

**THE IMPACT OF PROCUREMENT POLICY AND PRACTICES ON SOCIAL
SUSTAINABILITY**

**A CASE STUDY OF GOVERNMENT OF SOUTHERN SUDAN MINISTRY OF
HEALTH CENTRAL EQUATORIA STATE DIRECTORY
OF PHARMACEUTICAL SERVICES - JUBA**

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS AND
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UNIVERSITY**

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DECLARATION (A)

This dissertation is my original work and has not been submitted before any other University or institution of higher learning for the awards of diploma or degree.

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Date


DECLARATION (B)

I confirm that the work presented in this dissertation / report was carried out by the candidate under my / our supervision.

Name and signature of supervisor

Henry O. Barasa 

Date

30th March 2011

DEDICATION

To my late father Alfred Wani Anderia Kenyi and beloved mother Christine Jamba Willson, hallowed children, John Kambura Adrew Malish and Michael Rioka I Love you sons.

ACKNOWLEDGEMENT

In 1993 I started my search for education traveling from Southern Sudan to Northern Uganda in Moyo and Arua District for ordinary and advance levels in exploration for education. Since then my journey has continued.

During my long journey, my experience throughout had been related to struggles, war, revolution and fracas. However along the way I meet with generous people, many of them in countless occasions have given me treasured help and support. These will take me pages to list them, never the less for innumerable acts of kindness of hospitality and friendship I have received from them, and grateful. What has impressed me over the years of struggle, especially experiences when I found myself volunteering with MS Uganda for International cooperation as Librarian, Worked with Sudanese Liberation Movement Liaison Office (Chapter) in Kampala and American Refugee Committee (ARC) and Government of Southern Sudan GoSS in Reconstruction and Development Fund Commission (SSRDF) in Juba.

Thus I acknowledge and pass specialized gratitude's to my supervisor **HENNRY OCHIENO BARASA**. It's your understanding that enabled me to accomplish this research, dissertation as I appreciate you greatly. At the same time appreciation to my biological sisters and brothers especially Loice Tabu and Francis Aligo, my dearest beloved wife Lucy Awate, who collectively and carefully took care of our family in my absence while I was out for the search of this award I love you all.

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LIST OF ACRONYMS IN THE REPORT

GoSS	Government of Sothern Sudan
SSRDF	Southern Sudan Reconstruction and Development Fund
CES	Central Equatoria State
ARC	American Refugee Committee
PPU	Public Procurement Unit
SPLM	Sudanese People Liberation Movement
BCG	Boston Consulting Group
MoHCESDPS	Ministry of Health Central Equatoria State Directory of Pharmaceutical Services
SMEs	Small Medium Enterprises
CSR	Corporate Social Responsibilities
CRE	Commission for Racial Equality
ISO	International Standards Organization
UK	United Kingdom
RIA	Regulatory Impact Assessments

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter looks at the background of the study, statement of the problem, purpose of the study, research Objectives and research questions, scope of the study, Significance and limitation of the study.

1.1 Background of the study

Communities all over the world are facing the dramatic consequences of climate change, natural resource depletion, and threats to biodiversity and increasing poverty. The current focus on a global climate change agreement, as highlighted by the 2007 United Nations Climate Change Conference in Bali, and as according to Abeillé, B. (2003), in his "Overview of Procurement Reforms in Africa." Paper presented at the Joint World Trade Organization I World Bank Regional Workshop on Procurement Reforms, those initiatives to address carbon emissions and general public recognition that immediate action is required to address the potential risks posed by climate change. This includes a change of practices and procedures across all levels of society and in the public and private sectors.

Quality and the environment are often closely linked, because quality usually means a longer life for the product and thus less consumption of resources. An eco-efficient product will often use less energy and represent lower costs as waste, either because it is included in a recovery or re-use system or because it does not contain hazardous substances and will thus not be considered as hazardous waste. When buying a product, we must consider more than the cost of acquiring it. Calculations of price must include all the costs relating to the product throughout its life.

According to Minahan, T, What Makes a supplier World class August (1988), this should be applicable to both internal and overseas purchasing on line for quality environmental concerns and sustainable procurement to prevail.

In most developed countries, public procurement takes place within a framework of international obligations, such as the World Trade Organization's Agreement on Government Procurement or the Procurement Directives made under regional agreements such as the European Union or the North America Free Trade According to Burton, R. A. (2005). "Improving Integrity in Public Procurement: the Role of Transparency and Accountability." Corruption and Promoting Integrity in Public Procurement has to be true agreement in Public procurement which in most developing countries does not meet these international requirements.

Consequently, the pressure to reform may not have been as strong and some developing countries retained a procurement system that differed little from which was in place during colonial times. However, in recent years, the impetus for reform has increased, partly in consequence of requirements set by World Bank and other donor organizations as conditions for providing development aid but principally because the inefficiencies of the unreformed systems have become self-evident, (www.wto.org.com).

Most donors consider that a well-functioning procurement system is an essential requirement if their funds are to be used effectively to promote development. Where such a system is not provided by the host country, donors may insist on using their own procedures. There has been a trend in recent years for using national systems where these are suitable, through multi-donor budget support programs (Abeillé 2003). As most developing countries prefer flexibility that comes with receiving development aid through budget support, they have an incentive to reform their public procurement and financial management systems.

Sustainable procurement plays a key role in contributing to sustainable development and therefore, it's definition as "Sustainable development is development that meets the needs of present without compromising the ability of future generations to meet their own needs." (World Commission of Environment and Development / the Brundtland Commission) Sustainable procurement means making sure that the products and services organization buys are as sustainable as possible — with the lowest environmental and most positive social impact. This is pointed out also by Abeille (2003).

Sustainability procurement is all about taking social and environmental factors into consideration alongside financial factors in making purchasing decisions. It involves looking beyond the traditional economic parameters and making decisions based on the life cost, the associated risks, measures of success and implications for society and the environment. Hunja, R. (2003) adds that “Obstacles to Public Procurement should consider developing in practice of sustainable Public Procurement the Continuing Revolution Making decisions in this way requires strategically setting environmental factors into a broader procurement context that includes value for money, performance corporate and community priorities,

While Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba addresses a number of issues across its thematic focus areas, these problems cannot be tackled without making a shift to more sustainable and consumption practices, and so procurement plays an important role. Purchases which are good for the environment are also often profitable for the organization, as resources saved translate into money saved. This is why the researcher is prompted to undertake this study.

1.2 Statement of the problem

Despite Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba having installed quality and focus on their operations, reengineered their processes, offered the best service to the public responsible for the provision of drugs, enhancement and management of health hazards across the whole of State. Although the environment is our primary concern there is also a social dimension to our work, through our relationships with suppliers and the local communities in which we operate. Therefore they have not committed to understanding and managing the environmental and social impacts of operations including the procurement of drugs and provision of health services. There is no sustainability which embedded across every function, including procurement as an essential to our goal of making a sustainable contribution to society. As according to Sustainable Procurement

Guide to Environment Agency, United Kingdom, (2002) and (www.environment-agency.gov.uk)

There policy has failed to integrate environmental and social considerations into its procurement policies and practices hence they are shortages of drugs and health services leading to loss of millions of life therefore am prompted to undertake this study.

1.3 Purpose of the study

To find out the impact of procurement policy and practices on social sustainability this focuses at Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba.

1.4 Research objectives

The general objective is to assess the impact of procurement policy and practices on social sustainability in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba.

The specific objectives are;

1. To evaluate the sustainable procurement policy in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba
2. To investigate the challenges faced in procurement policy and practices on social sustainability in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba.
3. To find out the relationship between procurement policy and practices on social sustainability in Directory of Pharmaceutical Services.

1.5 Research questions

- A. What is sustainable procurement policy in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba?
- B. What are the challenges faced in procurement policy and practices on social sustainability in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba?

C. What is the relationship between procurement policy and practices on social sustainability in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba?

1.6 Significance of the Study

- The study has been enriched with skills and information related to customer and sales performance
- The study has influence Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba to incorporate and strengthen better on advertising while doing business to increase sales.
- There is a greater hope that scholars and researchers having studied the research findings would analyze them to identify wanting areas that need further research.

1.7 Scope of the Study

The study concentrated on procurement policy and practices as an independent variable and social sustainability as the dependent variable. The study has been conducted in Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba. The study samples are limited to only 100 respondents in town of Yei and Juba. The study has limitations in that it's finding and recommendations may not apply to other countries. This time it has been concentrated during operation of Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba 2009-2010.

1.8 Challenges of the study

The respondents have not been willingly to give information since the institutions interviewed considers the information to be confidential and the researcher has to inform the organization that the research is for academic purpose.

Time for the study was too short in wider area coverage of one hundred miles and the collected data is not enough to accomplish the purpose of the researcher to meet 100 respondents, thus the available time was scheduled to the project.

Hardships in getting the literature review due to limited literature because not many books have the information, thus the researcher has to use the literature available to the best targets.

Language barrier also limits the collection of data because some can't understand and read English thus the researcher has to interpret for the respondents in their local language.

1.9 conceptual frame work

Independent variable

- Sustainable procurement policy
- Challenges facing procurement organizations
- Benefits of good procurement policy

Dependent variable

- Building, engagement and commitments
- Decision making
- Linking the issues and responsibilities of public bodies



Source: researcher (2011)

This section represents the logical system of the relationship between or amongst the dependent and independent variables of the problem to be discussed in the study. It logical direction to the research study by specifying the possible outcome of procurement policies and practices on social sustainability.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter is aimed at assessing what research in this field has to reveal about this problem under investigation Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba to help establish the conceptual and theoretical framework. This review comprises documentation processes, people, texts, and journals conference papers, newspapers, Internet and other electronic material as put forward by Borg R W and Gall MD (1983), Educational research-an introduction.

RELATED STUDIES

2.2 What is sustainable procurement policy?

Sustainability can be incorporated into Environmental criteria can be used at the whole procurement process: defining award stage, provided they are relevant the need, evaluating design and to the subject of the contract and provide specifying, supplier selection, tender a value for money benefit for the evaluation, post-contract management awarding authorities in the Government of Southern Sudan Central Equatoria State. However, it is and supplier development.

Natural England is the public sector organization responsible for the conservation, enhancement and management of the natural environment across the whole of England. Although the environment is our primary concern there is also a social dimension to our work, through our relationships with suppliers and the local communities in which we operate. We are therefore committed to understanding and managing the environmental and social impacts of our operations, including the procurement of goods and services.

Ensuring sustainability is embedded across every function, including procurement, is essential to our goal of making a sustainable contribution to society. This policy explains

how Natural England will integrate environmental and social considerations into its procurement policies and practices.

We recognize that improving our procurement performance is an ongoing process and that our suppliers, both large and small, are important partners in our journey to become more sustainable.

Their aims and objectives are to:

- Minimize our environmental impact and deliver community benefits through better selection and improved usage of products and services;
- Foster innovation in our supply markets to increase the availability and effectiveness of sustainable solutions that meet our organizational requirements;
- Encourage our suppliers to adopt practices that minimize their environmental impact and deliver community benefits in relation to their own operations and throughout the supply chains in which they operate
- Work in partnership with suppliers to achieve our common goals and continually improve performance over time.
- Support Natural England's Strategic Direction and other relevant sustainability policies.

Specific targets:

The UK government has identified climate change as a key policy priority in order that future generations are able to enjoy their natural environment. To realize this goal, the government has mandated several procurement policies which Natural England, as a public sector organization, is obliged to adopt. As a result, Natural England in its purchasing decisions gives preference to:

1. Any product which meets the specifications listed in the governmental Quick Wins List 2007.
2. Any supplier of a project involving timber who can provide evidence that the timber is legal and sustainable. In accordance with Natural England's timber policy, 'Category B' evidence will only be accepted for suppliers that can prove their supply chain is certified.

3. Any product, service or supplier which can support the following objectives: A reduction in Natural England's carbon emissions by 50% by 2010, relative to 2005/6 levels. 1

Sustainable Development itself has many definitions but at the heart of most is the integration of environmental, social and economic issues, with recognition of the need for lasting and long-term change.

There are clearly many overlaps in the interactions between social and environmental. These overlaps and interactions are perhaps the least explored aspect of sustainable development — a work by the Community Development Foundation defined this as the interface'.

There is much talk about 'environmental sustainability', coming mostly from organizations keen to put environmental work in that wider context. There is much less discussion of what social sustainability means. In the social development context sustainability usually refers to projects and programs that can be self-sustaining (i.e. do not require long-term external funding) and this can lead to confusion in discussions across the environmental and social sectors.

A range of perspectives from those who have sought to describe and engage with 'social sustainability. We have looked to link these to work on sustainable procurement wherever possible. The Sustainable Procurement Task Force has now developed a definition for sustainable procurement which was not available when this research was done but is relevant in this context.

There is already a substantial amount of work that impinges on these issues. The publication of 'Securing the Future', the revised National Strategy on Sustainable Development (March 2005) with its focus on Sustainable Consumption and Production is contributing towards increased efforts on sustainable procurement as well as supporting Momentum towards recognizing and incorporating wider social impacts into public sector procurement decisions. Public consultation for the revised national Strategy highlighted a need for Government to demonstrate more leadership in putting its own

house in order — a challenge accepted, leading amongst other things to the formation of the Sustainable Procurement Task Force.

According to Goodland) and Wiley (2002 in seeking to compare Social, Economic and Environmental Sustainability sees Social Sustainability in this way “Social sustainability means maintaining social capital. Social capital is investments and services that create the basic framework for society. It lowers the cost of working together and facilitates cooperation: trust lowers transaction costs. Only systematic community participation and strong civil society, including government can achieve this. Cohesion of community for mutual benefit, connectedness between groups of people, reciprocity, tolerance, compassion, patience, forbearance, fellowship, love, commonly accepted standards of honesty, discipline and ethics.

Established mechanisms for catalyzing sustainable procurement include the Framework for Sustainable Development on the Government Estate (2002), an unfolding series of guidance notes including some reporting actions, and a growing body of guidance from the Office of Government Commerce provides a firm foundation for increasing understanding about the impacts of procurement on society. As more evidence becomes available about the positive opportunities this offers towards meeting the Government’s goal of ensuring a strong, health and just society, the seemingly blurred boundaries surrounding social sustainability should become clearer.

Extending the Framework for Sustainable Development on the Government Estate to cover some social implications is in line with efforts to ensure socially responsible behavior in the management of government estates, employment of staff and external relations with communities. The Social Impacts contribution was published in October 2004. The recently-published guidance from the OGC on Social Issues in Purchasing (February 2006) makes a valuable contribution to flagging up issues and government policies where public procurement is seen as a lever towards sustainability. Issues on the OGC list include:

- Skills and apprenticeships
- Equality -gender, race and disability

- Fair and ethical trade
- Human rights and core labor standards
- Small and medium size enterprises (including black and minority ethnic enterprise, women-owned and disabled owned businesses, social enterprise, and voluntary and community sector/third sector organizations)
- Local labor
- Innovation
- Regeneration
- Sustainable procurement.

The ‘Social Issues in Purchasing’ guidance focuses “on the different stages of the procurement process, and the way social issues can legitimately be incorporated into the purchasing cycle”. It is “intended as a general guide for procurement and policy practitioners to show the positive actions that they can take to incorporate relevant social actions” This two-pronged approach is important for knowledge transfer and cascading practice through the relevant chains. The rationale for producing this publication stems partly from ‘wider work undertaken on sustainability’ including that on equalities.

Initiatives such as the Public Sector Food Procurement Initiative have also helped highlight contributions towards social sustainability in practice. For example, work has helped demonstrate that tendering contracts can allow small-size local producers to compete with big business in opportunities to provide fresh, seasonal, locally-sourced quality food.

2.3 The challenges facing procurement organizations.

Procurement has become an integral part of corporate performance and is drawing increased attention from senior management. In his interview, Andreas Gocke, a BCG partner and managing director, spoke with Knowledge@Wharton about the most critical challenges facing procurement organizations over the next five to 10 years, including training and employee development, managing global sourcing offices and ensuring collaboration across corporate departments.

According to Bank Regional Workshop on Procurement Reforms, Available at Barker, 3. (1993). To achieve more effective purchasing emphases should be put through activity-based costing, to minimize unforeseen challenges in the procurement World.

Organizational aspects It was the organization of global sourcing. That is, how to set up and how to manage global sourcing offices. That is also more in terms of processes, a linkage between the global sourcing offices and the headquarters. It's also how the global sourcing offices do work with other non-procurement functions.

(<http://www.nelsorihall.com/service-line-programs/procurement-outsourcing>), adds that to maintain an awareness of the impact of key developments in procurement outsourcing through enhanced analysis of high impact events such as contract announcements, new service launches and key vendor financial announcements.

Cross-function and collaboration. That is, how does procurement work with not only engineering and quality management -- which has been the nature of the procurement department for a long time already -- but also with other functions like sales and marketing and advertising when it comes to requirements management? The assumption is that each advertisement will increase sales for procurement impact. However according to Williams (2003), to get to any sale for procurement, there are communication activities that need to take place and these are often the best indicators of the source, success and impact of the product.

That's also with finance and controlling, and that's also with logistics and supply chain management.

These are the top three: people training and development, global sourcing organization, and cross-function and collaboration.

The technology competence with suppliers is growing more and more. You can easily measure it by the number of patents which is applied for in many industries. And even in the customer organizations, the supplier will influence our technological development more and more. Therefore, sourcing will be the organizational unit which will manage these aspects. Absorbed in London-based publication for Telcos News on OSS/BSS

Systems & Revenue on www.billingoss.com Time is money in any industry, but for life sciences companies a single day of having a new drug on the market can be worth of thousands, sometimes millions, of dollars. And that money, in addition to its obvious effect on the balance sheet, funds research into new treatments that can literally mean life and death. So the need for efficient, integrated systems and the need to conduct research and get to market ever more quickly are acute. Meanwhile, pharmaceutical, biotechnology, and research entities must meet more stringent regulatory requirements.

2.4 The relationship between procurement policy and social sustainability

Sustainable procurement is a spending and investment process typically associated with public policy, Towards Sustainable Procurement: A guide for public sector organizations. The Yorkshire & Humber added that, although it is equally applicable to the private sector, organizations practicing sustainable procurement meet their needs for goods, services, utilities and works not on a private cost-benefit analysis, but with a view to maximizing net benefits for themselves and the wider world.

In doing so they must incorporate extrinsic cost considerations into decisions alongside the conventional procurement criteria of price and quality. These considerations are typically divided thus: environmental, economic and social.

The focus in much work on social sustainability is indeed on delivering services that are likely to contribute to the conditions that create a more sustainable community. This is of limited value when considering procurement clearly there are important procurement issues that link to those services but it may be harder to consider other aspects of procurement if social sustainability is only seen in this way.

Building on this, and on the other works, we would therefore define ‘social sustainability’ as being part of the wider process of sustainable development with a focus on five principles

- Building social capital
- Tackling exclusion and protecting the vulnerable
- Minimizing inequalities

- Improving public health
- Bringing long-term benefit to all relevant stakeholders

2.5 Conclusions

If procurement policy and practice is to have a significant impact on delivering on social sustainability then this work will need commitment from the highest levels of any public body.

We were asked to consider ‘a framework’. In actuality I suggest that there is a need for three frameworks

- A framework for building engagement and commitment
- A framework for decision-making about specific procurement processes, which helps incorporate social sustainability issues. Such a framework already exists.
- A framework for linking the issues and responsibilities of public bodies

It should be clear that this can only be a long-term process and that the development of frameworks is only one part of this work. There is however a great deal to learn from in terms of the work that has been done on social aspects of procurement that can inform the ongoing development of detailed work on sustainable procurement.

Procurement reform is a protracted process and there are many obstacles along the way. Establishing the legal framework and the regulatory institution are the first possibly the easiest steps in the reform process. Enforcing compliance with the law and eradicating institutionalized corruption from public procurement are the more difficult steps that may take longer to achieve. However, while acknowledging the there should also be some recognition to the progress that has been made in Uganda and in many other African countries, where public procurement is conducted according to higher standards of integrity, transparency and value for money using the public procurement unit (PPU) act, to those used and obtained in the past.

CHAPTER THREE

METHODOLOGIES

3.0 Introduction.

This chapter presents research design, study and population area, sampling design, methods of data collection, data collection procedures, data analysis and processing and Limitation to the research.

3.1 Research Design.

The study was conducted through a case study by use of descriptive stratified random sampling design to identify the impact of procurement policy and practices on social sustainability in the Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services – Juba get the people who will participate in this research according to Keppel G. (1991).

3.2 Study and Population Area.

The study was conducted to study the impact of procurement policy and practices on social sustainability an estimated population of 45,000 people, South Sudan centre for statistic (2003). But a target population of the study was 100 people in the sectors of Ministries, None governmental organizations, common people, managers and other self-employees of the communities in Yei and Juba people. In which the case study of Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical services.

.3: Sample Frame Work

3.3.1: Sample Size Fig 3.3

	Clients			Employees		Total
	Ministries	NGO	Individuals	Managers	Other employees	
Female	10	10	10	10	10	50
Male	10	10	10	10	10	50
Total	20	20	20	20	20	100

Source: Government of Southern Sudan (2011) Ministry of Health Central Equatoria State Directory of Pharmaceutical services - Juba

The questionnaires were administered to 100 respondents who are to participate in the research in order to establish the impact of procurement policy and practices on social sustainability of Government of southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Service.

3.4 Methods of Data Collection.

Questionnaire:

This was the primary source of data collection. It involved the collection of items to which the respondents have been required to fill in the questions asked by the researcher.

The questioners comprise of closed and open ended aimed at getting all necessary data from the respondents. The researcher employed this data collection method because questioners provide an opportunity to respondents to give direct descriptions on issues and phenomena as they know and see them in the field of procurement practitioners.

3.4.2 Interviews.

This method was used so that to gets depth information from strategic key respondents and it was administered to the selected sample of 80- 100 people. The researcher used validity index (CVI) approach. The researcher circulated the research instruments to the three judges to assess very item in the instrument at valid (V). The inter judge coefficient of validity is calculated as

$$\text{Inter judge coefficient} = \frac{\text{Number of judges declared item valid}}{\text{Total number of judges}}$$

Amin (2005) confirms that the process is repeated for all the items in the instruments, and then the average of number of items valid is calculated to get the CVI.

3.4.3 Observations.

This was use and to enable the researcher to obtain primary data which could be observed easily without the use of questionnaire and interviews.

3.5 Data collection procedures.

Data that was collected in the field was presented by using statistical tabulation after a manual tally. Also by the use of direct interpretation which was done through feedbacks from individual respondents.

Other methods used include, frequency and percentage which determines the profile of respondents in terms of age and gender. Using the formula $(f/n) * 100$. Where n = total of respondents, f = frequency.

Weighted mean was employed to determine the extent of the hypothetical mean range using the formula; $X_w = (\sum wix_i) / (\sum wi)$, in a scale of 1 to 5, 1 being very weak, and 5 very strong.

Quantitative research tends to stress to a direct application of direct interpretations as opposed to formal aggregation of categorical data as the case with quantitative research.

The researcher looked an introduction letter from Kampala International University to the case study area which helped him to conduct and complete the research successfully from different type of people around Government of Southern Sudan Ministry of Health Central Equatoria State Directory of Pharmaceutical Services - Juba

3.6 Data analysis and Processing.

Data that was obtained from the field was edited, coded, arranged and thereby analyzed by using interpretations, percentage arrangements and frequency arrangement. The data was analyzed according to objectives in such a way that each objective was analyzed separately as added by Bourque, Linda B and Virginia A Clark (1992).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Overview

This chapter covers background information of the respondents, data presentation, critical data interpretation and analysis.

4.1 Profile of the respondent

This part of part presents the background information of the respondents who participants in this study. This purpose of presenting this background information was to find out the characteristics of the respondents and show the distribution of the population in the study.

Table 4.1 a: Respondent Gender

Respondents	Frequency	Percentage
Male	67	76.13
Female	21	23.87
Total	88	100

Source: Primary data.

In the Table 4.1 a: This research finding revealed that most of the respondents are male with over (69 %) whereas the others are female with (31%). This is likely an indicator that women are still struggling in their way to sustainable procurement compared to their counterpart the males. However, there was an equal involvement of both males and females and the researcher was able to get reliable information from the respondents without any favoritism.

4.1 b: Age Bracket and Education level of the respondents

The researcher collected quantitative information about the age of the respondents and the Education levels with the results drawn in the table below

Table for age profile of respondents

Age range	Frequency	Percentage
15 – 24	12	13.6
25 – 34	41	46.5
45 above	35	39.7
Total	88	100

Source: primary data

In table above the researcher findings revealed that the majority of the respondents were aged 25 – 34 with 41 respondents. Those within the age of 15 – 24 were 12 and age 45 and above were 35 respectively.

The findings therefore indicate that the most concern and affected people in Central Equatoria State South Sudan on the impact of procurement policy and practices on social sustainability lays on the age of 25 – 34 as the middle age men and women.

Example $5/88 \times 100 = \%$

Table 4.1.3 c: showing highest education level of respondents

Education qualification	Frequency	Percentage
Secondary level	5	5.68
Diploma	22	25
Bachelor	43	48.9
Masters	16	18.19
Others P4 – 7, certificate and PHD	2	2.3
Total	88	100

Source: primary data

This above table reveals that, over 5.6 % secondary leavers 25 Percentages were diploma level 48.9 % were bachelor respondents and 18.19 %was master's respondents and others make up 2.3 % only. The indication here is that concern level of respondents were bachelor people who know the impact of sustainable procurement in Central Equatoria State South Sudan

4.2 Answers to the Research Question

Sustainability and Environmental issues

Organizations in Central Equatoria do little in operating an environmental management system such as ISO 14001 or which equivalent 30 % aware of best practice within industry both nationally and internationally (source rated below). But there is need to introduce and follow the following aspects of sustainable environmental procurement under ISO 14001

- Develop sustainability policy and strategy and targets for the organization, and ensure this information is communicated to all staff. This may include developing sustainability training for staff.
- Develop internal systems or programs to promote improvements in sustainability performance. This could include a formal Environmental Management System in the government of Central Equatoria State.
- Obtain accreditation or work towards achieving accreditation from nationally or internationally recognized ISO14001 Type 1 Eco-labels
- Work together with supply chain partners to progress sustainability of their operations and the supply chain as a whole

4.2.1 Therefore, this research revealed that in the last three years there has been no any court made and any finding of breach of statutory duty of care against organization as set procurement regulation did not exist to relate such findings to operating organization in Central Equatoria State.

4.3 Packaging, removal and recycling

In the research finding the types of packaging items apart from drugs companies deal with, included Molded papers for processing printing materials, plastic bags, plastic containers for fuel, photocopying ink, agricultural containers for drugs, water plastic pipes, computer parts, chemical detergents, apart from molded paper or starch-based loose fill.

Table 4.3 a: type of organization respondents belong to in CES

Types of organization	Frequency	Percentage
General public services	10	1.13
Environmental concerns	21	23.9
Health	26	29.5
Religion	2	2.27
Finance	6	6.9
Agriculture	9	10.2
Social management / Employment	8	9.0
Water management	5	5.69
Others	1	1.13
Total	88	100

Source: Primary data

Frequency types of organization in CES

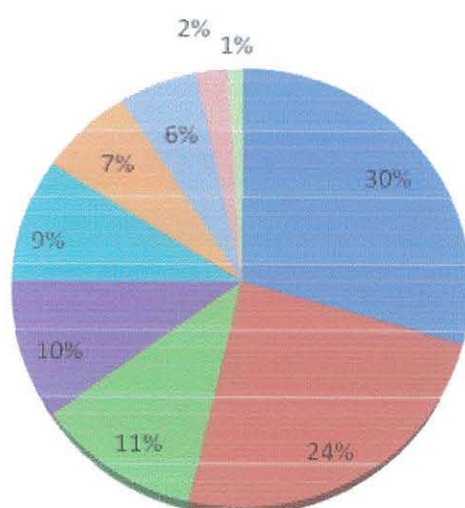


Table 4.3 c: Types of organization respondents work in.

Type of organization	Frequency	Percentage
Local authority	33	37.5
Regional government	12	13.7
Central government	30	34
Municipality	10	11.3
Others	3	3.4
Total	88	100

Source: Primary data.

4.3.1 Organizations have a nominated or official enrolled officer who work with the Strategic Procurement Manager on sustainability matters, as put across Since leaving Landcare Research in September 2006 I have developed a consulting business working in the following areas:

- Developing sustainable practices within business and local government, including incorporating sustainable development into strategic plans and operations, developing procurement policies and sustainability reporting.
- Applied research and technology transfer in sustainable building design and construction, integrated catchment management, low impact urban design and development and rural land use.
- Identifying and facilitating research plans and portfolios for business and local government, including identifying key research providers and funding mechanisms to obtain a partnership approach to providing research to support sustainable business and governance
- Strategy development, research planning and relationship management.

Sustainability and green buying has shown garnered increasing importance within the supply chain community – it is rare to find corporate responsibility targets that do not include some form of sustainable procurement criteria. Supply Chain must be ready to support these in the form of communication, policies and in execution. Organizations should not forget that cost savings and sustainability can go hand in hand. Finally

sustainability is about change and as in all change communication about the strategy and its impact is a key to research.

Table 4.3 d: Enrolled strategic procurement managers for sustainability

	Frequency	Percentage
Yes	54	61.3
No	34	38.7
Total	88	100

Source: Primary Data

The results on this table show that over 61.3 percentages of the respondents support the necessary of competition. Some of the respondents strongly belief it is a competitive health way to continuous improvement of services shown above table.

5.0 Considering Suppliers:

Before awarding a contract you have to be satisfied that suppliers offer the following aspects of quality procurement functions have to be put in place, Offer value for money, balancing quality and cost, have a health and safety policy and product liability, can supply the relevant goods or services or perform the necessary works, have experience of similar contracts, have quality accreditations where relevant, know about relevant products and understand markets, have an environmental policy and/or consider environmental impacts and have an equal opportunities policy. Expressed in the table below:

Table 5.1 a: Considering suppliers

Suppliers	Frequency	%	Interpretation
Offer value for money	13	14.77	Moderate
Health and safety policy	5	5.69	Very weak
Can supply the relevant goods	21	23.9	Strong
Have experience of similar contracts,	12	13.6	Moderate
Know about relevant products and understand markets survey,	21	23.9	Strong
Have an environmental policy	6	6.9	Weak
Have an equal opportunities policy.	10	11.3	Moderate
Overall total / percentage	88	100	

5.1. Regeneration benefits through procurement for support drug authority based small to medium enterprises (SMEs) - those with less than 100 employees - to compete equitably for the council's business, build community benefit clauses (also called social clauses) into procurement contracts with suppliers to encourage a diverse, competitive and innovative supply market and the effective use of the supply chain where realized as tabulated below:

Table 5.1 c: Strengthening sustainability

Strengthening sustainability	Frequency	%	Interpretation
Organizing training and information sessions for Drug authorities,	18	20.45	Moderate
Supporting drug dealers through the modernization of procurement, for example with e-procurement	17	19.3	Moderate
Increasing awareness of forthcoming procurement opportunities by publishing them on your website and advertising opportunities to a wide range of suppliers	10	11.36	Weak
Producing guidance to make your procurement processes open and transparent	35	39.78	Strong
Publishing details of contract awards on your website to give suppliers the chance to become sub-contractors	6	6.9	Very weak
Providing feedback to unsuccessful bidders to enable them to address any weaknesses	2	2.29	Very weak
Overall total / Percentage	88	100	

Source: Primary data.

Table 5.2 a: Decision making.

5.2 While carrying the research respondents reported the presence of monitoring systems for environmental performances in their various organization (s) as rated below

Systems and processes for monitoring environmental performances	Frequency	Percentage	Interpretation
Proper disposal of solid waste through registered contractor for careful processing methods	21	23.9	Not in place
Monitor unit usage and cost drugs through proper recycling process	50	56.9	Strongly established
Specification of drug purchasing with strong environmental considerations to minimize consumption of unwanted, expired and ineffective effects of drugs.	27	30.69	Attempt to establish
Total / Percentage	88	100	

Table 5.3 a: Linking the issues and responsibilities of public bodies as the usage of energy efficient production is concern.

Respondents views on energy efficient production	Frequency	Range
Technology	7	3
Solar power	2	4
Generator power	62	1
Government corporate power	16	2

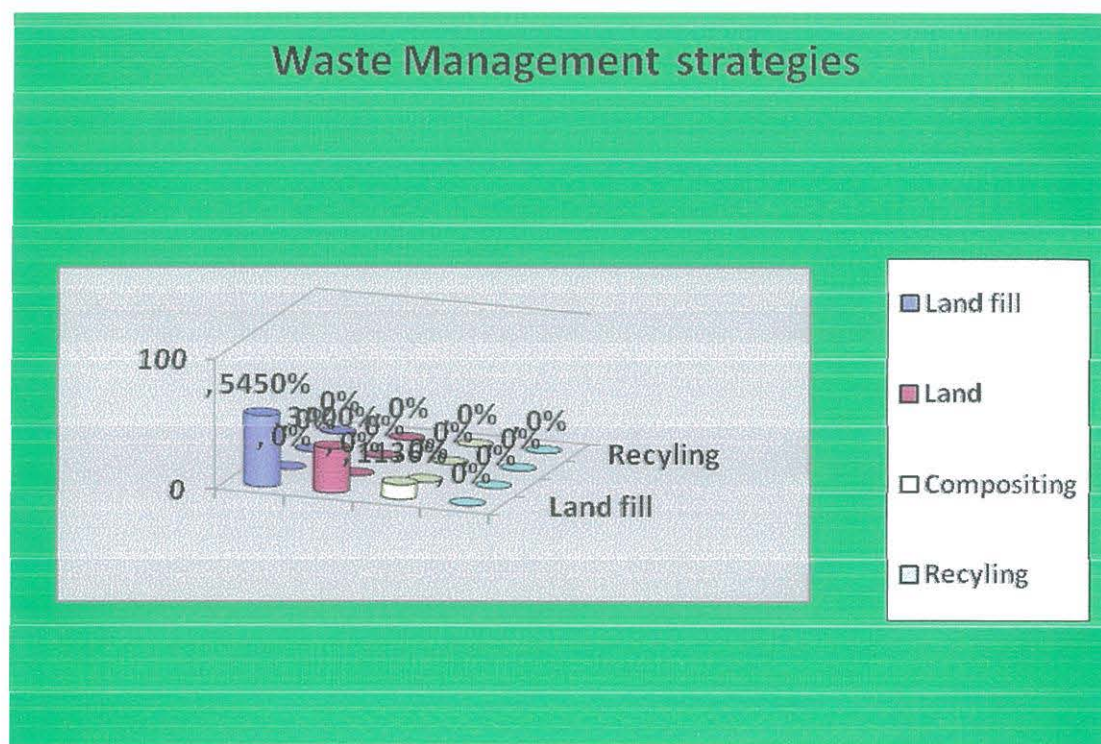
Source: Primary data

The above linkages to issues and responsibilities of public bodies while carrying practical sustainable responsibilities indicates that over 62 (scale 1) agreed most developmental activities in Central Equatoria State use generators to run public bodies for as energy for efficient production. (Scale 2) for Government corporate power, (Scale3) for technology, (Scale 4) for solar power and lastly none of this above option was not responded to.

Table 5.3.1 c: Waste management strategies

Strategy	Frequency	Ranking
Recycling	0	4
Landfill	48	1
Composting	10	3
Burning	30	2
Total	88	

Source: Primary Data



CHAPTER FIVE

FINDINGS, CONCLUSIONS, RECOMMENDATIONS

5.0. Overview

This chapter covers Discussions of the findings, conclusions, recommendations and topics for future research studies.

5.2. FINDINGS

Current state of procurement policy and practices on social sustainability on the impact of Procurement Policy and Practice on Social Sustainability Towards an operational framework in CES

CES is recommended to undertake a limited piece of research to develop **“A framework for analyzing and assessing the impact and benefits of procurement on social sustainability in the health section Government of Southern Sudan GoSS”**.

This report summarizes that framework and the work that has led up to it. It resulted from interviewing-based research and discussion with a few key stakeholders. Due to a lack of time the recommendations in it have not been tested through group discussion. In carrying out this work it has been necessary to consider:

- **The context for this work**
- **The nature of ‘social sustainability’**
- **The problems associated with procurement operations in this work**

From there I have gone on to consider what a framework for this work might look like and have made some recommendations for future practice of procurement profession in Central Equatoria State GoSS.

The current context

There is already a substantial amount of work that impinges on these issues. The publication of ‘Securing the Future’, the revised National Strategy on Sustainable Development (March 2005) with its focus on Sustainable Consumption and Production is

contributing towards increased efforts on sustainable procurement as well as supporting momentum towards recognizing and incorporating wider social impacts into public sector procurement decisions. Public consultation for the revised national Strategy highlighted a need for Government to demonstrate more leadership in putting its own house in order – a challenge accepted, leading amongst other things to the formation of the Sustainable Procurement platform.

Framework for Sustainable Development on the Government Estate (2002), an unfolding series of guidance notes including some reporting actions, and a growing body of guidance from the Office of Government Commerce provides a firm foundation for increasing understanding about the impacts of procurement on society. As more evidence becomes available about the positive opportunities this offers towards meeting the Government's goal of ensuring a strong, healthy and just society, the seemingly blurred boundaries surrounding social sustainability should become clearer and healthier.

Extending the Framework for Sustainable Development on the Government domain to cover some social implications is in line with efforts to ensure socially responsible behavior in the management of government estates, employment of staff and external relations with communities. The Social Impacts contribution was published in October 2004. The recently-published guidance on Social Issues in Purchasing (February 2006) makes a valuable contribution to flagging up issues and government policies where public procurement is seen as a lever towards sustainability. Issues of concern include:

Skills and apprenticeships

- **Equality – gender, race and disability**
- **Fair and ethical trade**
- **Human rights and core labor standards**
- **Small and medium size enterprises (including black and minority ethnic enterprise, women-owned and disabled owned businesses, social enterprise, and voluntary and community sector/third sector organizations)**
- **Local labor**
- **Innovation**
- **Regeneration**

- **Sustainable procurement.**

The ‘Social Issues in Purchasing’ guidance focuses “on the different stages of the procurement process, and the way social issues can legitimately be incorporated into the purchasing cycle”. It is “intended as a general guide for procurement and policy practitioners to show the positive actions that they can take to incorporate relevant social actions” This two-pronged approach is important for knowledge transfer and cascading practice through the relevant chains. The rationale for producing this publication stems partly from ‘wider work undertaken on sustainability’ including that on equalities.

Initiatives such as the Public Sector Food and drugs Procurement Initiative have also helped highlight contributions towards social sustainability in practice. For example, work has helped demonstrate that tendering contracts can allow small-size local producers to compete with big business in opportunities to provide fresh, seasonal, locally-sourced quality drugs in CES hence healthier sustainable society.

In addition to this UK work Ministry of Finance GoSS with other specialist, the new EU procurement directives now give more freedom to governments and public authorities to include social, ethical and environmental considerations in public procurement processes.

Towards social sustainability If we are to look at the ‘**impact of procurement on social sustainability**’ then it is desirable to have a clear view of what is meant by social sustainability. It would suggest that there is at present no absolute definition of this term (nor is there likely to be giving the many different agencies, contexts and work areas where the phrase is used). I accordingly suggest below some overall principles that provide a working definition. Increasing short-term and long-term profitability by holistically managing economic, social, and environmental risks and opportunities.

In doing this we have drawn on a range of sources: Towards an agreed definition of social sustainability.

Sustainable Development itself has many definitions but at the heart of most is the integration of environmental, social and economic issues, with recognition of the need for lasting and long-term change. The current UK sustainable development strategy states

that: "... the goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life - without compromising the quality of life for future generations

The focus in much work on social sustainability is indeed on delivering services that are likely to contribute to the conditions that create a more sustainable community. This is of limited value when considering procurement.

I would therefore define 'social sustainability' as being part of the wider process of sustainable development with a focus on five principles:

Building social capital

Tackling exclusion and protecting the vulnerable

Minimizing inequalities

Improving public health

Bringing long-term benefit to all relevant stakeholders

Making towards a total transformation to a framework

Making procurement work for social sustainability before any framework is developed it is important also to consider how such a framework might be used on a day-to-day basis. One national agency that has worked extensively on this has admitted informally that its' detailed guidance materials are very under-used. As with the introduction of any new way of working three issues need to be considered:

Policy

Infrastructure

Engagement

It is necessary to have clear **Policy** guidelines agreed by those responsible for the organization in question.

The **Infrastructure** is needed to ensure the policy can be put into effect and the **Engagement** of stakeholders within and outside the organization is crucial to ensure that the policy does not merely remain on paper. For example The Sustainable Procurement Group (October 2003 Southern Sudan) considered risk assessment (impact, likelihood, etc) is a key tool to sensible decision-making. It's recommended guidance on social

issues Would Bridge the gap which recent publications on Social Issues in Purchasing' fill.

Therefore, such guidance needs to be backed by measures to ensure these issues become embedded within the procurement cycle and are not 'add-on's' where risk is insufficiently addressed or where procurement decisions favor the status quo or 'comfort zone' due to inadequate information and also to consideration of social impacts linked to sustainable development is included within mandatory Regulatory Impact Assessments (RIA).

From April 2011 policymakers have had to explicitly identify any significant environmental and social costs and benefits, as well as economic costs and benefits. The benefits of a policy measure

Rational drug use is of paramount importance to the ministry to ensure that health care is evidence based and affordable. To achieve this the ministry is responsible for providing essential drug lists for each level of health facility and providing guidelines and training for health workers on how to use drugs rationally.

Options are being explored to ensure the most efficient procurement and distribution systems for Southern Sudan. No drugs or other medical supplies should be donated to Southern Sudan without prior consultation with the ministry of health, Government of Southern Sudan. No medicine may be donated to the ministry or it's implementing partners if it is not on the essential drug list and/or if the expiry date is less than 12 months.

CONCLUSIONS

This paper proposes a conceptual framework for Government of Southern Sudan ministry of health central Equatoria state directory of pharmaceutical services -- Juba promote procurement policies for the post conflict impacts on the economy. Policy statement on pharmaceuticals and medical supplies for The Ministry of Health,

Government of Southern Sudan should embrace sound policies and get committed, to ensure accessibility, availability, safety, efficiency, effectiveness and affordability of drugs and pharmaceuticals in both the public and private sectors for sustainability.

Policy statement on environmental health in collaboration with other relevant government ministries and departments to raise awareness levels of the potential adverse health consequences of environmental factors such as poor water supplies, lack of adequate sanitation facilities, inadequate rubbish disposal and collection, health facility waste, poor food handling and hygiene, and high levels of (indoor) air pollution. Various mechanisms be used for awareness and understanding, including during parliamentary meetings, through inter-ministerial meetings and through the media. The ministries of health CES to develop an environmental health policy and strategy that defines where and how it can be most effective in preventing illness due to adverse environmental factors resulting from under qualified procurement standards. Rather emphasizes on standards and sustainable procurement be develop and distribute guidelines on good environmental health practices.

However, the health wing of the government of Central Equatoria lacks the depth of health procurement competition, practical experience, technical skills, or sufficient capital to response to the challenges of reconstructing the procurement institution. Wore the local governments as health sector is concern, face the capacity constraints, credibility and local investment climate to facilitate a transformation, achievement in involving bottom up strategies of basic procurement practices and policies shorting to sustainability of the society as programs are sabotage by extensive levels of corruption.

The Government of Central State to be committed to develop a monitoring and evaluation program and a health information system that provides information support to the decision-making process at each level of the health system. Thus a system that integrates data collection, processing, and use of the information necessary for improving health service effectiveness and efficiency through better management at all levels of health services.

RECOMMENDATIONS

- **Policy statement on health research** The Ministry of Health, Central Equatoria State and Government of Southern Sudan is committed to encouraging and undertaking health research that test hypothesis within the domain of health and social sciences including economics and behavioral science, at each level of the health procurement level and systems in place. All research carried out by partners should be related to the priorities of the ministry aimed at generating the necessary evidence based decision that leads to sound policy formulation as well as contributing towards the improvement of the health sustainability of the society and people of Southern Sudan.
- **Policy statement on procurement and logistics** The Ministry of Health, Government of Southern Sudan and CES in particular to establish and use standard procurement, stocking and logistics systems that are internationally recognized to enable the ministry to undertake international contracting, bidding, stocking and transportation.
- **Policy statement on information technology and communications** to committee to establish, maintain and further develop an affordable, useful and functioning communications network, using modern information and technology systems. It will standardize the type of equipment so that spare parts are more easily obtainable and servicing simpler. Equipment should not be donated without prior consultation with the ministry at GOSS level.
- **Health Procurement and the roles of public bodies:** The approach and value of Corporate Social Responsibility (CSR) are important to the way the Government operates as an organization. Within this context the Framework for Sustainable Development on the Government bodies in states and CES as a focus point that there are three key roles. **Employer, Neighbor and Purchaser**

- **These roles are also applicable to all major public bodies** and are linked to an impact on their work on procurement. Therefore, it is worth noting that the Social Impacts above Framework for
- **Sustainable Development on Government domain** calls for all government departments to have drawn up a strategy 'which will identify, assess and monitor significant social impacts' by the end of 2011. This is likely to help highlight both existing practice and short-comings in understanding of social impacts as explained with below concerns.
- **Understanding** This requires decision-makers to be properly briefed. Many of these decision-makers may be board members or elected councilors, and who have little experience of these issues. There is still a great deal of misunderstanding that starts out with issues about the differences between 'best value' and value for money.

This in turn requires relevant officers to have the time, access to information and resources to produce the briefing papers: this may need the creation of the opportunity for policy and procurement staff to work together by undertaking the following strategies

- **Commitment** This is delivered at policy-making level and will result in the agency / council etc. having a policy to procure and by extension or exploring in many circumstances to trade in as fair and ethical a manner as possible so as to help deliver social sustainability. This then requires senior management to ensure that all relevant staff and departments understand this decision has been taken and how it may affect their work.
- **Responsibilities** At this stage it is necessary to be clear where the responsibility lies for implementing the policies. This is likely go well beyond the procurement staff: such responsibilities need to be made clear and built in to job descriptions. A good summary of roles and responsibilities can be found in the Commission for Racial Equality (CRE) guidance.

- **Procurement Development** This is the point where a cross-departmental 'procurement development panel' might usefully be assembled to consider issues such as o training and skills development for relevant staff of what gaps exist in current practice o the implications of current and new legislation including the EU Consolidated Directive and the 2002 Race Relations Amendment Act of the internal organizational obstacles of how tender specifications can be developed in the light of the agreed policies. This might include re-packaging' to enable smaller suppliers to bid as well as looking at ways in which contracts could also contribute to meeting social development and anti-poverty goals.
- **Tender management** This is the standard day-to-day work of procurement. This work would go on as normal in some cases except that the questions that might be asked will be amended to take into account social sustainability goals. Suitable indicators will be needed. Frameworks to assist with this particular aspect of the broader process have already been developed.
- **Longer-term development** A development of procurement program will be needed to build on and supplement the internal work referred to in 'procurement development' above. This should focus on identifying and tackling the external obstacles to this work. This is likely to include capacity-building and skills development for smaller potential suppliers. Many public bodies are addressing these issues and are already doing some, even all of this work.
- **The level of engagement** A framework **engagement** will also be relevant, which focuses on what may be expected from potential suppliers at different levels. Getting this right is likely to be a major undertaking beyond the scope of this paper.

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APPENDICES

APPENDIX I: INFORMED CONSENT

Dear respondent,

I am a student of Kampala International University, carrying out a research project and this is part of my requirement to the award of Bachelors Degree in Procurement and Supply management in Kampala International University. Am administering this questioner to collect data on THE IMPACT OF PROCUREMENT POLICY AND PRACTICES ON SOCIAL SUSTAINABILITY (A CASE STUDY OF NATIONAL DRUG AUTHORITY-SOUTH SUDAN CENTRAL EQUATORIA STATE).

Kindly support me, by spending your time, efforts and knowledge to complete the questioner. The information you provide will be used for academic purposes and will be treated with strict confidence.

Thank you.

TABAN THOMAS ABE

APPENDIX II

TITLE: Questioner for collection of data on THE IMPACT OF PROCUREMENT POLICY AND PRACTICES ON SOCIAL SUSTAINABILITY (A CASE STUDY OF NATIONAL DRUG AUTHORITY-SOUTH SUDAN CENTRAL EQUATORIA STATE).

Do not sign your name anywhere on this questionnaire

Please tick in the blank space provided as your response

4.1 Profile of the respondent

1 – Age Bracket

15 – 24 ☐ 25 – 34 ☐ 45 & above ☐

2. Gender

Male ☐ Female ☐

4.2 Highest Education

Secondary ☐ Diploma ☐ Bachelor ☐ Masters ☐

Any other

4.2 Sustainability and Environmental issues

Please answer the following questions substituting where relevant and appropriate legislation, codes of practice, which are applicable within your domestic jurisdiction.

4.2.1 Does your organization operate an environmental management system such as ISO 14001 or which equivalent?

YES ☐ NO ☐

4.2.2 In the last three years has any court made any finding of breach of statutory duty of care against your organization?

YES ☐ NO ☐

4.3 Packaging – removal and recycling

What types of Packaging items apart from drugs do your company deal with (a) bio-based and recyclable fill (e.g., moulded paper or starch-based loose fill)?

- A.
- B.
- C.
- D.
- E.

4.3.1 Tick what type of organization you belong to

- 1. General public service ☐
- 2. Environmental concerns ☐
- 3. Health ☐
- 4. Religion ☐
- 5. Finance ☐
- 6. Agriculture ☐
- 7. Social management / Employment ☐
- 8. Water management ☐
- 9. Others ☐

4.3.2 Which type of organization do you work in?

- 1. Local authority ☐
- 2. Regional government ☐
- 3. Central government ☐
- 4. Municipality ☐
- 5. Others ☐

4.3.3 Does your organization have a nominated officer who will work with the Strategic Procurement Manager on sustainability matters?

YES ☐ NO ☐

5.0 Considering Suppliers

Before awarding a contract you have to be satisfied that suppliers offer the following rate

Suppliers	Very weak	Weak	Moderate	Strong	Very strong
Offer value for money, balancing quality and cost					
Have a health and safety policy and product liability					
Can supply the relevant goods or services or perform the necessary works					
Have experience of similar contracts					
Have quality accreditations where relevant					
Know about relevant products and understand markets					
Have an environmental policy and/or consider environmental impacts					
Have an equal opportunities policy					

5.1 How do you realize regeneration benefits through procurement for support drug authority based small to medium enterprises (SMEs) - those with less than 100 employees - to compete equitably for the council's business, build community benefit clauses (also called social clauses) into your procurement contracts with suppliers to encourage a diverse, competitive and innovative supply market and the effective use of the supply chain. Rate as below:

Strengthening sustainability	Very weak	Weak	Moderate	Strong
Organizing training and information sessions for Drug authorities, SMEs in response to identified needs				
Supporting drug dealers through the modernization of procurement, for example with e-procurement				
Increasing awareness of forthcoming procurement opportunities by publishing them on your website and advertising opportunities to a wide range of suppliers				
Producing guidance to make your procurement processes open and transparent				
Publishing details of contract awards on your website to give suppliers the chance to become sub-contractors				
Providing feedback to unsuccessful bidders to enable them to address any weaknesses				

5.2 A: Decision making. What systems and process does your organization have in place to monitor environmental performances? Rate as below

Systems and processes for monitoring environmental performances	Not in place	Attempt to establish	Strongly established
Proper disposal of solid waste through registered contractor for careful processing methods			
Monitor unit usage and cost drugs through proper recycling process			
Specification of drug purchasing with strong environmental considerations to minimize consumption of unwanted, expired and ineffective effects of drugs.			

Linking the issues and responsibilities of public bodies

1. Does your organization have **energy efficient production**

Technology

☐

Solar power

☐

Generator power

☐

Government corporate power

☐

None of the above

☐

5.3.1 What are your waste management strategies

Recycling

☐
☐

Landfill

☐

Composting

Burning

☐

Thank you for your cooperation, valuable time and information

APPENDIX III

Budget estimate for implementation Exchange rate \$100 = UGX 220,000

S/No	Item	Unit	Cost per unit	Amount Shillings	USD
1	Computer / accessories	01		1,980,000	\$900
2	Stationery			220,000	\$100
	Sub Total			2,200,000	\$1000
3	Transport to filed			100,000	\$50
4	Visa across the boarder	2 trips		220,000	\$100
5	Transport in the field within CES			220,000	\$100
	Sub Total			540,000	\$250
8	Printing and photocopying proposals	200	500	100,000	\$50
9	Bidding report	6	25,000	150,000	\$50
	Sub Total			150,000	\$100
11	Miscellaneous			400,000	\$200
	Grand total			3,390,000	\$1,350