

**MATERIALS PLANNING AND PERFORMANCE OF
THE PURCHASING DEPARTMENT IN MINE
ACTION YEI, SOUTH SUDAN**

BY

AKIM DAVID


**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS
AND MANAGEMENT IN PARTIAL FULLFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELORS
DEGREE IN SUPPLIES AND PROCUREMENT
MANAGEMENT OF KAMPALA
INTERNATIONAL
UNIVERSITY**

MAY 2011

DECLARATION

I **AKIM DAVID REG NO: BSP/10006/81/DF** declare that this research proposal is from my own findings and has never been produced by anybody else for the same award in any institution.

Signed

.....

AKIM DAVID

BSP/10006/81/DF

[STUDENT]

Date

21/05/2011.....

APPROVAL

This is to satisfy that, the research proposal entitled; *"Materials planning and performance of the purchasing department in Mine Action Yei, South Sudan"* is to be submitted to the faculty of business and management as a requirement for the fulfillment for the award of a degree in bachelors of supplies and procurement management of Kampala International University.

Signed


.....

MR. BARASA HENRY

[SUPERVISOR]

Date


.....

DEDICATION

I dedicate this piece of work to the almighty God, the giver of life, strength and Knowledge to execute my academic duties, to My beloved Mum Mrs. Jedia Duku Agnes, my father Mr. Duku Rufas, my sponsor Rev. Fr. Alex Loding Sakor, my paternal uncle Mr. Moses Mogga, my brothers and sisters and the entire Family for their spiritual, moral and financial support to come up with this piece of work. May the almighty God bless them for the support and encouragement they shown me in the beginning of my academic career up to the time of writing this piece of work.

God bless you all!

ACKNOWLEDGEMENT

This is of great pleasure to pass my sincere thanks to the authorities and staff of Kampala International University for the good academic excellence and the good atmosphere provided to me in particular and the student body at large.

More appreciations go to my university supervisor Mr. Barasa Henry for his good guidance, care and support given to me throughout my research project work and writing of this dissertation. May God you and your entire family for devoting time for supervising my research work and report writing.

I want to pass my sincere thanks to Mrs. And Mr. Lino Lo-kiden and Moses Mogga for their tireless support to me financially and morally

I further pass my heartfelt thanks to Rev. Fr. Alex Lodiong Sakor for his tireless efforts in providing me with Finances to facilitate my academics and providing finances in funding my research work and finally the dissertation writing. May the almighty God bless your hands and reward you abundantly.

I would like to pass my thanks and appreciations to my parents Mrs. And Mr. Duku Rufas for the efforts they made in guiding me and caring for me and giving me parental advice, my brothers and sisters who were all the time by my side.

Finally my sincere thanks go to my friends Lukala, Andinga Moses, Taban Thomas and Apio Doreen for the academic, spiritual, material, physical, social, and financial help during time of need. They really portrayed to me that they are Friends indeed.

TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
Table Of Contents.....	v
LIST OF TABLES.....	viii
List Of Figures.....	ix
ABSTRACT	x
CHAPTER ONE.....	1
1.1 Introduction	1
1.1.1. Background.....	1
1.1.2 Historical Perspective	1
1.1.3. Theoretical Perspective.....	2
1.1.4. Conceptual Perspective.....	2
1.1.5. Contextual Perspective	3
1.2. Problem Statement.....	3
1.3. Purpose Of The Study.....	4
1.4. Main Objective	4
1.5. Specific Objectives	4
1.6. Research Questions.....	4
1.7. Hypothesis	5
8. Conceptual Frame Work.....	5
1.9. Scope	5
1.10 Significance	6
1.11 Limitations Of The Study	7
CHAPTER TWO.....	8
LITERATURE REVIEW.....	8
2.0. Introduction	8

2.1. Definition Of Concepts.....	8
2.2. Material Planning Theories.	9
2.2.1. Theory Of Constraints (Drum-Buffer-Rope). J-R- Tony Arnold And Stephen N- Chapman, Materials Management, (2001, Pg, 423, 4 th Ed)	9
2.2.2. Mrp (Erp).....	10
2.2.3 Jit (Just-In-Time)/ Kanban.....	11
2.3.0 Related Literature	11
2.3.1 Relationship Between Materials Planning And Performance Of The Purchasing Function.....	11
2.3.2 Modeling The Purchasing Function Process	13
2.3.3 Factors Affecting Material Planning	13
2.3.4 Purchasing And Material Planning.....	14
2.3.5 Materials Budget.....	15
2.3.6 The Purpose Of Material Budget.....	16
2.3.7 Factors Governing A Materials Budget.....	17
2.3.8 Techniques Of Preparing Material Budget.....	19
2.3.9 Points To Be Considered While Choosing Any Of The Techniques Mentioned Above	20
 CHAPTER THREE	 22
METHODOLOGY	22
3.1.Introduction	22
3.2. Research Design	22
3.3. Sampling Procedures	22
3.4.Instruments	23
3.5.1.Source: Secondary Data.....	23
3.5.2.Primary Data.....	24
3.5.2 (A) Questionnaires:.....	24
3.5.2 (B) Interviews.	24
3.5.2 (C) Observation	24
3.6. Data Processing	24
3.6.1. Editing	25
3.6.2. Coding	25

3.7. Data Quality Control	25
3.7.1. Validity	25
3.7.2. Reliability	25
3.7.3. Research Procedure	26
3.7.4. Data Analysis.....	26
3.8. Limitations To The Study.....	26
 CHAPTER FOUR	 27
PRESENTATION AND DISCUSSION OF FINDINGS	27
4.0. Introduction	27
4.1. Personal Data.....	27
4.2. Materials Planning/Purchasing Function.....	31
4.1.2. (A). Respondents Were Asked To State The Relationship Between Materials Planning And The Performance Of The Purchasing Function	31
4.3. (B). The Importance Of Materials Planning To The Performance Of Mine Action	33
4.4. (C) Does Materials Planning Need Guide Lines?	34
4.5. How Is The Purchasing Function Being Carried Out Presently?	35
 CHAPTER FIVE	 37
DISCUSSION OF THE FINDINGS, CONCLUSIONS ANDRECOMMENDATIONS.....	37
5.0 Introduction	37
5.1 Summary.....	37
5.3: Conclusions	45
5.4: Recommendations	46
 ANNEXES:	 48
ANNEX I.....	48
Questionnaires	48
ANNEX II.....	51
References:	51
ANNEX III	52
The Time Frame Work Of The Study	52
ANNEX IV	53

Budget For The Study.....	53
---------------------------	----

LIST OF TABLES

Table 1: Conceptual frame work.....	5
Table 2: The table shows sample used in the study.....	22
Table 3: Table Showing Gender Orientation of Respondents.....	27
Table 4: Table showing working period of respondents in the organization.....	28
Table 5: Table showing the level of education of respondents.....	29
Table 6: The Table below shows the Age of Respondents.....	30
Table 7: The table below shows the relationship between materials planning and performance of the purchasing function.....	31
Table 8: Table below shows the importance of materials planning in Mine Action Yei South Sudan.....	33
Table 9: The table below shows if materials planning needs guide lines.....	34
Table 10: Table below shows the responses of respondents in reference to how the purchasing function is being carried out at the present.....	35

LIST OF FIGURES

Fig. 1: Below is an illustration showing the material budget preparation.....	16
Fig. 2: Below is graphical representation of the number and title of respondents who are interviewed by the researcher.....	23
Fig. 3: The chart illustration below shows the graphical presentation of the gender orientation of respondents for the study.....	28
Fig. 4: Graphical representation of the working period of respondents interviewed.....	29
Fig. 5: The chart shown below shows the graphical presentation of the education levels of the respondents.....	30
Fig. 6: Graphical presentation of Age brackets of the respondents.....	31
Fig. 7: Graphical Presentation of the Relationship between Materials Planning and the Purchasing.....	32
Fig. 8: The chart shown below is a graphical presentation of the importance of Materials planning in Mine Action Yei South Sudan.....	33
Fig. 9: The Graph below shows if Materials planning need Guidelines.....	34
Fig. 10: Graphical Presentation of how the purchasing function is being carried out at the present.....	35

ABSTRACT

The study was about the impact of materials planning on the performance of the purchasing Function in Mine Action Yei South Sudan. The study was basically in one organization (Mine Action). This organization is a branch of the Norwegian Peoples Aid Main activities. There activities include health provision to the South Sudanese, Agricultural training, Training of Health Workers, training of community workers, and finally the organization has formed an organization that deals in the Removal of Mines in South Sudan. The researcher chose to carry out a research on the impact of materials planning on the performance of the purchasing function due to the rudimental and traditional practices of procurement in organizations and as case in point, Mine Action was chosen among the many organizations that are based in south Sudan. The findings of the study were expressed later in chapter four of this book. The researcher expressed in detail the objective of the study and it was shown openly that the objectives rhymes with the research questions that were presented in chapter one of this book. The study also presented theories that govern materials planning as indicated in chapter one of this book. The researched was guided by a questionnaire that was administered with reference to the research questions and the findings were presented in a tabulated format and bar graphs were drawn to help present the findings of the study. Conclusions and recommendations were presented in chapter five of this book and way forward for the findings were reached in the discussion of the findings of the study.

CHAPTER ONE

1.1 INTRODUCTION

Mine action is an organization that deals with removal of mine in the war affected area. This initiative of mines removal by mine action was started in the year 2004. This initiative is financed by NPA (Norwegian People's Aid) this operation has also been done by many other organizations like OSIL (Operation Live Line Sudan), MAG (Mine Action Group). This organization (NPA) funded several many other projects that include Yei Civil hospital, Yei Medical Training School, and agricultural activities in the area and finally the mine action project which still exist up to date.

1.1.1. BACKGROUND

The idea of mine action to involve in the removal of mines in the areas of Yei County came up as a result of poor performance by all the other organizations in the area. This non performance of the other organizations is evident by the presence of mines in the area and still claiming a lot of lives. So Mine Action thought it wise to implement this project in order to help reduce the number of mines that claim lives of people in the area. Indeed many organizations like OSIL, MAG and UMCOR of recent have also joined the project, but this is not because Mine Action is not effective but as a result too much work load for Mine Action. So, as it can later be evident UMCOR left the field of mines removal due to lack of finance to fund the operations.

1.1.2 HISTORICAL PERSPECTIVE

The problem of organizations not performing in the field of mines removal existed for many years. That is why Mine Action as an organization had to come up and give a hand to the existing organizations however, though Mine Action tried its best to improve on some of the problems of non performance never the less the problem still exist but to a smaller extend compared to the other earlier existing organizations.

1.1.3. THEORETICAL PERSPECTIVE

In our title, our independent variable is material planning and material planning is defined as “the scientific way of determining the requirements of raw materials the requirements of raw materials, component spares and other items that go into meeting the production needs within economic investment policies”(P. Gopalakrishnan and M. Sundaresan.); while performance is defined by Byars (2000, pg, 210) as the way in which an activity is accomplished in a particular level of standards, to which a task is to be accomplished. And according to Kaumia 2002, performance refers to how well one does a piece of work or activity and the ability to bring about desired results in a satisfactory manner. Good performance is an indicator of success and development in an organization or company. The purpose of materials planning in relation to performance in Mine Action is so as to ensure that there is sufficient output, quality services being delivered, to keep cost alongside budgets, sufficient efforts put into work, materials being put into the right use, and delivery of materials is done at the right time to ensure performance of the organization and hence Mines will be finally removed from the areas in Yei county.

1.1.4. CONCEPTUAL PERSPECTIVE

According to P. Gopalakrishnan and M. Sundaresan, material planning is “the scientific way of determining the requirements of raw materials; component spares and other items that go into meeting the production needs within economic investment policies”. Materials’ planning is defined also as the way people organize their resources in order to match with the budgeted cost or wanted standards of activities as wanted by the organization. As the definition needs planning within economic investment, we need a system which evolves methodology to plan the purchase requirements in a scientific fashion. It is related to the purchasing department activities and hence to the investment policy of an individual organization.

Mean while performance as defined by *Byars (2000, pg, 210)*, refers to the way in which an activity is accomplished in a particular level of standards, to which a task is to be accomplished. Performance is also defined as the extent to which you do something well or badly (*Oxford advance learners Dictionary, 7th edition, 2006*).

According to *Kaumia 2002*, performance refers to how well one does a piece of work or activity and the ability to bring about desired results in a satisfactory manner.

1.1.5. CONTEXTUAL PERSPECTIVE

The study will be carried out in areas within Yei town in south Sudan. Yei town covers the areas of Morobo, Lanya and Yei town itself. Morobo and Lanya are currently counties of their own but earlier on they were all under Yei County so as we talk right now the areas of Morobo and Lanya are counties of their own and this cannot really change the meaning of my proposal because the headquarters of all these operations are based in Yei so in a nut shell when I talk of Morobo and Lanya as being part of Yei town, it shouldn't confuse the readers of the proposal because the context is still Yei town. As the organization has been in operation for the last 6 years, the problem of poor performance of the organization as a result of poor materials planning is a big problem in the organization because the purchasing function or department has not really developed good techniques to handle the problem hence leading to the poor performance of the organization.

1.2. PROBLEM STATEMENT

Organizations do prioritize Materials planning as the means for improving the performance of the purchasing function in any organization. Material planning in organizations is basically of two types that is through Bill of material Explosion and past consumption analysis (*Material Management, A. K. Dutta*). However, many organizations including Mine Action still experience the

problem of poor performance of the purchasing function though the purchasing function has been active in performing its functions/activities it has not done well and hence leading to decline in performance of the organization since the purchasing function or department is in charge of all purchases of the organization.

Therefore the study seeks to investigate the effect of materials planning on the performance of the purchasing function in Mine Action Yei south Sudan.

1.3. PURPOSE OF THE STUDY

The study seeks to investigate the effects of materials planning on the performance of the purchasing function in Mine Action Yei South Sudan.

1.4. MAIN OBJECTIVE

The study was to assess the impact of material planning on the performance of the purchasing department.

1.5. SPECIFIC OBJECTIVES

- i. The study seeks to establish the relationship between materials planning and performance of the purchasing department.
- ii. To establish the factors that affects materials planning.
- iii. To indicate guide lines to ensure effective materials planning.
- iv. To show clearly the need for Materials planning.

1.6. RESEARCH QUESTIONS.

- i. What is the relationship between materials planning and performance of the purchasing department?
- ii. What are the factors affecting materials planning?
- iii. What are the guide lines to ensure effective materials planning?
- iv. What is the need for materials planning?



1.7. HYPOTHESIS

- i. The hypothesis of the study will be dependent on the principles that the purchasing function need to follow. These principles includes,
- ii. The ascertainment of the needs.
- iii. An accurate statement of the character and the quantity of goods desired
- iv. The transmission of requisition
- v. Negotiation for possible sources of supply
- vi. Analysis of the proposed purchase selection of vendors and placing of the supply orders,
- vii. The follow up of the orders.
- viii. The checking of the invoices.
- ix. Completion of the records.

In order to have an effective planning it is essential that the purchasing function should be well organized and the purchasing department should follow the aforesaid principles.

8. CONCEPTUAL FRAME WORK.

1. Table 1: CONCEPTUAL FRAME WORK

Independent variable	Intervening variables	Dependent variables
Materials planning <ul style="list-style-type: none"> • Bill of materials • Past consumption analysis 	<ul style="list-style-type: none"> • Use of computers • Shorter plan period • Analysis of operating environment • Longer lead time 	Performance <ul style="list-style-type: none"> • Efficient delivery of goods and services. • Timely delivery. • Customer satisfaction for goods and operations • Continuous production assured. 

Source: Secondary Data

1.9. SCOPE

The research study will be done in Yei town which includes the counties of Morobo and Lanya. The coverage covers Morobo and Lanya counties because at

the initiation of the Mines removal in Yei town, it was covering Lanya and Morobo because they were Payams under Yei town. A Payam is like county in the Ugandan perspective. In reference to time scope, the study will be done from the initiation of the project up to 2009. That is the study will be from 2004-2009 (5years). The study will only and only be done in Mine Action as a section helping in the removal of Mines in the area. The study focused on the performance of the purchasing function as a result of Material planning. The study will therefore focus on the purchasing function staff only.

1.10 SIGNIFICANCE

The policy makers will benefit from the study in the following ways,

- The study will help the government of south Sudan in removing and detecting the areas covered with mines and stop human trespasses in the area to avoid being killed since the area will be dangerous for human movement.
- The study is that will help the government in planning how many organized bodies are required for the operation or removal of the mines in that particular area. That is why after seeing that Mine Action alone can't do more the government had to welcome MAG (mine action group) to help in the efforts for the removal of the mines in the area.
- The government will also benefit from the removal of the mines in that more land is created for agricultural activities. This is true because in south Sudan before the land is put into use for agricultural activities the Mine Action or MAG surveyors should have surveyed the land to remove Mines if any.
- To academicians, the study benefits them in the following ways,
 - It helps academicians discover the guide lines for effective material planning.
 - It helps academicians to discover the factors that affect material planning.
 - It helps academicians establish the relationship between material

planning and the performance of the purchasing department.

- It also helps academicians establish the need for materials planning.

1.11 Limitations of the study

This study has several limitations which may affect the generation of the results.

- First, some of the inputs may have aged as they may not be usable in some situations.
- Secondly, the study may be limited in its analysis because of limited information gathered from the respondents due to their inability to provide profound views of the situation.
- Thirdly, some activities which occur at specific periods of the procurement process by the procurement persons may not be captured during the short period of visit by the research team.
- Fourthly the study is also limited due to lack of funds to facilitate the study. These and other confounding circumstances may limit our understanding of the results but these are generally overwhelmed and controlled by the research design.

CHAPTER TWO

LITERATURE REVIEW

2.0. INTRODUCTION

In this chapter we shall share the impacts of material planning on the performance of the purchasing department as said earlier by other researchers. In this chapter we shall be able to investigate the impacts of material planning on the performance of the purchasing function, identify gaps left by earlier researchers and go through how other researchers handled the issue of material planning and performance of the purchasing function (*Michael R. Leenders, Harold E. Fearon, Wilbur B. England, Purchasing and Materials Management, Pg, 45, 1980*)

2.1. Definition of concepts

Material planning refers to the aggregate planning of material requirements to meet the broad, overall production plan. It is concerned with the approximate quantities of the key and critical purchased materials needed to produce the approximate quantities of the end products needed in specific time periods (probably by week). Therefore, if problems in obtaining needed quantities are apparent, the aggregate production plan must be adjusted.

However according to *Donald W. Dobler, Lamar Lee, Jr, David N. Burt (1977, pg, 114)*, material planning refers to focuses on the development of a firm's plans for long-term material requirements.

Performance: *Byars (2000, pg, 2010)* defined performance as the way in which an activity is done/ accomplished in a particular level of standards, to which a task is accomplished. However, *Kaumia 2002*, performance refers to how well one does a piece of work or activity and the ability to bring about desired results in a satisfactory manner. Good performance is an indicator of success and development in an organization or company.

Purchasing function

An increasing number of managers have recognized that a properly organized purchasing function, staffed with competent employees, is capable of contributing significantly. Along with this recognition has come an awareness of the desirability of periodic appraisal of the performance of the function. *(Michael R. Leeners, 1980, 7th Ed, pg, 546)*

The performance of the purchasing department/ function can be assessed or measured through appraising the department performance. When appraising performance the following are points to be considered to judge the performance of the purchasing function. *These include;*

- i. Is the organization of the department based on sound principles?
- ii. Is the physical layout of the department well planned?
- iii. Is there a reasonably well defined purchasing policy?
- iv. Are the procedures reasonable?
- v. What is the record of the department with respect to prices paid and delivery of goods?
- vi. How is inventory controlled?
- vii. What is the attitude of other departments towards the purchasing department?
- viii. Attitude of suppliers towards the purchasing function?

The performance of the purchasing department can be improved or adjusted by such appraisal. Appraisal helps the purchasing function to adjust its performance. This can be done by analyzing the purchasing function in reference to the above mentioned tools for analysis.

2.2. Material planning theories.

2.2.1. Theory of constraints (Drum-Buffer-Rope). *JR- Tony Arnold and Stephen N- Chapman, Materials Management, (2001, pg, 423, 4th Ed)*

The theory of constraints system has its basis in the identification of and

effective management of constraints, it assumes that such a constraint can be identified and will be a constraint long enough to be managed effectively. In operations where that is the case, the concepts of theory of constraints can bring great benefits to managing the process, as has been proved in many operations.

The theory of constraints may not be as effective where the constraint cannot be easily identified or managed. If, for example, the product mix for the operation changes in such a way that the constraint may change many times a day, then it may be virtually impossible to effectively manage a constraint, even if it can be identified. However the theory of constraints works effectively in more stable demand environment.

2.2.2. MRP (ERP)

Material Requirement planning (MRP) is by its very nature a forward-looking system. Based on the Master schedule, it "predicts" when products need to be made, and projects the need for component production or purchase at all levels based on a defined set of parameters. Because of the forward-looking nature of the system, MRP can be very effective in environment with a great deal of variability and uncertainty. For example, it can handle Variability of demand as well, or better than most other systems, and tends to be quite effective in dealing with product design hanged and process changes.

MRP has one major disadvantage. It's highly data dependent. It is not only critical to have a lot data, but the data needs to be both accurate and timely on an on-going basis. The burden on the infrastructure can be highly and costly. If the environment has a great deal of stability in product design, process, and customer demand, the process can often be run just as effectively or perhaps even more effectively, by using a system not so data-intensive.

2.2.3 JIT (Just-in-time)/ Kanban

Just in time and Kanban is almost the opposite of MRP from the stand point of the type of preferred environment. In the JIT approach, most of the recommendations fall under the categories of eliminating or reducing the process uncertainties and making production more and more stable and predictable. This makes sense when is realized that Kanban is very reactive system. Very little is planned ahead.

Instead, Kanban causes replication of material used in a totally reactive mode. Product design can cause a real problem in a Kanban system. For these reasons Kanban works best in a highly stable and predictable environment. Kanban can quickly fail in a highly volatile environment because of the reactive nature of the system. Volatility is customer demand, processing problems, and extensive changes in product designs make it very difficult for a Kanban system to work effectively.

2.3.0 RELATED LITERATURE

2.3.1 Relationship Between materials planning and performance of the purchasing function

Material planning methods such as Bill of Materials and Past consumption analysis helps the purchasing function of Mine Action Yei south Sudan to reap efficient performance in their operations. This efficiency in operations is as a result of using the material planning methods or techniques.

As a result of using material planning methods it helps improve on performance of Mine Action by ensuring timely delivery of goods. When goods are delivered in time it encourages performance of the purchasing function since there will be no cases of shortages in the operating system. Hence there is a proof that the two variables are indeed related since performance is as a result of good material planning techniques.

Bill of Material and Past consumption analysis are material planning methods that needed to be taken into consideration so as to come up with sufficient and up to date result of your performance this is because the material planning techniques will help in customer satisfaction.

There will be continuous production since good and services will be provided or availed in time of need. When goods are availed at the time of need production will not come to a stop since there is continuous provision of goods hence improving on the performance of the firm. This is simply due to help of the material planning techniques (Bill of Material and Past consumption analysis). Use of computers by the Material planning/or the purchasing function will help improve on the performance of the purchasing function in Mine Action Yei South Sudan. The use of computers will improve on communication and hence improve performance.

The purchasing function need to come with short plan period. This short plan periods will improve will the purchasing function to review the plan periods regularly and improves on the performance of the purchasing function and the organization as a whole.

Improved supplier morale because of an assured outlook for stable, future earnings and growth and hence resulting into improved performance since the suppliers will be supplying regularly and meets the objectives of the purchasing function/or department.

Materials' Planning ensures greater supplier motivation to improve quality, service, and price. When suppliers are motivated they provide the buyers with quality goods and hence improves on the performance of the purchasing function and the firm as a whole.

In order to ensure good job performance the purchasing function should carry out performance test. Performance test is where the applicants to a job are required to perform tasks that are actually done on the activity to be performed. So the purchasing function should carry out such a performance task in order to come up with good material management results (*Chuck Williams, Essentials of Management, 2002, pg, 447*).

2.3.2 MODELING THE PURCHASING FUNCTION PROCESS

According to *Saunder M. (1997)*, Strategic Purchasing and Supply Chain Management, (2nd Ed) , in order to assist service delivery managers in the acquisition of goods and services the procurement process must be carried out. This involves a number of different activities, or phases. The first phase, procurement planning, consists of identifying and specifying the functions to be accomplished within each service delivery system. A common misunderstanding about procurement planning is to equate planning to analysis. Planning is an attempt to institutionalize analysis into the public procurement process. Planning is not analysis or a form of analysis. Planning does encourage the application of various analytical techniques, such as marginal utility analysis, cost-benefit analysis, cost-effectiveness analysis, sensitivity analysis, forecasting, present value, and other techniques. But planning is not analysis. Analysis examines alternatives, views them in terms of basic assumptions and objectives, and tests as well as compares alternatives (the final phase of the Procurement process). Planning, in contrast, identifies the activities (Strategies) and direction (mission) of activities for those in the Procurement Planning

2.3.3 FACTORS AFFECTING MATERIAL PLANNING

The factors which affect material planning can be classified in the following two categories;

- i. Macro or external factors.
- ii. Micro or internal factors.

a) Macro or external factors

Some of the macro factors which affect materials planning are:

- i. Price trends,
- ii. Business cycle,
- iii. Government import policy,
- iv. Credit policy
- v. Direct and indirect taxes,
- vi. Foreign exchange regulation.

Such macro level policy changes are bound to take place in future as well and should be considered while evolving the materials plan.

b) Micro or internal factors

Materials planners also have to take into account various factors at micro level.

These factors are as follows;

- Corporate objectives and plans.
- Plan capacity utilization.
- Rejection rate and lead time
- Market demand
- Inventory level
- Working capital
- Communication system
- Information and data available
- Overall material policy
- Warehousing facilities available etc.

2.3.4 PURCHASING AND MATERIAL PLANNING

Purchasing hereby means to get materials when needed and to pay for them as little as possible looking into consideration quality, quantity, other requirements and price trends. It is the efficiency of the purchasing personnel which makes the real difference on the profit earned by industrial unit and a commercial unit. Specific technical knowledge, market knowledge, value

analysis, cost analysis and very good judgment to a long way in making a purchasing efficient.

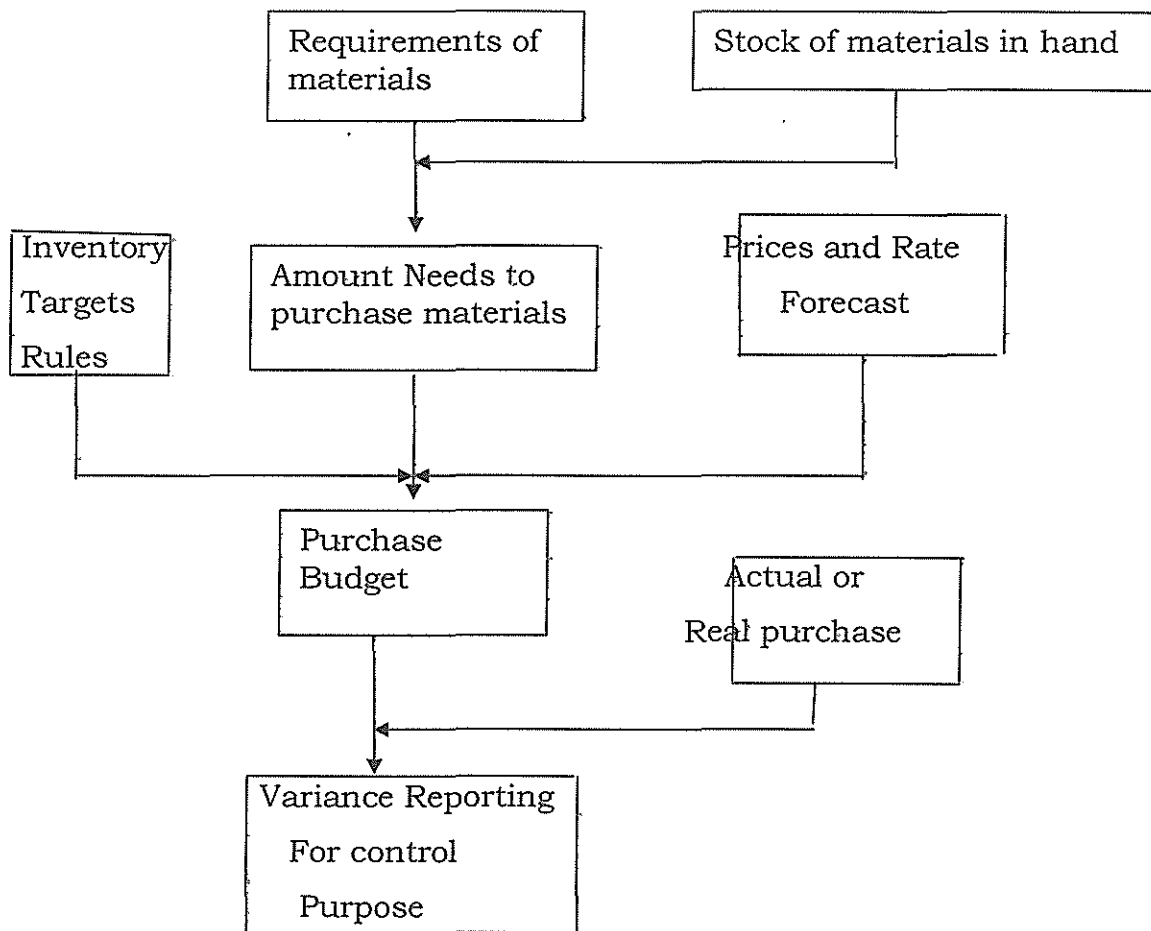
But conservative view that purchasing work is 'an order-placing activity' holds good. The modern view is yet to penetrate and wipe off the traditional or conservative view. Purchasing really is conceived of as procurement of outside manufacture and hence we have to view it from material planning point of view. This takes for granted a closer tie between purchasing and other functions. A close link on between other department of organization on the one hand and materials department is a prerequisite for an effective materials planning.

However, many researchers have researched about the relationship of material planning and sales forecasting, material planning and budgeting. They left the importance of researching material planning and the purchasing function.

2.3.5 MATERIALS BUDGET

Once materials requirements have been established and worked out, the materials budget is prepared, taking into account the inventory on hand, on order and in transit. This budget is a coordinated estimate of the consumption and purchases of materials in an organization relating to specified period.

Fig. 1: Below is an illustration showing the material budget preparation



Source: Process of material Budget Preparation, (J-R- Tony Arnold and Stephen N- Chapman 2001, pg, 423, 4th Ed

2.3.6 THE PURPOSE OF MATERIAL BUDGET

The following are the purposes of material budget:

- i. To plan the purchases.
- ii. To determine the financial need for the budgeted purchases;
- iii. To establish control on purchases;
- iv. To make arrangement of finance as per requirements;
- v. To develop plan for the consumption of materials by different departments;

- vi. To establish control on the consumption of the materials;
- vii. To detect the deviations, trace the defects and apply correctives;
- viii. To consider production schedules at the time of preparing planning and controlling the consumption of materials;
- ix. To suggest ways and means for improvement in the next period budget.

Thus, materials budgeting ensure better and effective material planning which in turn helps in attaining the objectives of the objectives of the organization in an efficient manner.

2.3.7 FACTORS GOVERNING A MATERIALS BUDGET.

According to *Tan, K.C.* "A Frame work of Supply Chain Management Literature" in *European Journal of Purchasing and Supply Management*, Vol.7, 2001, the below mentioned factors govern drawing up of a material budget;

1. The Past Rate of Consumption and its Ratio with Production

The consumption rate occupies a very important role in framing a materials budget since it is a factor which offers two vital points for careful study so as to help forming correct estimate of materials for the ensuring period.

(a) Consumption of material of a particular time in relation to production programme and the product manufactured, and

(b) Period-to-period investment done.

The consumption ratio and consequent production is also very important because it helps in taking a decision on the future line of action, special production planning, purchases and sales which are directly dependant on this ratio.

2. The Financial Burden and Investment Pattern

Good intentions on the part of the production programmer will not help them in attaining targets unless a good financial support and a well-set-out

investment pattern is provided. Tactful and intelligent use will reduce the financial burden and set out a well planned and effective investment pattern.

3. The Cost of Materials

This factor also affects the material budget because it directly influences the financial commitment of the organization. Thus, we can make a study of the cost trend of material required. We should also study the future trend and incorporate these trends while preparing a material budget.

4. The Demand and Supply Curve

A study of market condition relating to the demand and supply trend is to be made before it is ready to prepare a materials budget since the production schedule and financial commitments have to be adjusted according to the trend in the market. A correct or accurate forecast may go a long way in achieving the purposes of materials budgeting. At a time of setting a demand curve, due care should be taken of the storage loss and less due care to circumstances beyond human control, such as floods, transport problems, draught, war, etc.

5. The Production Programme of the Future Specified Periods for Which the Materials Budget is intended

Production programme is very important factor of the materials budget. Obviously, it is a base of material budget. Nobody can estimate the future course of action unless he is having the knowledge of objectives and target to be attained. And for achieving the target a budget is required. The rate of consumption may remain more or less the same for a laborer or a machine but it often varies with the variances in the production programme. The rate of consumption is directly related to the production programme which one has set for oneself and a materials budget is governed and guided by this factor to a great extent.

2.3.8 TECHNIQUES OF PREPARING MATERIAL BUDGET

As stated by *Peter Baily, David Farmer, David Jessap and David James (2005) Purchasing Principles and Management. (9th). Pearson Education Limited* any of the following techniques can be used to draw up a materials budget:

1. Budget Summaries;
2. Manufacturing and/ or Trading account;
3. Saving on Investment in material.

Therefore looking into the aforementioned techniques one after the other;

1. Budget Summaries

Budget summaries hereby mean summaries of various individual budgets of a business enterprise. Budget Summaries are placed in proper relationship with one another. They are viewed and analyzed and help is taken from them in finding out conclusion for the purpose of incorporation of figure in a budget estimated.

A materials budget is drawn and prepared in relation to production, sales and purchase budgets. Budget Summaries assist in correlating each one of them in broader perspective as budget summaries usually accompanied by reports, which at a greater length, deal with the variances and their reactions, are helpful in arriving at conclusions for the next budget estimates.

2. Manufacturing and/or trading account

This particular technique is result-oriented since it is based on the performance of the budget as well as the results. This technique depicts various items relating to the stock at beginning, purchases, expenses on purchases, production, stock at the end, work-in-progress, etc, and eventually the cost of production and/or profit made out of manufacturing and/or trading process. The manufacturing and/or trading account is a good base of budget estimates. In fact, budget summaries cannot be done away with. The positive help of such summaries is of great value for the maker of a material budget.

3. Saving on investment in materials

The overall performance of a business enterprise can be determined by the profit of a particular period. And a budget is a means to setting the goal of profit-earning in a right way through its estimates based on returns on investment. The materials budget consumes the major part of funds available in the business firm; hence it is quite appropriate to measure the performance of materials budget by finding out the savings on the investments made in the past and possible expected savings in future. The amount of savings achieved by any materials budget effectively is the success of any materials budget and this can better judged by the ratio of saving to total investment in materials.

The ratio of saving to total investment may be determined by using the following formula;

Savings on investment in materials =

$$\frac{\text{Savings}}{\text{Investment}} = \frac{\text{Savings}}{\text{Value of material}} \times \frac{\text{Value of materials used}}{\text{Investment}}$$

Or

$$= \frac{\text{Value of products}-\text{Cost of Products}}{\text{Value of materials used}} \times \frac{\text{Value of Materials Used}}{\text{Investment}}$$

2.3.9 POINTS TO BE CONSIDERED WHILE CHOOSING ANY OF THE TECHNIQUES MENTIONED ABOVE

According to Saxena J.P. (2004); *Warehouse management and inventory control. (1st Ed), Vikas publishing House PVT Ltd.* while selecting any of the above mentioned techniques, the manager who is going to prepare materials budget should take into consideration the points enumerated below;

- 1. The policies and objectives of the firm.** Note that budget is a means but not an end, hence well defined objectives and policies will ensure an effective materials budget, otherwise, it will simply be a waste of time, money and energy.

- 2. Period of budget.** There may be any budget but all have a specific time period, i.e., short-term or long-term. However, a material budget is short-term budget. This short-term period may be of three months, six months, or even one year. The time period makes a materials budget more effective and result-oriented.
- 3. Availability of data.** If data available is incorrect and true, then the budget will be very effective and result-oriented. In all the above three techniques, the availability of reliable, perfect, up-to-date and analytical data is very essential.
- 4. Flexibility.** The flexibility of a budget especially in materials budget, is one of the crucial points to be taken note of the materials are prone to various kinds of losses during the storage process. Materials demand may either increase or decrease according to changes in the production schedule. This necessitates flexibility so as to make adjustments according to the demand of the situation.
- 5. Reputation of past goals.** Business or industry is always a growing, developing and concern. Reputation of past goal in budgetary provision is not treated favorable to the business. It shows the unconcerned attitude of management who is responsible to run the business. There should be positive change or betterment in kind of budget. A materials budget cannot be an exception; this thing is also applicable on materials budget.
- 6. Enthusiastic Budgeting.** Enthusiastic or ambitious Budgeting is good till the goals are achieved. But over-enthusiastic ambition is not good and should be avoided at all cost; otherwise, the very objective of budgeting will be defeated.

CHAPTER THREE

METHODOLOGY

3.1. INTRODUCTION

This chapter presents the methods used in the collection/ carrying out the research for the study of the impact of materials planning on the performance of the purchasing function in Mine Action Yei south Sudan.

3.2. RESEARCH DESIGN

A cross sectional survey design will be used to gather both qualitative and quantitative data on the topic “materials planning and performance of the purchasing department in Mine Action Yei, South Sudan. The study shall examine opinions across a spectrum of stakeholders with regard to the topic under study. The respondents will be subjected to one-to-one interview by the researcher in order to gather data.

3.3. SAMPLING PROCEDURES

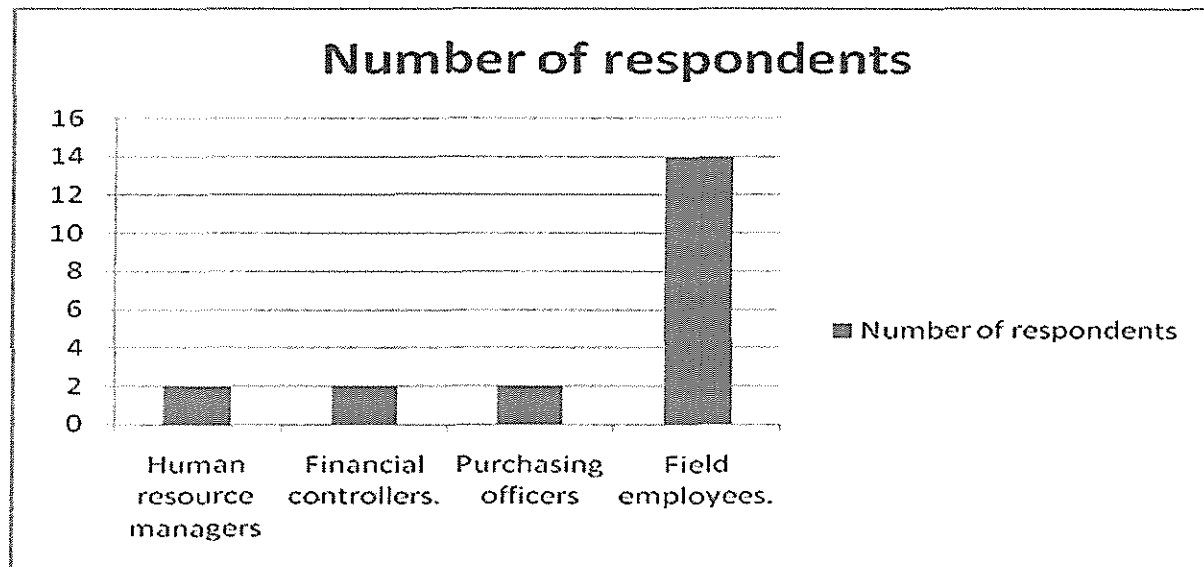
The study population shall comprise the purchasing officers, human resource managers, directors, as well as financial controllers and the field employees. Using the above methodology in sampling, a total of 20 respondents will be chosen for the study as illustrated in the table below.

Table 2: THE TABLE SHOWS SAMPLE USED IN THE STUDY

Title of respondents	Number of respondents
Human resource managers	2
Financial controllers.	2
Purchasing officers	2
Field employees.	14
Total	20

Source: Primary data

Fig. 2: Below is graphical representation of the number and title of respondents who are interviewed by the researcher.



Source: *Sample used in the study*

3.4. INSTRUMENTS

The principle instrument for data collection will be the questionnaire. This will compose structured and semi-structured questions framed by the researcher to explore the views of the respondents on the impact of materials planning on the performance of the purchasing function in Mine Action Yei South Sudan.

3.5.1. SOURCE: SECONDARY DATA.

The study will use secondary and primary source of data. Secondary data will be sourced from the work of other researchers on related literature obtained from text books, other research persons research reports that are already submitted, journals government reports, news papers, magazines and from the internet.

3.5.2. PRIMARY DATA

This will be from first hand information/data that the researcher collected from the field through the help of the questionnaires, experiences, observations carried out by the researcher.

3.5.2 (a) QUESTIONNAIRES: - The researcher will use a questionnaire that will be both researcher administered and self administered. Questionnaires shall be used because there is high level of accuracy, high level of response to data, the ease in administering the questionnaires and there is collection of relevant information/data.

3.5.2 (b) INTERVIEWS: - The researcher will also be able to obtain first hand data through interacting and exchange of views with the respondents. This method helps the researcher minimize errors and mistakes that would have come from the gaps within the questionnaire.

3.5.2 (c) OBSERVATION: - well as interviews and questionnaires elicit responses from respondents; it is possible to gather data without asking questions. This therefore can be done through observing people in their natural work environment and recording their behaviors. The researcher will play one or two roles, non participant observer. As a non participant observer, the researcher will collect data in the role of pure researcher without trying to become an integral part of a business. Here the researcher becomes part of work team and in the process observes the performance of the purchasing function in Mine Action.

3.6. DATA PROCESSING

Data processing involves editing, coding, graphical representation of the data in bar graphs and tabulating the research findings and subsequently presenting the findings in a table as well as will be presented in chapter four (4) of the dissertation.

3.6.1. EDITING

Data editing involves checking for errors, gaps and omissions established in the data. This enables the researcher to eliminate the errors detected in the data that will be collected.

3.6.2. CODING

Data coding involves the identifying and classifying of each response on a data collection instrument with a designated symbol. These symbols can be either numbers or letters. The assignment of designated symbols permits the transferring of data from the data-collection instrument into a computer-readable form. This will help the researcher to group/categorize data for easy understanding and interpretation.

3.7. DATA QUALITY CONTROL

3.7.1. VALIDITY

The questionnaire will be designed to seek views on the impact of materials planning on the performance of the purchasing function Mine Action Yei south Sudan and will be subjected to scrutiny by the researchers' supervisor and colleagues. These evaluate the items in the instruments, to ascertain their relevance to the objectives and adequacy in that they will be the only ones that will be considered and shall be properly covered.

3.7.2. RELIABILITY

The instrument will be pre-tested and the data collected will be tabulated, analyzed and the results will be discussed with supervisor and colleagues. This helps to improve the instruments by discarding redundant items and including relevant new ones; thereby improving the performance of the research instruments.

3.7.3. RESEARCH PROCEDURE

The researcher will obtain an introductory letter from Kampala International University School of Business and Management referenced to the Human Resource Manager Mine Action Yei South Sudan, permission will be sought from Mine Action Yei South Sudan to allow the researcher conduct this study, participants willing to provide information will be guided in the questionnaire filling process and questions will be asked by researcher for clarification.

3.7.4. DATA ANALYSIS

The data once collected will be organized by counting the responses for each item from the questionnaire. Both qualitative and quantitative data will be identified, categorized and processed. The results will then be tabulated, coded and presented in groups according to each of the research questions. The data will be summarized in terms of frequencies, graphically represented in bar graphs and percentages and presented in tables and bar graphs in chapter four of the dissertation.

3.8. LIMITATIONS TO THE STUDY

The researcher is likely to face the following problems when carrying out the research.

1. Some of the workers in Mine Action Yei South Sudan may possibly ask for payments in order to reveal answers to the questions asked in the questionnaire.
2. Some of workers are not willing to give out information due to lack of trust which the researcher really on.
3. Inadequate funds to carry out the study, typing and printing however the researcher will lobby funds from donors/sponsors to meet the budget of the research.
4. Limited time for the researcher to gather information since the researcher will be attending lectures as well as writing the proposal.
5. Failure to interpret/understand the questions asked in the questionnaire will be a problem that will be faced when carrying out the study.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the main findings of the research and interactions. These have been presented in relation to the specific objectives of the study and corroborated by the reviewed literature. Similarities and differences between the findings of the study are compared and contrasted with those on the ground using simple percentages to present it. Reviewed literature is then used to support and argument the findings of the study.

4.1. Personal data

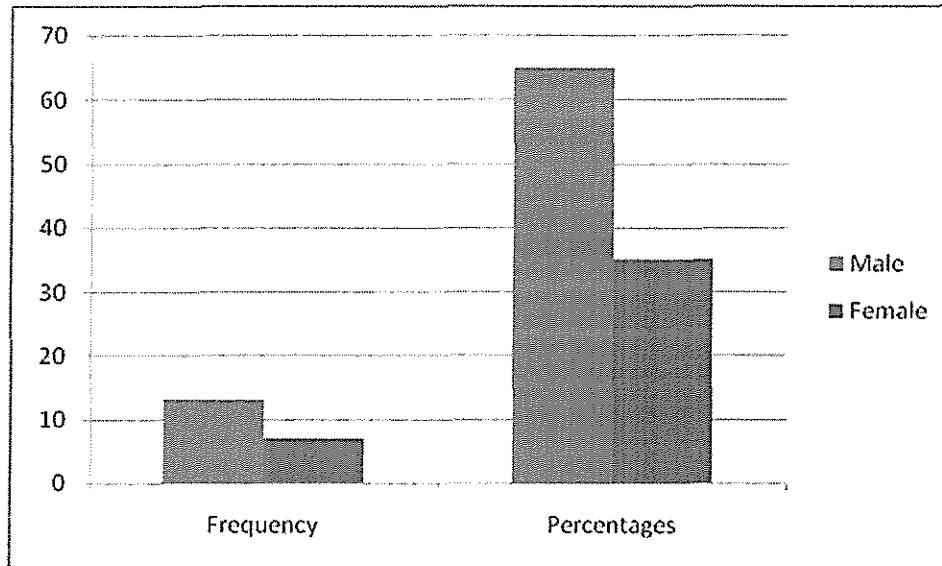
Respondents were asked to state their gender orientation and the information thereof is presented in table

Table 3: Table Showing Gender Orientation of Respondents

Gender	Frequency	Percentages
Male	13	65
Female	7	35
Totals	20	100

Source: Primary Data

Fig. 3: The chart illustration below shows the graphical presentation of the gender orientation of respondents for the study



Source: Primary Data

Respondents' gender orientations were evenly distributed that is to say there wasn't a big gap between the number of Males and Females since the study contacted 13 or 65% Males and 07 or 35% Females. This trend of gender differences could be resulting from the recruitment system of the NGO (organization) hence ensuring gender balance among the employees.

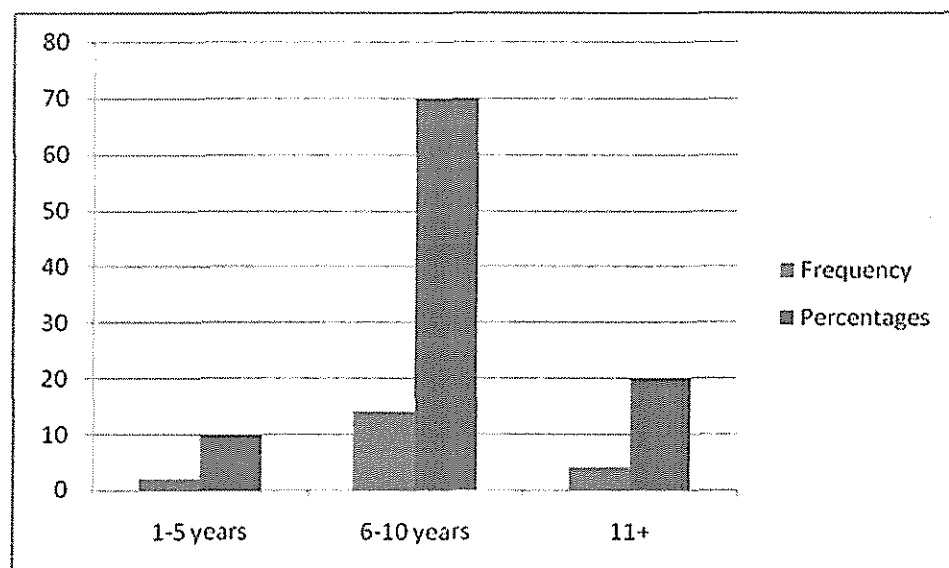
Respondents were asked to state their working period in the organization and Table 4 below shows the findings of the study.

Table 4: Table showing working period of respondents in the organization

Working Period	Frequency	Percentages
1-5 years	2	10
6-10 years	14	70
11+	4	20
Total	20	100

Source: Primary Data

Fig. 4: Graphical representation of the working period of respondents interviewed.



Source: primary data

Respondents were asked to indicate their working periods, and the findings were that, 14 employees or 70% responded that they had worked for the period of 6-10 years in the organization. This therefore indicate that majority employees in the organization for 6-10 years.

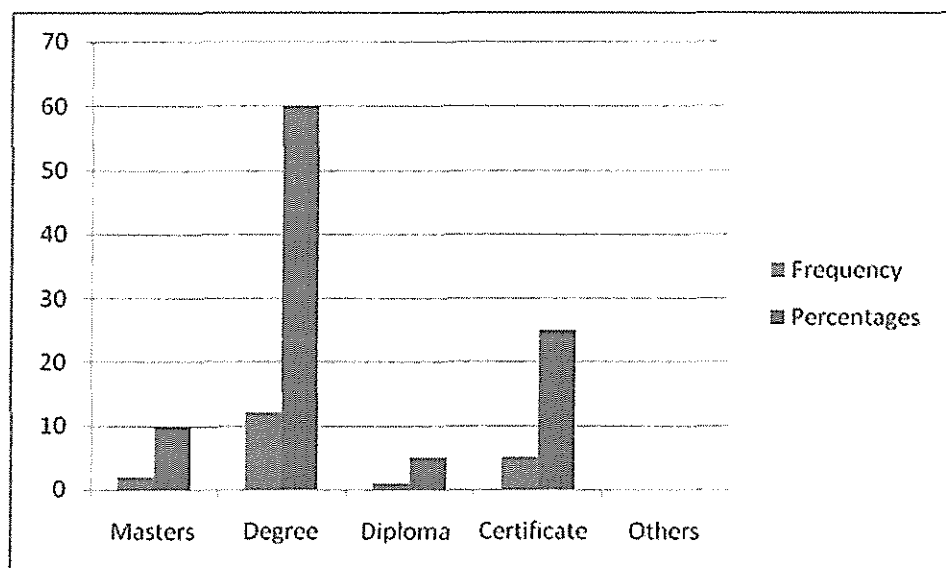
In the questionnaire administered respondents were asked to indicate their education levels and the following findings were gathered.

Table 5: Table showing the level of education of respondents

Education Level	Frequency	Percentages
Masters	2	10
Degree	12	60
Diploma	1	5
Certificate	5	25
Others	00	00
Total	20	100

Source: Primary Data

Fig. 5: The chart shown below shows the graphical presentation of the education levels of the respondents.



Source: primary data

Following the questionnaires given to respondents by the researcher, the findings were that majority employees were degree holders. This may be due to the policies of the organization that needed degree holders to do administrative work and certificate holders to do the field work. This is true because when I interviewed the field workers face to face, the findings were that, majority field workers were certificate holders.

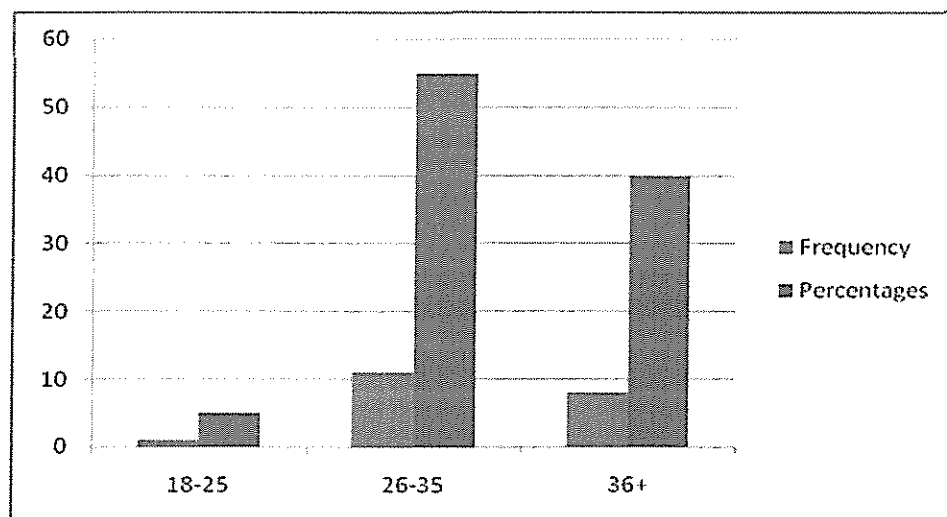
Following the questionnaire that was administered, the respondents were asked to state their age and the following were the responses from the respondents.

Table 6: The Table below shows the Age of Respondents

Age of respondents	Frequency	Percentages
18-25	1	5
26-35	11	55
36+	8	40
Total	20	100

Source: Primary Data

Fig. 6: Graphical presentation of Age brackets of the respondents



Source: Primary Data

The findings of the questionnaires given to respondents to know their age, the findings were that 30 respondents are aged from 26-35 or 55%. This indicated clearly that the working group of the organization is aged from 26-35 years of age.

4.2. Materials Planning/Purchasing Function

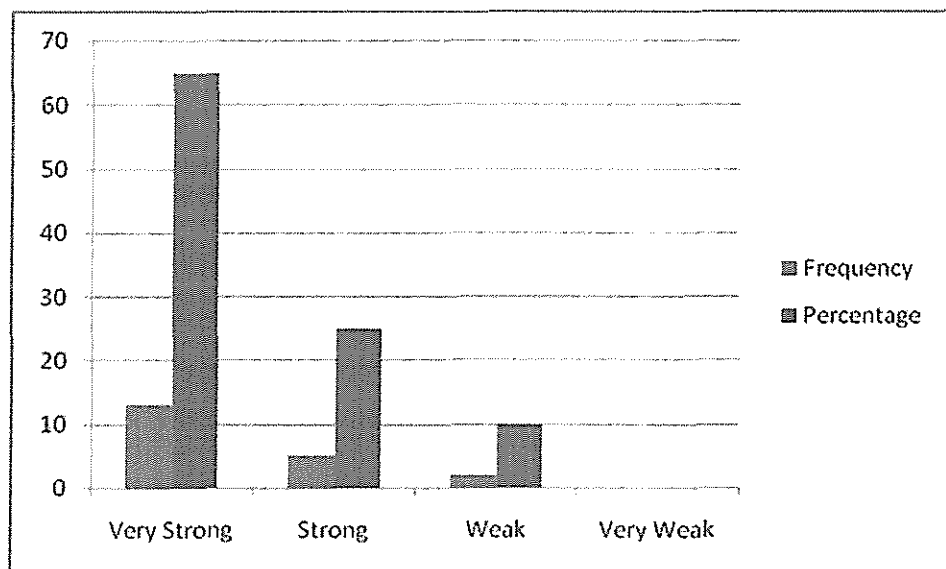
4.1.2. (a). Respondents were asked to state the relationship between materials planning and the performance of the purchasing function and the findings were as indicated in the table below.

Table 7: The table below shows the relationship between materials planning and performance of the purchasing function.

Responses	Frequency	Percentage (%)
Very Strong	13	65
Strong	05	25
Weak	02	10
Very Weak	00	00
Total	20	100

Source: Primary Data

Fig. 7: Graphical Presentation of the Relationship between Materials Planning and the Purchasing



Source: Primary Data

From the table above 13 or 65% respondents reported that the relationship between materials planning and the performance of the purchasing function was very strong. This could be as a result of Materials planning helping other departments like finance to plan for finances to pay off consignments delivered to the organization. This could be as result of materials planning helping the purchasing function to plan purchases of the organization as scheduled. Furthermore it could be as a result of the purchasing function using materials planning to establish control on purchases. However, other findings also state that 05 or 25% said that the relationship is strong and 02 or 10% indicated that the relationship was weak and none had reported that the relationship is very weak.

4.3. (b). The importance of materials planning to the performance of Mine Action

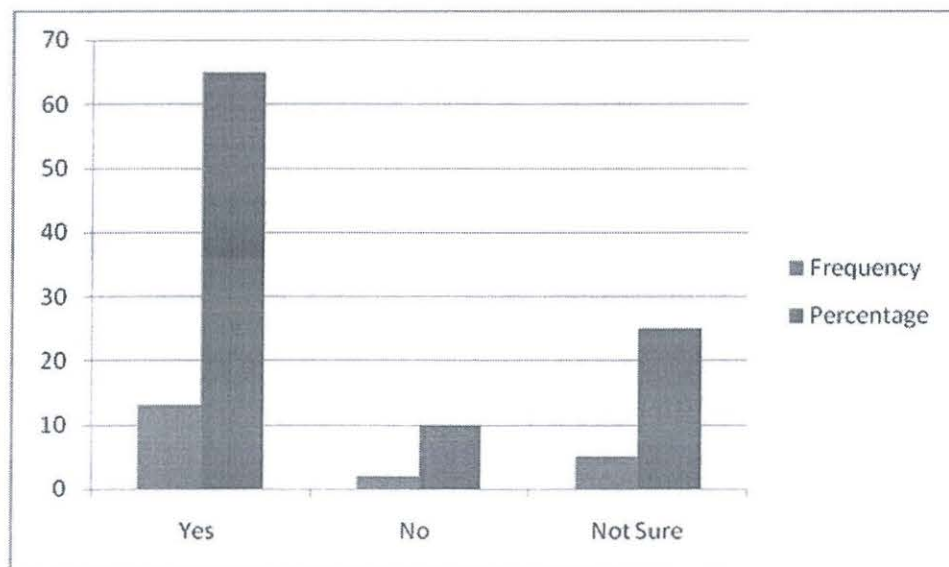
Respondents were asked to state if materials planning is important to the performance of mine action and the findings thereof are presented in Fig.15 below.

Table. 8: Table below shows the importance of materials planning in Mine Action Yei South Sudan

Responses	Frequency	Percentage (%)
Yes	13	65
No	2	10
Not Sure	5	25
Total	20	100

Source: primary data

Fig. 8: The chart shown below is a graphical presentation of the importance of Materials planning in Mine Action Yei South Sudan



Source: Primary Data

The findings of the study indicates that materials planning was important in Mine Action as indicated by the greatest number of respondents that is to say 13 or 65% responded that indeed materials planning is important in Mine Action. Otherwise, it is also shown that 2 or 10% never agreed that materials' planning was important in Mine Action.

05 or 25% were not sure with the statement that material planning was important to Mine Action.

4.4. (c) Does materials planning need guide lines?

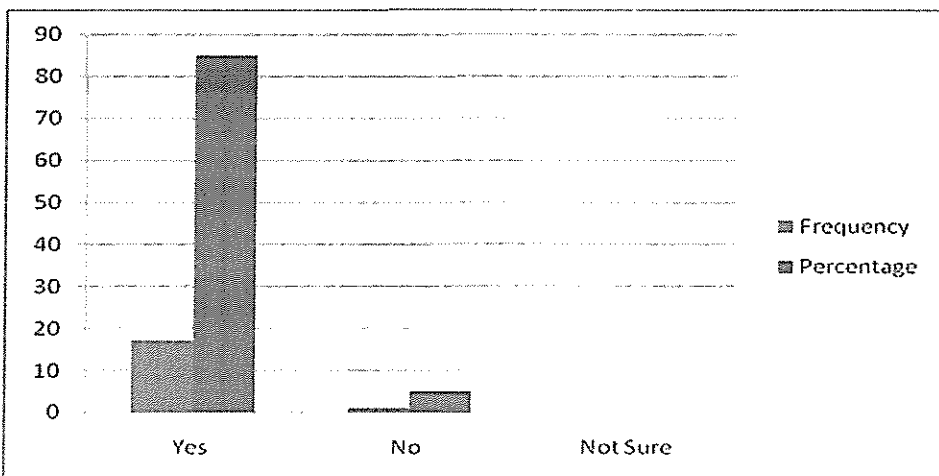
The respondents' responses as per the question of if materials planning may need guide lines, the results of the responses are tabulated in the table below.

Table 9: The table below shows if materials planning needs guide lines.

Responses	Frequency	Percentage
Yes	17	85
No	1	5
Not Sure	00	00
Total	20	100

Source: Primary Data

Fig. 9: The Graph below shows if Materials planning need Guidelines



Source: Primary Data

According to the findings from the questionnaires that were given to employees of Mine Action Yei south Sudan, it was shown that 17 or 85% employees responded that materials' planning indeed needs guide lines and only 1 or 5% did not agree that materials' planning needs guidelines and the remaining 2 questionnaires not answered.

4.5. How is the purchasing function being carried out presently?

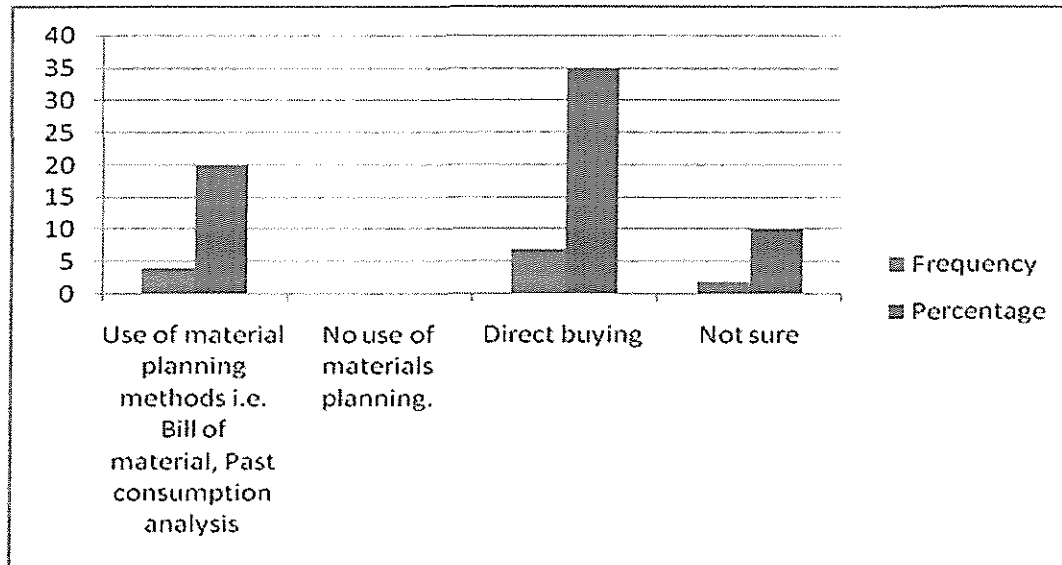
Respondents were asked to indicate how the purchasing activities are carried out at presently, and the following responses were collected/ or gathered.

Table 10: Table below shows the responses of respondents in reference to how the purchasing function is being carried out at the present.

Responses	Frequency	Percentage (%)
Use of material planning methods i.e. Bill of material, Past consumption analysis	04	20
No use of materials planning.	00	00
Direct buying	07	35
Not sure	02	10
Totals	20	100

Source: primary data

Fig. 10: Graphical Presentation of how the purchasing function is being carried out at the present.



Source: Primary Data

From the findings as per the analysis above, it is clearly shown that Mine Action mostly buy direct without putting in use the materials planning techniques. It is also shown clearly that 04 respondents or 20% of the respondents do agree that materials planning methods are used in the organization. 02 respondents also indicated that they were not sure if there was either use of materials planning method or direct buying or evening if there is use of materials planning in the organization. It is further indicated that none of the respondents indicated if there is no use of materials planning. However, it is clearly shown in the analysis in the table above that only 13 or 65% gave time into answering the question the remaining 7 questionnaires were not answered. This may be that respondents were not having time to answer easy questions or they just intended not to because of the confidentiality aspect. Failure to answer the question may be due to failure to understand the question.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the Summary of the discussions of findings; it draws conclusions of the findings as well as making recommendations to the research carried out.

5.1 SUMMARY

Personal Data

As per the study carried out in Mine Action Yei South Sudan the findings of the study in reference to the gender of the respondents was that majority employees of Mine Action were males. This is proven with the fact that 13 or 65% of the respondents were males and 7 or 35% of the respondents were females. This may be as result of unequal recruitment of the employees in Mine Action. One can also say that the unequal distribution may be as a result of the nature of job (Mines Removal), many people especially women associate the type of job with Male sex.

This may be also as a result of associating the Army with the Male sex. Majority women think Mines Removal is a branch of military or simply a military work. And indeed as a matter of fact majority recruits were those who had gone through military training. And even the nature of training is more of the army that may be why there is unequal distribution in the sex or gender aspect. Furthermore, the organization provided the employees with uniforms that were designed in the military way. So when people see the employees passing by, they immediately think it is a military work that makes women in particular to run away from the job type.

In the analysis of the second item in the personal data, respondents were asked to state their working period in the organization (Mine Action Yei South

Sudan) and the findings were that 14 respondents or 70% of the respondents did agree that they had worked in the organization for a period of 6-10 years. This therefore, deduces that majority workers had worked for good period of time in the organization. In the findings it is also stated that 4 respondents or 20% also had working period of more than 11 years in the field of Mines removal and can be probably the technical advisors or senior managers of the organization. However, it shouldn't be ignored that there are people who have also taken a short or little time in the organization. And according to the findings of the study, it was shown that 2 or 10% of the respondents had only lived in the organization for only a period between 1 and 5 years in the organization.

This therefore shows that the majority respondents had an experience of between 6 and 10 years in the field of Mines removal. However, it should be noted that, though respondents indicated that they had taken 6-10 years in the organization it is not true because the organization had only existed for a period of 8 years. But this indication according to face to face interaction with the manager of the organization and some three (3) other departmental managers of the organization, majority employs had been working with other organizations in the same industry such as OSIL (operations Live Line Sudan) and MAG (Mine Action Group). This may not necessarily be people in Sudan but even people who had worked in different parts of Africa such as in Senegal, Liberia and many other parts that had experienced heavy fights/ or wars. This can further be proven by the existence of Senegalese men who headed the organization as a technical advisors to the workers/ or employees.

In figure five (5) and table 5, there was an analysis of the education qualification of the workers and the findings were that 12 respondents/ or workers were shown to be having degree as their qualification standards. This when computed in form of percentages it gives one the highest percentage in Fig.5 of the dissertation. And henceforth, it is clear that majority employees in

Mine Action Yei South Sudan were basically degree holders. Otherwise, we shouldn't over emphasis on this because still have people of higher qualification than those holding degree. As indicated in Fig.5, 2/ or 10% of the respondents were degree holders. So much as they are few, with the knowledge they possess, they can still deliver services that are recommendable as compared to the many degree holders that were employed in the organization.

In reference to the analysis of the questionnaires administered, it is clear that the degree holders can do some clerical work and departmental work in the organization such as the purchasing person may a degree holder in supplies and procurement management/ or logistics and procurement management. However, it shouldn't be forgotten that there were employees who only had certificates in education. As shown in table/ or figure 5 above it was shown that 5 or 25% were certificate holders. This may be the real men and women who are directly involved in the Mines Removal activities. People without diploma shouldn't be ignored from the discussion of the findings. It was shown that 1 or 5% of the respondents did agree that he or she holds a diploma. This may be as a result of the selection criteria in the organization because there is no equal employment in the aspect of the selection of employees emphasis has been put mostly on degree holders and ignoring the importance of the various qualifications in the field / or the organization as a whole. Otherwise according to the findings in the table showing the education levels of the workers in the organization many employees were degree holders.

As in Fig.6 and table 6 above, the table was showing the age bracket of workers in the organization and the findings are discussed in the following way.

In the analysis of the tabulation in Fig.5 and table 6, many respondents did agree that they were between the ages of 26-35 which is represented by 55% when it is calculated in terms of percentages. This shows that majority workers are middle aged and the organization may be having a reason for that. According to one respondent that I face to face had to ask him why only middle

aged men and women are employed in the organization, his argument was that middle aged men and women (workers) are very active in terms of service delivery. Another argument was that the nature of the job was mostly associated with the middle aged men and women. This is because if it means joining the military forces, the middle aged can do it very fast than any other group of men and women.

Further argument was that during the recruitment process it may be one of the specifications in the selection process. This therefore evident that it was the organization's own policy that they needed majority employees between 26-35 years of age. According to the study 8 or 40% of the respondents responded that they are ranging at the age of 36+. This finding indicated that the numbers of respondents that range between the age of 36 and above are 8 or 40% which shows that somehow the organization is dominated by people or workers who are aged between 26-35 and 36+. In other words the organization is dominated by people who are mature enough to do mature work for the public. The difference between the percentages of people ranged between the ages of 26-35 which indicates 11 or 55%, and 36+ shown with a percentage of 40% or 8 respondents should not really bring into peoples' mind because the difference was very small that can't really cause us much to say that the respondents aged 36+ and 26-35 are the core eyes to the success of the organization.

However, as indicated in the Figure 6 and table 6 of this report it was shown that 1 or 10% of the respondents was aged between 18 and 25 years of age. This tells us that, this respondent could be a fresh graduate from campus or any other institution of higher learning. This further shows that the person is still young / or not mature enough. This can be assessed in terms of the experience that the respondent may be having, when we assess the respondent in terms of experience it can be deduced that the respondents is inexperienced enough in the field of Mines Removals because he or she is still young and has got little experience in the field. However, it should also be noted that the

respondent could have been recruited in his or her younger stage that he or she could have become mature in the organization and hence he or she may be well verse with the technical knowhow of the Mines Removal. Therefore, in a nutshell it can be deducted that the respondents who are considered to be working are aged from 26 to 36 and above.

Analysis of the nature of relationship between materials planning and performance

In Figure 7 and table 7, respondents were asked to describe the relationship between materials planning and performance and the relationship was shown to be very strong. This is proven with the fact that in my questionnaires that had been administered to the respondents 13 respondents or 65% had responded that the relationship is very strong. The study shows that the relationship between materials planning is very strong though in actual sense there is no practice of materials planning. This shows that the employees in the organization know of the importance of materials planning but they didn't put into practice the various methods of materials planning. In many cases theoretical knowledge is not put in to practice though employees know of them in the theoretical aspect. As indicated in findings of the study, it was shown that due to proper materials planning performance was up-to-date. With the use of computers that aid in materials planning it leads to efficient delivery of goods and services. This efficient delivery of goods and services is as a result of good materials planning with the use of computers to help in controlling stock in the store. This stock can be either in the time of delivery the goods are delivered and recorded in the computers so as to keep a soft copy of goods delivered to the store in big store and many other organizations that see the importance of stock controls the computers can be used to control stock through the use of different software such as EDI (Electronic Data Interchange) that helps indicate in the computers of the supplier the stock levels of the buying company and hence this helps in stock control of the organization and therefore improving the performance of the organization since the stock is

replenish in the actual time of need and this greatly increases the efficiency of the organization because the organization uses computerized systems to help it run its activities in the organization.

The other aspect of the relationship between materials planning and performance is that materials planning results into timely delivery of goods and services. How this happens is simply very simple due to the computerized systems of the organization that both the buyer and the supplier adopts the business to business software that helps the two organizations to interchange information that helps the organization to notify each other in times of need i.e. when to deliver goods and the specifications of the goods are communicated to the supplier and feedback is given back through a similar super highway or gateway (networks like extranets, intranets and the internet).

This therefore, results into efficient and up-to-date handling of the relationship between the supplier and the buyer or the organization in this case and thereof resulting good performance of the organization and its suppliers at the same time. However, one can't only over emphasize on the aspect of the relationship being very strong but it should also be noted that there are people who don't agree that the relationship is very strong but their response was that the relationship is only strong. It was noted that 5 or 25% of the respondent said that the relationship between materials planning and performance is not very strong but only strong in nature. This therefore points out that the relationship is indeed quite good between materials planning and performance that the indeed resulted into customer satisfaction for their requirements. It should not be forgotten that it is as a result of good relationship between materials planning and performance that resulted into customer satisfaction. In a nutshell it should therefore be noted it is because of the relationship between materials planning and performance that is what resulted into the customer satisfaction and meeting of the goals and objectives of the organization at large.

2 or 10% of the respondents also did indicate that the relationship between materials planning and performance was weak. This clearly shows that it may also be true that the organization was not really in practice of materials planning but it may be that the respondents were only raising the status of the organization to be counted among those that practice materials planning when it is not. That was why some of the 3 or 15% of the respondents didn't give any response. But with the fact that 65% or 13 respondents had shown that the relationship is very strong, this can't shut me down in giving a deduction that the relationship between materials planning and performance was indeed very strong. Otherwise it should also be noted that materials planning really do exist in many organizations but in a traditional or rudimental manner not really in the fundamental way of practicing it that is why I do argue that the methods of materials planning really don't exist in many organizations though there is a way materials are regulated in the organization.

Analysis of the importance of materials planning to the purchasing department of Mine Action Yei South Sudan

In the next table shown in Figure.8 and table 8, 65% or 13 respondents also did agree that materials' planning is important in the performance of Mine Action as an organization. This indication shows that a material planning was very important in running of the materials of Mine Action as an organization. In the analysis of table 8 and figure 8, it was as though the respondents who gave answers to the questionnaires sat down as a group and gave they responses because as seen earlier in table 7 and figure7, 13 respondents did agree that materials planning and performance are very much related therefore, though they sat as a group or not, it clearly shows that materials planning is greatly important in the management of materials in Mine Action in Yei South Sudan. However 2 or 10% of the respondents said they are not sure if there is any importance as to the practice of materials planning. This indicates that, if there is practice of Materials planning it is not clear to the

sight of other respondents that was why they responded that no there is no practice of Materials

Analysis of the findings in reference to the question of if Materials Planning need Guidelines

As to the analysis of section 4.4 (c) of the questionnaire questions it was found out that 17 or 85% of the respondents agreed that yes indeed materials planning need guidelines this true with the fact that as indicated earlier respondents did agree that materials planning is important for effective and efficient performance of the purchasing department of Mine Action Yei South Sudan. When I further analyze the table and the bar graph 17 and 18 respectively it is indicated that 1 respondent or 5% only shown that materials planning don't need guidelines. However, it is clear that materials planning need guide lines because without it the purchasing function would perform because many employees in the purchasing department don't really know how to carry out the materials planning task. As further proven in the table and graph 9 and table 9 respectively it should be noted that some respondents (two or 2) didn't give any response because they don't really know if materials planning need guidelines or not since they may not be knowing what materials planning is all about. These two or 2 respondents may be possibly the field employees who are green or don't have knowledge about the purchasing department and its activities.

Analysis of how purchasing function is being carried out at the present

In reference to table and graph 10 and table 10 respectively, the findings were that 07 or 35% respondents indicated that materials planning is not in use in Mine Action but they basically carry out direct purchasing without planning for what they need to procure. In the tabulation and the graphical representation it was analyzed that 04 or 20% of the respondents pointed out that materials planning methods were used in the organization or Mine Action. It was also shown that zero or 00 respondents pointed that there is no use of materials

planning in Mine Action Yei South Sudan. 2 or 10% respondents also pointed that they were not sure if there is use of Materials Planning in Mine Action or not. Therefore, it can be deducted that materials planning is indeed used only to a smaller extent but the really was that the purchasing department of Mine Action greatly carry out direct buying than planning for its materials as in indicated findings sampled in the illustrations in the table and bar graph shown in figure 10 and table 10 respectively. However, the fact that 04 or 20% of the respondents also agreed that materials planning methods were used should not be ignored because the difference between the respondents who agreed that Materials Planning methods were used and those who said direct buying was used is very minimal that the difference may be ignored because it was only a 15% or 3 respondents difference that can be neglected.

5.3: CONCLUSIONS

Research findings revealed that Materials Planning helped Mine Action in ensuring efficiency in the management of the organization's materials, ensuring value for Money, ensuring of the availability of materials for the day to running of the organization and ensuring accountability for the materials that are procured by the purchasing department of the organization. This has made it right for the researcher to conclude that Materials Planning was such a vital task in the purchasing department of Mine Action Yei South Sudan and Mine Action as an organization. The research findings also revealed that because of the inefficiency in the purchasing department, corruption that exists in the procurement/ purchasing department, inadequate record keeping and poor materials management would result as a result of the organization not having Materials Planning techniques in practice in the organization.

Lastly research findings also revealed that organizations should provide guidelines to the purchasing department in order to ensure efficiency of the purchasing department and the purchasing department should further practice professionalism. The purchasing department should also ensure Value for Money all their procurement practices. With this, the researcher concluded

that provision of material planning guidelines to the purchasing department and practice of professionalism would lead to good management of the materials in the organization (Mine Action).

5.4: RECOMMENDATIONS

Research findings revealed that Materials Planning helped Mine Action in ensuring efficiency in the management of the organization's materials, ensuring value for Money, ensuring the availability of materials for the day to- day running of the organization and ensuring accountability for the materials that were procured by the purchasing department of the organization. This made the researcher to recommend that materials' planning is a very distinct task that ensures the normal functioning of the purchasing department and ensures the purchasing departments realize value for money and timely delivery of Materials that boost the productivity of the organization as a whole.

The research findings also revealed that because of the inefficiency in the purchasing department, corruption that exists in the procurement/ purchasing department, inadequate record keeping and poor materials management would result as a result of the organization not having Materials Planning techniques in practice in the organization. This made the researcher recommend that, to ensure up to date performance of the purchasing department the organization should provide the purchasing function with materials planning manuals and systems that would help in efficient and successful materials management in the purchasing department and the organization as a whole.

The research findings also revealed that organizations should provide guidelines to the purchasing department in order to ensure efficiency of the purchasing department and the purchasing department should further practice professionalism. The purchasing department should also ensure Value for Money in all their procurement. With this, the researcher concluded that provision of material planning guidelines to the purchasing department and practice of professionalism would lead to good management of the materials in the organization (Mine Action). The researcher recommends here that the

organization should provide guide lines and recruit professionals in the field of the materials management and the procurement department in particular. This is because today human resource managers recruit good accountant or those that specialize in accountancy to the post of procurement personnel. This greatly results into the poor materials management of the materials of the organization and therefore led to the failure of the purchasing function in the organization.

The research Findings also revealed that specialization was not encouraged by the organization. This made the researcher conclude that specialization should be encouraged by the organization. This further made the researcher recommend that specialization should be practiced by the management of Mine Action in order to encourage professionalism in Mine Action Yei South Sudan. Lastly since the study was only limited to Mine Action Yei South Sudan, the researcher also recommends that other studies should be conducted in other organizations in various locations on the subject /topic "The impact of materials Planning on the performance of the purchasing Function" in order to ensure validity and reliability of this study findings.

ANNEXES:

ANNEX I

QUESTIONNAIRES

KAMPALA INTERNATIONAL UNIVERSITY (KIU)

Questionnaire for *“Materials Planning and Performance of the Purchasing Department”*

I am **AKIM DAVID** a student of Kampala international university pursuing a bachelor's degree in supplies and procurement management. I am carrying out a research on the impact of materials planning on the performance of the purchasing function.

I kindly request you to answer for me the following questions and any information given will be confidential and purely for academic purposes.

I will be glad if my request is considered and my success will surely be counted on you.

SECTIONA: Personal information (data)

I. Name..... (Optional).

II. Gender: Male ☐ Female ☐

III. Position in the organization:

IV.

V. Age : 18-25 ☐
 26-35 ☐
 36+ ☐

VI. Level of Education.

Masters ☐

Degree ☐

Diploma ☐

Certificate ☐

Others specify

VII. How long have you worked in the organization?

a. 1-5 years. ☐

b. 6-10 ☐

c. 11+ ☐

Section B: Materials Planning/Purchasing Function.

Tick the appropriate answer ✓

I. What is the relationship between materials planning and performance of the purchasing function?

a) Very Strong ☐

b) Strong ☐

c) Weak ☐

d) Very Weak ☐

II. Is materials planning important to the performance of Mine Action

Yes ☐

No ☐

Not sure ☐

If yes explain

.....

.....

.....

.....

ANNEX II

REFERENCES:

Michael R. Leenders, Harold E. Fearon, Wilbur B. England, *purchasing and materials management*, Pg, 45, 1980)

Saunders M. (1997), *Strategic Purchasing and Supply Chain Management*, (2nd Ed)

J-R- Tony Arnold and Stephen N- Chapman, *Materials Management*, (2001, pg, 423, 4th Ed)

Peter Baily, David Farmer, David Jessap and David James (2005) *Purchasing Principles and Management* (9th)

Tan, K.C. "A Framework of Supply Chain Management Literature" in European Journal of Purchasing and Supply Management, Vol.7, 2001

Peter Burgess, Philip Hargraves, *oxford advance dictionary*, 7th Ed, (2006)

Chuck Williams, *essentials of management*, pg447, (2002)

Anthony A. Okenye, *procurement and logistics management association* (1999)

Sexena J.P. (2004) *warehouse management and inventory control*, (1st Ed). Vika Publishing House Pvt Ltd

Lysons K., Farrington B. (2006). *Purchasing and Supply Chain Management*. (7th Ed). Prentice Halls.

Ntayi J.M., J. Eyaa Sarah. (2009). *Procurement Trends in Uganda*. (1st Ed). Fountain Publishers Kampala

ANNEX III

THE TIME FRAME WORK OF THE STUDY

Proposal	March
Data collection	April
Dissertation writing	May
Submitting	May

ANNEX IV

BUDGET FOR THE STUDY

Item	Amount in Ugandan shillings
Typing and printing	50,000/=
Literature collection	100,000/=
Data collection	250,000/=
Miscellaneous	50,000/=
Total	450,000/=