariuki and Nyang'au's (2019) study, which found that contract management practices have a major and favorable impact on Kenyan county governments' procurement performance.

The findings of this study indicate that government aided primary schools in Wakiso District will experience enhanced procurement performance when contract management practices are enhanced. The study's results provide empirical and statistical backing for Hassan and Omwenga's (2023) assertion that efficient contract management techniques improve the quality of goods and services, reduce procurement costs, achieve high-quality goods and services, deliver goods and services on time, and are cost-effective. The results of this investigation corroborate the claims made by Batetah and Wabala (2021) regarding the necessity of effective contract management procedures for raising procurement performance. Drawing from the aforementioned discourse, extant research suggests that contract management methodologies

exert a notable influence on procurement performance across many scenarios. Therefore, this study adds to the body of literature by extending the impact of contract management methods to procurement performance in the setting of government-aided primary schools in Uganda's Wakiso District.

### 5.1.3 The Combined Effect of Supplier Selection and Contract Management Practices on Procurement Performance

The regression findings revealed that supplier selection and contract management practices combined together were significant in predicting procurement performance in government aided primary schools in Wakiso District. Therefore, the alternative hypothesis *"supplier selection and contract management practices combined together significantly predict procurement performance"* is upheld and supported. The regression results indicated that a unit change in supplier selection and contract management practices resulted in a positive improvement in procurement performance in government aided primary schools in Wakiso District. The results implied that when government aided primary schools in Wakiso District engage in effective supplier selection and utilize good contract management practices, procurement performance in government aided primary schools in Wakiso District would be boosted and improved greatly. In otherwards, the findings of this study suggest that when there is a combination of supplier selection and contract management practices (when supplier selection and contract management practices are combined together), procurement performance in government aided primary schools in Wakiso District.

The results of this study support the assertion made by Changalima *et al.* (2023) that supplier selection influences can interact with contract management procedures to enhance public sector

procurement performance. The results provide additional empirical and statistical backing for Changalima *et al.'s* (2023) assertion that purchasing organizations should follow the guideline of successfully resolving contract management practice-related concerns while incorporating suppliers to enhance procurement initiatives. The findings of this study are in line with Hoffmann, Schiele and Krabbendam (2013) whose study findings suggest that timely contract reviews and proper picking of suppliers coupled with proper maneuvering to reduce risk enhance the performance of the organization.

Furthermore, the results of this study are consistent with earlier research, which indicates that when appropriate contract management techniques are applied, firms participating in supplier development programs will enhance both their procurement and supplier performance (Changalima et al., 2023). The results of this study corroborate the assertion made by Batetah and Wabala (2021) that supplier behavior affects subsequent contract performance. Increased procurement performance is the result of companies that successfully have clearly defined contract units and practices that involve needs, meeting deadlines, costs management, and supplier relations. The findings of this study are further in line with findings of Ogembo and Muturi (2019) who found out that implementation of contract management practices within a company has the potential to improve various aspects of its operations, including supplier relationships, efficiency, flexibility and overall procurement performance.

## 5.2 Conclusions

The first finding indicates that procurement performance in government-aided schools in the Wakiso District is significantly positively correlated with supplier selection. The results demonstrate that procurement performance and supplier selection are significantly positively correlated in Wakiso government-aided schools. As a result, the study comes to the conclusion that supplier selection directly influences and enhances procurement performance in Wakiso's government-aided schools. The study concludes that government aided primary schools in Wakiso District will experience enhanced procurement performance when supplier selection is enhanced.

The study's findings indicate that contract management practices and the procurement performance of government-aided elementary schools in the Wakiso District are significantly positively correlated. This indicates that the procurement performance of government-aided primary schools in the Wakiso District is positively and significantly impacted by contract management practices. According to the study's findings, government-aided primary schools in the Wakiso District's procurement performance is strongly and significantly predicted by their contract management practices. The study concludes that government aided primary schools in Wakiso District will experience enhanced procurement performance when contract management practices are enhanced to solve problems related to procurement.

The study concludes that supplier selection and contract management practices when combined together significantly improve procurement performance of government aided primary schools in Wakiso District. The study concludes that government aided primary schools in Wakiso District will experience enhanced procurement performance when supplier selection and

contract management practices are enhanced and combined together to solve problems related to procurement performance since the study established that that a combined effort of variables of supplier selection and contract management practices was capable of predicting procurement performance among government aided primary schools in Wakiso District.

### 5.3 Recommendations of the Study

Based on the above findings and conclusions, the study made the following recommendations.

i. The study suggests that Government Aided Primary Schools should employ individuals with the necessary knowledge and experience to choose credible suppliers who can provide goods and services in a professional manner.

ii. It is necessary to inform all parties directly involved in procurement processes of the necessity of taking suppliers' financial capabilities into account.

iii. Procurement staff in respective government aided primary schools in Wakiso District must ensure that they link and coordinate with school head teachers during supplier selection and the performance of contract management work in order to avoid unnecessary misunderstandings between stakeholders involved in the procurement process.

iv. In order to maximize procurement effectiveness, the study advises Wakiso District government-aided primary schools to make sure supplier selection is carried out ethically. The study specifically suggests that, in order to guarantee the selection of the most suitable suppliers who will propel the procurement performance of government-aided primary schools in the Wakiso District, the supplier prequalification procedure should be closely monitored.

v. In order to ensure that all communications between suppliers and the schools are in writing or via an appropriate electronic medium, and that all prospective suppliers receive the same information for competitive advantage, it is advised that government-aided primary schools set up a communication policy during the supplier selection process. It is also advised that contract management procedures, benchmarking, and due diligence procedures be included in the procurement policy for government-aided elementary schools.

vi. Schools without procurement staff officers should get assistance on the proper procurement process from procurement professionals/ specialist or consultants on how to manage all procurement procedures.

vii. Top management and concerned authorities in government aided primary schools should identify and implement school specific contract management practices that match needs and demands of the education sector for effective procurement performance of public primary schools. The top management and concerned authorities in government aided primary schools should do have contract management practices that are in line with the business environment of schools, goals and objectives to reap its benefits.

viii. In addition, the study suggests that government-aided primary schools in the Wakiso District implement suitable measures, such as standardizing contract management and developing a contract respiratory system, to guarantee that possible risks related to contract management are identified beforehand and reduced to improve procurement performance.

ix. Early in the procurement process, the top management and important stakeholders in the government-aided primary schools in the Wakiso District should develop a contract management plan.

x. In order to prevent needless deviations, contracts management procedures must be properly drafted engaging all stakeholders.

xi. Wakiso District government-aided primary schools ought to offer appropriate channels for agreements that allow for win-win outcomes for both the supplier and the customer. In order to improve interactions between suppliers and buyers, businesses can strengthen working relationships with suppliers and create value-based channels like transparency.

### 5.4 Limitations of the Study

- The cross-sectional research design used in the study, which depends on a single data snapshot, prevents it from capturing changes or advancements over time. The process of choosing a supplier is continuous and is influenced by changing laws, customs, and market dynamics. If temporal impacts are not taken into account, the study can overlook significant patterns or fall short of offering a thorough grasp of the dynamics of supplier selection.
- This study adopted a structured questionnaire where respondents were directed to answer in manner that was suggested by the study. No views and opinions were ascertained from respondents. Therefore, the study cannot give a backing as to why employees ranked the variables accordingly.
- Some respondents did not fill the questionnaires and some took long to fill the questionnaires because of they were preparing for marking exams and school closure.

However, an ample time was given to allow busy respondents fill the questionnaires within the research time frame.

- Access to accurate information on the proper contract management practices used by government aided primary schools was a challenge. There was limited literature and information concerning contract management practices used in different schools. There was also limited information concerning the supplier selection procedures, criteria and mechanisms followed by the in charge of the procurement function in different government aided primary schools. Besides, accessing contract managers and procurement personnel (procurement officers/managers) to provide information regarding supplier selection, contract management practices and procurement performance was a challenge. The schools didn't have professional-field oriented procurement officers/managers which posed a challenge during data collection. In many schools, the procurement function was either handled by the Director of Studies or head teacher or District Procurement Officer.

## 5.5 Areas for Further Studies

- This study focused on the relationship supplier selection, contract management practices and procurement performance in government aided primary schools in Uganda. Therefore, future studies interested in this topic should use a longitudinal research design to increase on the level of accuracy in predicting procurement performance in government aided primary schools in Wakiso District. This could yield important discoveries and outcomes that capture the sense of shift in the cyclical nature of factors that determine supplier selection and contract management procedures and their consequent influence on procurement performance.

- Contract management practices is a multifaceted variable. Therefore, future studies on contract management practices should extend and cover the entire public and private schools in Uganda to establish the key contract management practices followed by different public and private schools.
- Secondly, the study should be extended to other sectors like banking, manufacturing and higher institutions of learning like private and public universities. Therefore, future studies should be carried out on contract management practices in both public and private sector organizations taking into account other respondents whose decisions and activities impact the role of procurement contract performance.
- Fundamentally, the study was limited to government aided primary schools in Wakiso District only. This limits the generalization of the results to other government aided primary schools in Uganda and consequently, similar studies need to be conducted in government aided primary schools in Uganda.
- Further research can be done to capture other factors apart from contract management practices and supplier selection perceived to influence procurement performance in other entities to establish whether the findings will be the same.

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## APPENDICES

### Appendix One: Sample Size Determination Table

Table 3.1

*Table for Determining Sample Size of a Known Population*

| N | S | N | S | N | S | N | S | N | S |
|---|---|---|---|---|---|---|---|---|---|
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 346 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 354 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 191 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 170 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 180 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 190 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 200 | 132 | 460 | 210 | 1600 | 310 | 10000 | 370 |
| 65 | 56 | 210 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 220 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 230 | 144 | 550 | 226 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 240 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 250 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 260 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 254 | 2600 | 335 | 1000000 | 384 |

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

**Appendix Two: Research Questionnaire**

**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**Dear Respondent,**

I attend Makerere University Business School (MUBS) as a student pursuing a master's degree in procurement and supply chain management (MPSCM) at Makerere University. Research in an area of my interest is one of the criteria for the degree, which I must complete in part. Supplier Selection, Contract Management Practices, and Procurement Performance among Government Aided Primary Schools in the Wakiso District are the study topics that fascinate me.

You were chosen as a sample for this study, and the data you provide will only be used for academic research—never for the aim of harming you or your workplace. Your information will be treated with the utmost confidentiality. Additionally, please refrain from writing your name on this questionnaire. Complete the survey and send it back to me.

Thank you in advance for accepting to participate in this study.

**SECTION A: BACKGROUND INFORMATION** *(Tick the most appropriate alternative)*

1. Your Gender: Male [1] Female [2]

2. What is your age?

| Less than 20 years | 20-25 years | 25-30 years | 30-35 years | Above 35 years |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

3. Your highest level of education (Please tick one category)

| Diploma | Bachelor's Degree | Post Graduate Diploma | Master's Degree | PhD |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

4. Number of years spent in the school

| 0 to 5 years | 6 to 10 years | 11 to 15 years | Above 15 years |
|---|---|---|---|
| 1 | 2 | 3 | 4 |

**B: STUDY VARIABLES INCLUDE: SUPPLIER SELECTION, CONTRACT MANAGEMENT PRACTICES AND PROCUREMENT PERFORMANCE:**

**INSTRUCTION:** In this section, make use of the scale below: To indicate how much you agree or disagree with the statement, check the box next to the number on the scale that corresponds to your response. Strongly disagree (1); Disagree (2); Not Sure (3); Agree (4) and Strongly agree (5).

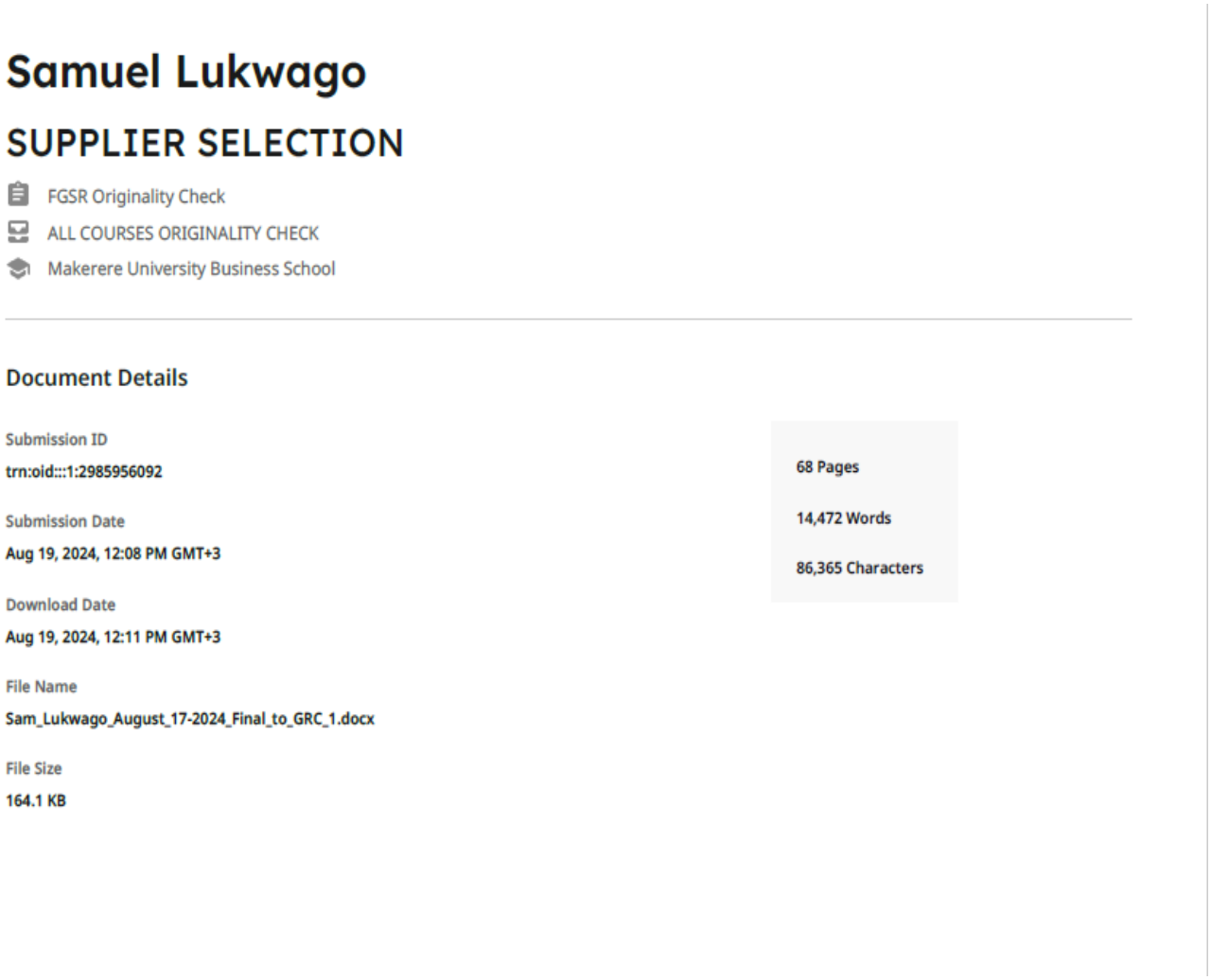
| | | | | | | |
|---|---|---|---|---|---|---|
| **Procurement Performance: P**lease tick according to your level of agreement towards procurement performance over the last three years using a scale of; 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly agree. | | | | | | |
| | **Economy** | **SD** | **D** | **NS** | **A** | **SA** |
| ***EC1*** | Our contract pricing are in line with the contract plan's estimated expenses | 1 | 2 | 3 | 4 | 5 |
| ***EC2*** | We perform our contracts for the agreed upon contract award fee | 1 | 2 | 3 | 4 | 5 |
| ***EC3*** | Our contracts are completed within the budgeted amounts | 1 | 2 | 3 | 4 | 5 |
| | **Customer Satisfaction** | **SD** | **D** | **NS** | **A** | **SA** |
| ***CS1*** | Our satisfaction with our vendors is high | 1 | 2 | 3 | 4 | 5 |
| ***CS2*** | Our grievances against involved suppliers have substantially decreased | 1 | 2 | 3 | 4 | 5 |
| ***CS3*** | The same providers would still be our first choice if we were to start over | 1 | 2 | 3 | 4 | 5 |
| ***C:*** | **Effectiveness** | **SD** | **D** | **NS** | **A** | **SA** |
| ***EFF1*** | We only make advance payments on valuable contracts. | 1 | 2 | 3 | 4 | 5 |
| ***EFF2*** | We constantly review our payment claims in advance to help with payment decisions. | 1 | 2 | 3 | 4 | 5 |
| ***EFF3*** | Our leadership team shows a dedication to paying suppliers and contractors | 1 | 2 | 3 | 4 | 5 |
| ***EFF4*** | After their invoices are sent in, our contractors receive their payments within 30 days. | 1 | 2 | 3 | 4 | 5 |
| | **Timeliness** | **SD** | **D** | **NS** | **A** | **SA** |
| ***TM1*** | Our school strategies focus on reducing lead time | 1 | 2 | 3 | 4 | 5 |
| ***TM2*** | Our providers consistently deliver on the scheduled date | 1 | 2 | 3 | 4 | 5 |
| ***TM3*** | We promptly comply with orders from user schools. | 1 | 2 | 3 | 4 | 5 |
| | **Efficiency** | **SD** | **D** | **NS** | **A** | **SA** |
| ***EFY1*** | Our contracts in the school always commence on a scheduled date | 1 | 2 | 3 | 4 | 5 |
| ***EFY2*** | Rarely do our school's operating contracts come to an end during contract performance. | 1 | 2 | 3 | 4 | 5 |
| ***EFY3*** | We consistently obtain our needs within the anticipated time frames | 1 | 2 | 3 | 4 | 5 |
| ***EFY4*** | We consistently finish our contracts on time and within the scheduled budget | 1 | 2 | 3 | 4 | 5 |
| **Contract Management Practices: P**lease tick according to your level of agreement towards contract management practices using a scale of; 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly agree. | | | | | | |
| | **Cultivating a Contract Repository** | **SD** | **D** | **NS** | **A** | **SA** |
| ***CCR1*** | Our school collects and keeps track of contract management activity using automated tools and procedures | 1 | 2 | 3 | 4 | 5 |
| ***CCR2*** | Our school has procedures in place for managing, storing, and getting rid of contract files | 1 | 2 | 3 | 4 | 5 |
| ***CCR3*** | Best practices and lessons discovered are added to a central database for usage in upcoming contracts | 1 | 2 | 3 | 4 | 5 |
| ***CCR4*** | Senior managers and/or other stakeholders are given access to online dashboards or other online tools to monitor the status of contract management | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | activities. | | | | | |
| ***CCR5*** | Contractors who have been debarred or delisted are added to a single database | 1 | 2 | 3 | 4 | 5 |
| | **Standardizing Contract Management** | **SD** | **D** | **NS** | **A** | **SA** |
| ***SCM1*** | Our school maintains an updated form of the contract that is followed | 1 | 2 | 3 | 4 | 5 |
| ***SCM2*** | This school follows thorough documentation about contract management and its procedures | 1 | 2 | 3 | 4 | 5 |
| ***3SCM*** | There is a well-established procedure for closing down contracts, complete with checklists to ensure that all responsibilities have been met | 1 | 2 | 3 | 4 | 5 |
| ***SCM4*** | Reports on contractor performance evaluation are created using a common performance rating system. | 1 | 2 | 3 | 4 | 5 |
| | **Control** | **SD** | **D** | **NS** | **A** | **SA** |
| ***CT1*** | Key Performance Indicators are systematically monitored | 1 | 2 | 3 | 4 | 5 |
| ***CT2*** | Our school controls and manages contract variations | 1 | 2 | 3 | 4 | 5 |
| ***CT3*** | Our school controls, monitors and evaluates the contractor's performance at each stage of the contract | 1 | 2 | 3 | 4 | 5 |
| ***CT4*** | Upon detection of a discrepancy between actual and expected performance, corrective action is promptly implemented | 1 | 2 | 3 | 4 | 5 |
| | **Interaction** | **SD** | **D** | **NS** | **A** | **SA** |
| ***IT1*** | The parties engaged in the contract management process work closely together | 1 | 2 | 3 | 4 | 5 |
| ***IT2*** | Our school establishes and upholds a good rapport with the contractor | 1 | 2 | 3 | 4 | 5 |
| ***IT3*** | Our school uses appropriate procedures to resolve possible differences between contracting parties | 1 | 2 | 3 | 4 | 5 |
| ***IT4*** | The parties to the contract have mutual understanding with one another throughout the entire procedure | 1 | 2 | 3 | 4 | 5 |
| | **Adaptation** | **SD** | **D** | **NS** | **A** | **SA** |
| ***AD1*** | For large or complex contracts, Change Control Boards are set up to manage delays and cost overruns | 1 | 2 | 3 | 4 | 5 |
| ***AD2*** | Our school adopts an integrated team approach to handling contracts, which differs based on the size, complexity, and value of the agreements | 1 | 2 | 3 | 4 | 5 |
| ***AD3*** | The contractors consistently adhere to the service quality standard outlined in the quotation | 1 | 2 | 3 | 4 | 5 |
| ***AD4*** | There are sufficient resources at our institution to finish the contract by the deadline | 1 | 2 | 3 | 4 | 5 |
| ***AD5*** | Time extensions for contracts are negotiated and agreed upon prior to the contract's expiration date | 1 | 2 | 3 | 4 | 5 |

| **Supplier Selection: P**lease tick according to your level of agreement towards supplier selection using a scale of; 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly agree. | | | | | | |
|---|---|---|---|---|---|---|
| | **Organizational Profile** | **SD** | **D** | **NS** | **A** | **SA** |
| ***OP1*** | Frequently, the selection process has revealed vendors with a track record of excellent performance. | 1 | 2 | 3 | 4 | 5 |
| ***OP2*** | Our suppliers have the right expertise and experienced staff | 1 | 2 | 3 | 4 | 5 |
| ***OP3*** | Our suppliers have detailed work experience | 1 | 2 | 3 | 4 | 5 |
| | **Quality Assessment** | **SD** | **D** | **NS** | **A** | **SA** |
| ***QA1*** | We make sure that only suppliers who match their standards are chosen through their selection criteria. | 1 | 2 | 3 | 4 | 5 |
| ***QA2*** | Assessment process has always identified suppliers meeting firms' quality standards | 1 | 2 | 3 | 4 | 5 |
| ***QA3*** | The selection standards for the company guarantee that only high-performing suppliers are hired | 1 | 2 | 3 | 4 | 5 |
| | **Cost Criteria** | **SD** | **D** | **NS** | **A** | **SA** |
| ***CC1*** | Suppliers chosen are those who satisfy the school's lowest cost requirements. | 1 | 2 | 3 | 4 | 5 |
| ***CC2*** | The lowest cost providers ought to be the guiding factor when choosing a supplier | 1 | 2 | 3 | 4 | 5 |
| | **Supplier Certification** | **SD** | **D** | **NS** | **A** | **SA** |
| ***SP1*** | Our supplier are registered members to other association | 1 | 2 | 3 | 4 | 5 |
| ***SP2*** | Our selected suppliers are certified members | 1 | 2 | 3 | 4 | 5 |
| ***SP3*** | Our suppliers meet the international standards | 1 | 2 | 3 | 4 | 5 |

**THANK YOU**

**Appendix Three: Originality Test Results**



# Samuel Lukwago

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