

**PROCUREMENT PROCEDURES AND PERFORMANCE OF NON-
GOVERNMENTAL ORGANIZATIONS IN JUBA COUNTY CENTRAL
EQUATORIAL STATE SOUTH SUDAN**

BY

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DECLARATION A

"This Thesis is my original work and has not been presented for a degree or any other academic award in any University or institution of learning"

SIGNATURE:  DATE: 8th November 2014
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DECLARATION B

"I hereby confirm that the work reported in this thesis was carried out by the candidate under my supervision"

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DR GULEBEYO MUZAMIR SAID

DEDICATION

I cordially dedicate this Thesis to my beloved wife Morio Mathilde, my beloved children: Abel Gift Levi, Solomon Brima Levi, Prepetua Dada Levi, Jonah Levi, Emmanuel Meladu Levi and Enosa Aburasu Levi: my beloved brothers and sisters; Loice Enosa, Hosea Dima Enosa, Lea Ngurama Enosa, Cicilia Letiwa Enosa and Solomon Letigu Enosa: and Finally my beloved parent: Rev Canon Enosa Aburasu Khamisuru and Sarah Egbongowa Enosa. I am because you are.

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APPROVAL SHEET

This thesis entitled " Procurement procedures and performance of Non-Governmental Organizations in procurement units/departments in Juba County, Central Equatoria State, Juba, South Sudan" was prepared and submitted by Levi Matungu Enosa in partial fulfilment of the requirement of Master Degree in Business Administration (Supplies and Procurement Management) has been examined and approved by the panel

Name and signature of panelist

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5. _____

LIST OF ACRONYMS

NGOs	Non-Government Organizations
PPDA	Public Procurement and Disposal Act
MOLG	Ministry of Local Government
ICT	Information and Computer Technology
NCT	National Competitive Tendering
PPA	Public Procurement Authority
PQQ	Pre-Qualification Questionnaire
FA	Framework Agreement
SPSS	Statistical Package for Social Sciences

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ABSTRACT

The general objective of the study was to determine the relationship between procurement procedures and performance of NGOs in procurement departments Juba County. The study was guided by the following objectives: to establish the relationship between competitive tendering and performance of NGOs in procurement units/departments; to examine the relationship between restricted tendering and performance of NGOs in procurement departments/units and to determine the relationship between single source procurement and performance of NGOs in procurement departments/units. A cross-sectional survey design was used. The study predominantly employed a quantitative approach but also use a qualitative approach. The study population consisted of 100 participants. A sample size of 76 respondents was selected. A purposive and simple random technique was used for all the respondents. Quantitative data analysis mainly consisted of descriptive statistics (percentages) and inferential statistics (Pearson correlation, coefficient of determination and regression). Content analysis was used to analyze qualitative data.

Objective (i) was to establish the relationship between competitive tendering and performance of NGOs in procurement departments/units Findings revealed a significant moderate positive relationship (48.4%) of competitive tendering on performance of NGOs in procurement units in Juba County.

Objective (ii) was to examine the relationship between restricted tendering and performance of NGOs in procurement departments/units. The findings in also showed that restricted tendering had a moderate positive relationship (41.4%) on performance of NGOs.

Objective (iii) was to determine the relationship between single source procurement and performance of NGOs in procurement departments/units.

Findings revealed that single source procurement had a moderate negative relationship (5.7%) on performance of NGOs.

It concluded that procurement procedures have a moderate positive relationship on performance of NGOs in procurement units. It is recommended that NGOs management should ensure adequate competitive tendering, restricted tendering and single source procurement to improve on performance of NGOs.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the relationship between procurement procedures and performance of NGOs in procurement departments/units with a specific reference to Juba County central Equatorial state in South Sudan. In this study, procurement procedures were treated as the independent variable, whilst performance was treated as the dependent variable. Each of these variables was conceptualized as indicated in the conceptual framework Figure 1.1. This chapter will thus present the background to the study, statement of the problem, purpose of the study, objectives, research questions, hypotheses, conceptual framework, significance, justification, scope of the study, and operational definitions of terms.

1.1 Background of the Study

The background to the study is presented in four themes including historical, theoretical, conceptual, and contextual background.

1.1.1 Historical Perspective

Generally, before 1900 many railroad organizations recognized purchasing as an independent function and regarded as primarily clerical work prior to World War I. Because of the necessity of obtaining raw materials, supplies and service needed to keep the factories and mines operation, the function of purchasing increased. This was particularly during World War I & II.

The emphasis of purchasing became more managerial, and from 1950s and 1960s continued to have the techniques for performing the work

became more improved as there were also more trained professionals. Procurement became a well-recognized science through the introduction of Intergovernmental organizations like the United Nations.

Globally, procurement procedures were originally introduced by consultants in the early 1980s and have subsequently gained much attention (La Londe, 1998). These were introduced to improve service delivery and performance of both public and private organizations which had been depicted as facing a lot of havoc in procurement. According to Slack, Chambers and Johnston (2004), procurement procedures were imminent. Since then, they were started to be followed for instance, in the Government of Swaziland, its Procurement Reform programme, an analysis of the Government of the Kingdom of Swaziland Estimates for the years from 1 April 2008 to 31 March 2011 notes that 65.9% of expenditure by Government of Swaziland in the 2008/09 Budget was on the procurement of Goods, Services and Capital Works. In the United States, procurement procedures were installed into their procurement to alleviate on procurement corruption in government contracts which was being regularly reported in newspapers.

Since 1990s public procurement gained much attention amongst developing countries. Procurement procedures came as a result of Public Procurement and Disposal of Public Assets Authority (PPDA) acts since 2003 that were advised by the World Bank to be put in place. So the drafting of most of these acts was great pioneers of procurement procedures in public organizations and NGOs. For instance in Ghana, the Public Procurement Act 663 provides for the activity of planning under Part 3 section 21, it also endorses the following of the tendering process, contract management, monitoring and evaluation.

In South Sudan, since independence, attempts were made to address weaknesses in its public procurement process by the drafting of The Public Procurement and Disposal Bill , 2011. This has been drafted in form of constitutional, legislative instruments, administrative instructions and financial circulars. This bill endorses the use of competitive tendering, two-stage procurement, single source procurement and restricted procurement in procurement and supplies. Given the presence of this bill, the efforts to pass have been minimal but its overall aim is to improve service delivery and performance of organizations in line of service provision in procurement units.

For NGOs in procurement units in Juba County Central equatorial state, efforts have been made to see that the procurement procedures are followed but there is a still a big doubt whether these procedures have had an impact on their performance. This study will dwell much to investigate this scenario.

1.1.2 Theoretical Perspective

This study was based on the organizational culture theory. This theory states that any practices and/or actions are traced from the culture and structure of the organization within which the person is embedded (de Graaf, 2007). He further observes that one could question whether there is a causal link at all between a context and the acts of the individual. He argues that at best, we could say that organizational cultural theory describes certain actions and decisions that are undertaken in an organization.

1.1.3 Conceptual Perspective

The study was conducted on two main variables that are procurement procedures as the independent variable and performance as the dependent variable.

In this study, procurement procedure is the process by which organizations acquire goods, works and services (Wikipedia). It is a comprehensive process that runs from proper procurement planning, budget allocation, bids invitation, bids evaluation, award of contract, contract management, performance measurement, monitoring, auditing and reporting. In this study therefore, procurement procedure was conceptualized to mean the methods involved in the procurement process. These included competitive tendering, restricted tendering and single source procurement. Corporations and Public bodies often define processes intended to promote fair and open competitions for their business while minimizing exposure to fraud and collusion.

On the other hand performance of NGOs in this study is used to refer to the achievement of organizational goals in line with customer needs (MOLG, 2003). Therefore, in this study, performance was measured in terms of efficiency, reliability, value for money, value expectation, effectiveness and timeliness.

1.1.4 Contextual Perspective

The Public Procurement and Disposal Bill 2011 outlines different procurement procedures that can be used by government and NGOs in procurement units like the case of NGOs in procurement departments in Juba county in South Sudan in selecting contractors and undertaking their services. Among these procedures includes; competitive tendering,

restricted tendering, single source procurement and many others. These methods are identified as crucial in procurement and supplies.

According to Chen and Huang (2006), procurement contracting is vital in realization of timely service delivery, value for money, efficiency and effectiveness in service provision. However, this has not been the case in the NGOs in procurement units in Juba County. The Juba Post (2013) indicated that a lot of procurement corruption is indulged in the process of procuring and supplies of most NGOs. For instance, in 2012 alone over 6billions were lost in the process and a number of unfinished projects can be seen in the area. The existing dismay however, is that the procurement procedures used by such NGOs has not improved their performance as it is expected, therefore, their relationship with improved performance is still being queried.

1.2 Statement of the problem

The selection of a right procurement procedure is imperative for an organization's global marketplace competitiveness and quality of service delivery (Millington et al., 2006). A good selection and evaluation of a procurement procedure improves an organization's performance and the quality of service provided (Chen and Huang, 2006). However, despite the fact that NGOs in procurement units in Juba County Central Equatorial employ the procurement procedures as recommended, they still show poor, inadequate performance and unfinished projects every year. For instance, in 2012 alone, NGOs lost over 6billions because of poor supplies and untimely services (Juba Post, 2nd July, 2013). In addition, there are a number of cases where values for money and value expectations are doubted. For instance, Many NGOs were reported unaccountable to services they provide. There is a lot of procurement corruption sighted in

their procurement deal. If nothing is done to such aforementioned malfeasance, it is likely that the performance of NGOs in procurement units is continually going to collapse and since these NGOs are too essential in service delivery and social welfare, they may pose a big shift back to the country. Therefore, it is from such a background that the researcher seeks to investigate whether procurement procedures have a relationship with performance while using a case study of NGOs in procurement units in Juba central equatorial state in South Sudan

1.3 Purpose of the Study

The purpose of this study was to examine the relationship between procurement procedures and performance of NGOs with a specific reference to NGOs in procurement units in Juba central state of equatorial state in South Sudan.

1.4 Objectives of the Study

The objectives of this study are:

- i. To establish the relationship between competitive tendering and performance of NGOs in procurement departments/units
- ii. To examine the relationship between restricted tendering and performance of NGOs in procurement departments/units.
- iii. To determine the relationship between single source procurement and performance of NGOs in procurement departments/units.

1.5 Research Questions

This study sought to answer the following questions:

- i. What is the relationship between competitive tendering and performance of NGOs in procurement departments/units?
- ii. What is the relationship between restricted tendering and performance of NGOs in procurement departments/units?

- iii. What is the relationship between single source procurement and performance of NGOs in procurement departments/units?

1.6 Hypotheses

This study tested the hypotheses that:

- i. There is a significant relationship between competitive tendering and performance of NGOs in procurement departments/units
- ii. There is a significant relationship between restricted tendering and performance of NGOs in procurement departments/units.
- iii. There is a significant relationship between single source procurement and performance of NGOs in procurement departments/units.

1.7 Scope of the Study

1.7.1 Geographical scope

The study was conducted in Juba County Central equatorial state in south Sudan. The study focused on seventeen selected NGOs operating in Juba County Central Equatorial State South Sudan. This location was chosen because it in proximity to the researcher.

1.7.2 Time Scope

The study was limited to the time between 2005 up to 2013. This period is chosen because it is when south Sudan has a relative peace resulting from the signing of the Comprehensive Peace Agreement in 2005 and attainment of the Independence in 2011.

1.7.3 Content Scope

This research was limited to the topic of the study that is the relationship between procurement procedures and performance. Procurement

procedures in this study act as the independent variable and performance was the dependent variable. Procurement procedures was measured using competitive tendering, restricted tendering and single source procurement whilst performance was limited to efficiency, accountability, and reliability, value for money, value expectation, effectiveness and timeliness.

1.8 Significance of the study

The study is hoped to be significant to NGOs in procurement units in understanding the best measures to consider when selecting a procedure of selecting suppliers and this can be a boost for improved performance and service delivery. The study may also help policy makers to formulate ways on how to improve their performance while choosing the best way of delivery. The study also may be of much importance in founding an academic base of knowledge that will be significant in the field of procurement.

1.9 Justification of the study

There have been many studies conducted in the field of procurement but when it comes to procurement procedures and performance, few or no researchers have taken time to have studies done in this area. This study was conducted as the first study of this kind in the field concerning procurement procedure and performance using the case of NGOs. It should also be noted that the performance of these NGOs were not good as earlier indicated in the statement of the problem (Zerbock, 2003). And this had become a major issue of concern for many developing nations. It was therefore hoped that the findings of this study would help to raise awareness on issues pertaining to procurement procedures and performance.

1.10 Definitions of key terms

Competitive procurement and tendering, in this study, this was used to mean the provision of a service through a competitively awarded contract

Restricted procurement; in this study, this was used to mean the provision of a service through first screening of contractors

Single source procurement; in this study, this was used to mean is the provision of a service by a single source

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the literature related to establishing the relationship between procurement procedures and performance. The review was conceptualized under the objectives of the study and focuses primarily on competitive tendering, restricted tendering and single source procurement and their relationship with performance. These were considered the pillars of the study.

2.1 Theoretical Review

The theoretical framework for this study was derived from the *organizational culture theory*. This theory states that any practices and/or actions are traced from the culture and structure of the organization within which the person is embedded (de Graaf, 2007). The main assumption here is that context matters; the group culture determines what is considered appropriate, and thus leads to a particular mental state that leads to a particular behavior and decisions. De Graaf (2007) further observes that one could question whether there is a causal link at all between a context and the acts of the individual. He argues that "at best, we could say that organizational cultural theory describes certain actions and decisions that are undertaken in an organization. Therefore, when it comes to supplier selection, it is likely that the organization can take or select a supplier because of the organization practice regardless of his quality, delivery and technical competency (de Graaf, 2007].

He insists that since these theories are interested in the contextual features that make for the setting of a practice, they are not really about

the causes of a particular action undertaken. Caiden and Dwivedi (2001) also note that once an organizational culture is corrupt, then every person who comes in contact with it also runs a big risk of becoming corrupt as well. This may be made worse when a 'small' man believes that all the 'big' men are thieves then he thinks it is also his entitlement to steal. The worst case scenario is that becoming incorruptible in certain organizational cultures tantamount to betraying the group members (Jackall, 1988; Punch, 2000).

2.2 Conceptual Framework

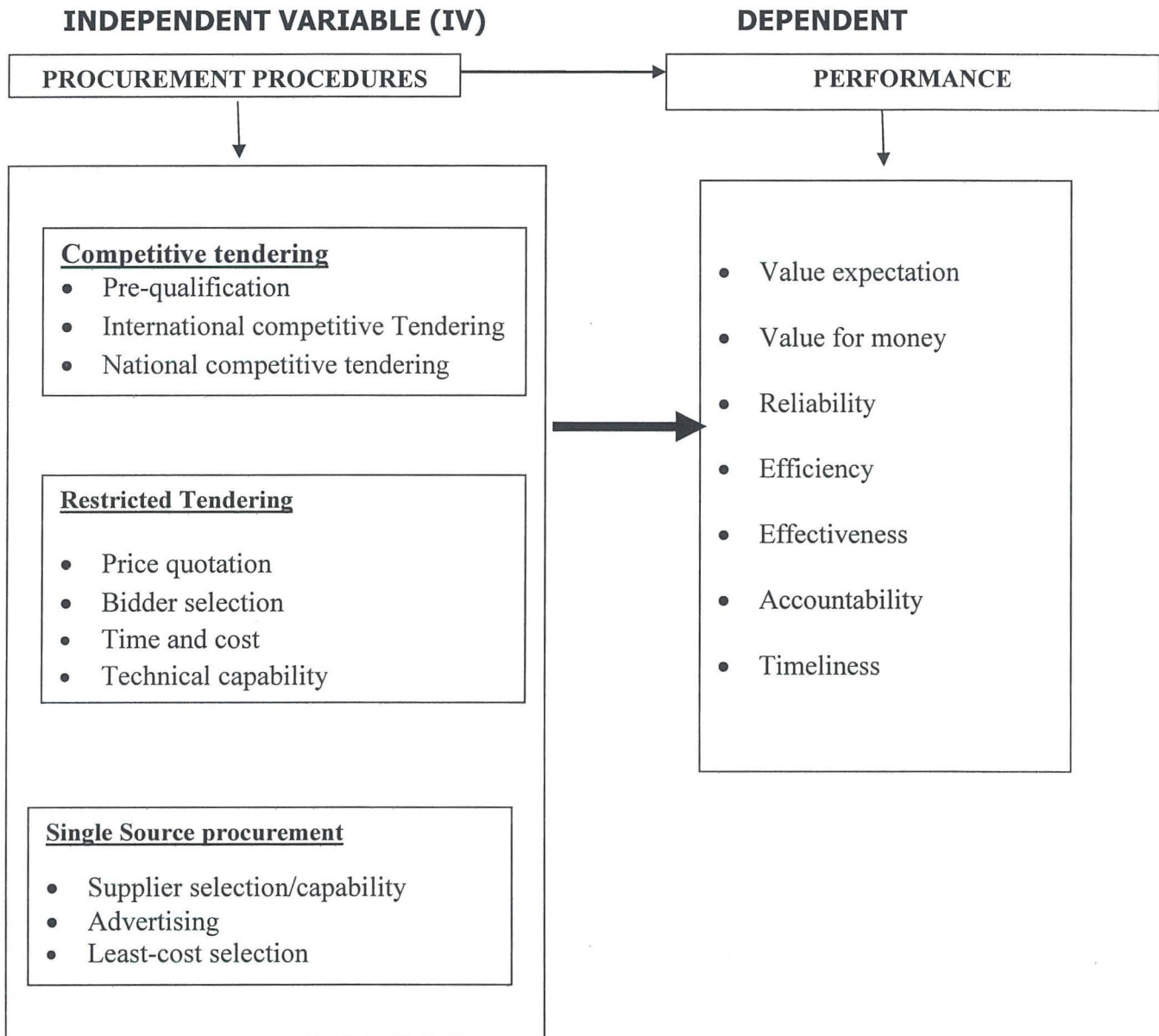


Figure 2.1: A Conceptual Framework for the understanding the Relationship between procurement procedures and Performance

Source: Adapted from and modified from Agaba& Shipman (2007)

From the conceptual framework in Figure 1.1, it is hypothesized that procurement procedures have a relationship with performance of an organization. If the organization follows procurement procedures for instance competitive tendering, restricted tendering and single-source procurement, this can influence its performance through achieving value expectations, value for money, reliability, efficiency, effectiveness, accountability and timeliness

2.3 Related Study

2.3.1 Competitive Tendering and performance of NGOs in Juba County Central Equatorial State, South Sudan

Competitive tendering became more common in the 1980s. Mrs. Thatcher wanted to introduce elements of the free market into local councils and improve the quality of service delivery. Public services which used to be run by local councils were forced to put their services to competitive tendering, allowing private companies to win the right to run services for a fixed number of years. In practice many of the competitive tendering services were won by old local council bodies (Ahmed & Mahmood, 2010). Coppens (2009) argues that competitive tendering is the provision of a public service through a competitively awarded contract. The government chooses what services to competitively tender and chooses the private providers from which it purchases the services. Competitive tendering involves a synthesis of public and private roles. The public sector decides what services should be competitively tendered and what specifications should apply to the service. The competitive market responds to the invitation of the government, and one or more producer is selected to provide a specific service for a period of time. The public sector retains policy control over the service, while the competitive market produces the service under public scrutiny (Coppens, 2009).

Competitive tendering is being used around the world for a variety of public services, including public transport.

Coggburn (2003) found out that the fundamental advantage of competitive tendering for governments is that it saves money. Competitive tendering brings competitive incentives to the production costs of a public service and reduces public costs in three ways: 1) Lower costs through provision of service at no more than the competitive rate (the "going" rate). 2) Lower costs through the "ripple effect" as public agencies improve their cost performance in response to the competitive environment. 3) Lower net costs as a result of tax revenues, licenses, and fees paid by private contractors on the public services they operate.

The PPDA Act 2003 and Regulations endorse the use of competitive tendering method for standard high value procurement for goods, works and consultancy services in Ugandan public service and particularly in the Ministry of Works. The two types of competitive tendering methods include (1) International Competitive Tendering (ICT) which is used when effective competition cannot be achieved without the inclusion of foreign firms. (2) National Competitive Tendering (NCT) is used when the procurement entity so decides (s.44) and subject to contract value thresholds. It is the most preferable methods under the law, as it encourages maximum competition in the procurement system. The invitation to tender is always advertised and opened publicly (Antill and Woodhead, 1989).

Forgor (2007) ascertains that the process of organizing a fully-fledged tendering or other competitive tendering procedure is normally a time consuming and costly exercise which can be dispensed with when the

contract value is small. The main idea is to allow procuring entities to use a simplified procedure in those instances where the contract value is so small that the administrative effort related to a full-fledged tendering procedure appears out of proportion (Eyiah, &Cook, 2003). The method is based on comparing price quotations obtained from at least three foreign or local suppliers for goods/works that are small in value.

In Competitive Tendering, advertising is required for invitations to tender if there is no pre-qualification. The objective of advertising is to provide wide and timely notification of tendering opportunities so as to obtain maximum competition by informing all potential tenderers and to afford equal opportunities to all qualified and eligible tenderers without discrimination (Forgor, 2007). For reasons of transparency, fairness and impartiality, tender documents should be provided for all eligible tenderers by the procuring entity (Basheka, 2006). Procurement entities are to provide tender documents to suppliers and contractors in accordance with procedures and requirements that were stated in the advertisement (Evenett & Hoekman, 2005). The price at which the tender document is sold should be enough to recover the cost of printing and the document being made available to suppliers and contractors. Sufficient quantities of tender documents must be made available as many as there are tenderers. It is an offence to deny any supplier or contractor the opportunity to participate in any tender simply because stocks of documents are exhausted (Evenett & Hoekman, 2005).

Basheka (2006) adds that tenders should be opened immediately after the close of tenders. The Procurement Unit must ensure smooth operation of the proceedings, prepare minutes of the opening and advise the chairman of the opening session on procedural issues if requested. A

Tender Opening Committee is usually constituted and is made up of at least three persons including the Chairperson. The Chairman of the Tender Opening Committee controls and directs the /Tender Opening and does not allow tenderers representatives to interfere with the work of the Committee. Any objections by a Tenderer to the procedures or decisions of the tender opening should be made in writing to the Head of the Procurement Entity.

Section 55 of the PPDA Act 2003 states that the provision of tender security is required for all International and National competitive tenders for procurement of goods, and works. In the case of Procurement of consultants services tender security is not required. The use of security is important, in particular, in international trade where the Purchaser may not know the Tenderer or Supplier's professional ability, financial position and credibility. Therefore it is normal for the Purchaser to demand that the Tenderer's or Supplier's ability to perform in accordance with the instructions or contractual obligations be secured with a financial guarantee.

Coggburn (2003) argues that there are five basic steps in the competitive tendering process: 1) the government seeks competitive tenders for delivery of a specific quality and quantity of service for a defined period of time. 2) a contract is awarded to the lowest responsible and responsive Tenderer that demonstrates the ability to provide the required quality and quantity of service. 3) Contractors that fail to provide the service as specified are financially penalized or replaced. 4) New competitive tenders are sought in sufficient time to award a new contract for service commencing at the expiration of the contract.

Coggburn (2003) adds that there are two fundamental principles of competitive tendering of public services; 1) The government should retain full policy control, determining which services are purchased, establishing quality and safety standards, administering contracts, and monitoring service performance. 2) The government should foster a competitive market. The maintenance of a competitive market is crucial to the success of competitive tendering. Private monopoly should not be tolerated any more than public monopoly. Fostering a competitive market requires: Wide participation and full disclosure of information, so that all potential interested proposers have sufficient information to submit a tender if they desire. Limitation of contract duration (usually no more than five years including renewal options). Limitation of tender size, so that smaller companies have an opportunity to participate. Cost control through a requirement for fixed-price tenders and prohibition of price negotiation after contract execution. No government specification of labor arrangements except compliance with applicable law.

Competitive tendering saves money not because the private sector is superior to the public sector; competitive tendering saves money because competition induces lower costs than monopoly. Services provided by private contractors are as fully public services as the same services provided by governments and public authorities, because the government remains in complete control (Coggburn, 2003).

2.3.2 Restricted Tendering and performance of NGOs in Juba County Central Equatorial State, South Sudan.

This is a procurement method with limited competition. A maximum of six and a minimum of three short-listed suppliers are invited to tender (PPDA Act, 2003). To apply this method, a procurement entity requires specific

approval from the Public Procurement Authority (PPA). The Restricted Tendering method is applied mainly where procurement requirement is of specialized nature and there is enough evidence to show that there is limited number of potential suppliers. For instance, in Ghana in 2009, a total of 167 out of 179 entities received approval to use this method of procurement as compared to 2008 approval of 166 out of 173 applications received (PPA Annual report, 2009).

Forgor (2007) argues that a formal contract document is drawn up, using the agreed terms and conditions, and signed by both parties. Simpler requirements may use a purchase order or where existing framework contracts exist, contracting may consist of placing a call-off order under the existing contract. The awarded contract must then be managed, to ensure that both the buyer and supplier perform their contractual obligations. Activities may include expediting delivery, arranging inspection or freight forwarding, checking bank guarantees, establishing letters of credit, making arrangements for receipt and installation of goods, verifying documentation and making payments. Works contracts will often require technical supervision by an engineer/project management team to ensure quality, time schedule and cost (Coppens, 2009).

Contracts for consultancy services often require the direct participation of the buyer or client organization, as the recipient of training or technical advice or in responding to studies or reports. According to PPA Annual report (2009) Contract completion rate for the year is about 68%. This signified that contract management is a major challenge for most entities. There are two options available to the contracting authority when following the restricted procedure. These are: **1)** to follow the procedure

under the normal regulations; **2)** to follow the method of an accelerated procedure. As the names suggest, the only difference between these competitive and restricted methods is the timescales involved.

According to Estache, and Iimi (2008), the restricted procedure is a two stage process. Firstly, suppliers must express their interest to tender and must complete a pre-qualification questionnaire (PQQ) so that the contracting authority can assess whether or not they have the experience and resources to service the requirement. Secondly, the contracting authority creates a supplier shortlist and invites those organizations to tender for the requirement. If a contracting authority's requirements are clear and need no further discussion or negotiation then the restricted procedure is the appropriate route to follow. The ability to hold discussions or negotiate with bidders is limited solely to issues of clarification regarding the requirement. This means that the restricted procedure has the advantage of allowing a tightly controlled and streamlined procedure to be conducted.

An extra stage is added into a restricted procedure. PQQ the term used to describe the process of evaluating suppliers. There are two different PQQ strategies used. **1)** the contracting authority ask the supplier to complete a questionnaire based on a set of evaluation criteria which is used to select the approved list of suppliers; **2)** if the contracting authority is running a tender, they can choose to run a similar process.

Coggburn (2003) argues that restricted tendering starts when the contracting authority first writes an advertisement that briefly describes their requirement. This notice is then sent to the procurement authority for publication on their website. The suppliers generally have 37 days to

respond to this notice by way of an expression of interest, although the contracting authority may set a longer period. If the tender is following an accelerated procedure there is a 15 day period for suppliers to respond. The date mentioned in the notice is the last date the contracting authority needs any information. The minimum terms mentioned above start from the moment the advertisement is dispatched. Weekends and bank holiday are not used as the finish dates for obvious reasons. The notice is limited to just 650 words, therefore the supplier may need additional information from the contracting authority before expressing interest.

The contracting authority evaluates the suppliers on pre-defined criteria (e.g. financial, capacity, dependency, references, etc.) that they include in their PQQ. After evaluation they invite a number of suppliers, at least 5 but not more than 20, to make an offer. A higher number is often preferred as it facilitates a greater degree of competition. For suppliers who don't make the tendering shortlist it is good practice to provide feedback explaining why they have been rejected. The method of evaluation is different for every contracting authority. The contracting authority can look at the benefits, risks, technical and commercial aspects.

Limi (2007) adds that the supplier has a minimum of 40 days to submit their tender to the contracting authority after receiving the invitation. The supplier has a minimum of 10 days in case of an accelerated restricted procedure. In case of a prior indication notice (the supplier was warned that a notice could be placed within 12 months) there is a minimum of 26 days. After reviewing the offers the contracting authority awards the contract to one supplier. The contract and supplier details are sent to the

procurement authority. The procurement authority publishes the value of the contract and the name of the supplier on their website.

A Framework Agreement (FA) is an agreement between purchasers and suppliers, the purpose of which is to establish the terms of contracts to be awarded during a given period, especially in regard to price, quantity and quality. The FA has to be treated in the same way as any other contract if it places an obligation to purchase goods, works or services. The benefit of a FA to the contracting authority is that they don't need to re-advertise and go through the procurement procedure when a call-off (the moment the contract is awarded to the supplier) is made. Leave the explanation of call-off in there.

2.3.3 Single source Procurement and performance of NGOs in Juba County Central Equatorial State, South Sudan

Single source purchasing refers to purchases from one selected supplier, even though there are other suppliers that provide similar products (Marie, 2009). If the organization decides to buy only Indian tiles then that is single source purchasing. However, unlike sole source purchasing, the organization has a choice to switch suppliers, but for strategic and possibly cost reasons the company decides to use only a specific supplier. Both sole & single source purchasing require buying from only one vendor. This is a very precarious position for any company to be in, as they are so dependent upon the services of a single vendor.

Osafo-Marfo (2003) argues for purposes of timely and quality services, the government or contracting authorities should avoid a sole or single source procurement situation. For example, in some cases, particularly with government contracts, great care has to be taken to ensure that no

charge of corruption can be levied at either party. It is for this very reason that many governments insist on competitive tendering and the removal of any monopolistic tendencies. Defense contracts in particular are continually awarded to more than one company to remove the possibility of corruption and ensure that a country is not reliant on just one company for its nation's defenses. Many governments publish quite stringent regulations that must be adhered to before a single source procurement can be authorized (Marie, 2009) and if this source is to be used, it is usually recommended after the competitive and restricted tendering have failed or not applicable or for flexibility purposes.

Sarpong (2007) adds that this system involves procurement from a supplier without any competition. It is normally used for procurement of sole or single sourced requirements. The law allows this method where: procurement is for justifiably urgent items, requirements can only be supplied by one source, additional requirements for purposes of standardization, purposes for research, experiment, study or development, procurement that concerns national security. In Ghana, in 2009, 323 out of 360 single source applications received were either approved or conditionally approved as against 318 out of 342 in 2008 by PPA (PPA Annual report, 2008/2009).

This method has often been abused by entities and political leaders over the years. According to the Finance Minister, public procurement appears to be one of government's activities most vulnerable to waste, fraud and corruption due to its complexity, the size of the financial flows. it generates and the close interaction it brings between the public and private sectors. On that note, the PPA Board was urged to examine very carefully the conditions for approving sole-source procurement

applications with the view of making it more of an exception rather than the norm.

All contracts must be tendered on an open competitive basis, except otherwise provided for in the Act (s.35). All procurement must use the appropriate standard tender documents provided in Schedule 4 and modifications can only be introduced through contract data sheets or special conditions of contract (s.50). The successful tender for works contracts shall be the lowest evaluated tender price ascertained on the basis of criteria specified in the invitation documents, which shall include (s.59): (1) the tender price subject to any margin of preference for domestic contractors (s.60); (2) the potential for economic development, local involvement or technology transfer; and (3) national security considerations. The selection of consultants shall be on quality and cost-based criteria (s.75) with the price component assessed in a similar manner as for works (s.69). Quality-based selection is allowed for complex or highly specialized assignments (s.72), and least-cost selection is reserved for small value assignments. Procurement through placing direct orders (single sourcing) as a method is not encouraged; however, where it is necessary to be used, it shall be restricted to and reserved for; Procurement of items which are proprietary in nature, repeat orders to meet additional requirements of the same produce or for essential spares from the supplier of earlier procured equipment, provided, there is no upward revision in the price of the item or a change in specification, Extension of works contract where this is deemed the most economic procedure and Exceptional cases such as in response to natural disasters.

Summary of the literature review

The literature reviewed clearly indicates that there are a number of studies in place that have viably established a relationship between procurement procedures and performance world over. However, the literature reviewed is reportedly done in previous years of 2010 and below; none is cited in south Sudan, and particularly in NGOs in procurement units in Juba County. This study thus, revealed new works in place especially on the relationship between competitive tendering, restricted tendering and single source procurement and performance of NGOs.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter indicates how data for the study was collected, analyzed and interpreted in order to answer the research questions or test the research hypotheses, thereby meeting the purpose of this study. This chapter therefore comprise research design, study population, determination of sample size, sampling techniques, data collection methods, data collection instruments, quality control, data collection procedures, data analysis and measurement of variables.

3.1 Research Design

This study used a cross sectional research design. Cross section survey design is simple, less time consuming and least costly alternative. According to Amin (2005), a cross sectional research design is a type of study that involves data collection from a population, or a representative subset, at one specific point in time. A correlation research design was chosen because it enables the researcher to find out the relationship between the study variables in a shortest period of time (Sekaran, 2003). The study thence used both qualitative and quantitative approaches during sampling, data collection, quality control, and analysis. At data collection stage, qualitative design involved administering open ended interview and questionnaire questions to the respondents, whilst the quantitative design involved administering closed ended interview and questionnaire questions to respondents.

3.2 Study Population

This study was conducted in Juba County Central Equatorial state. The study population consisted of 100 procurement and logistic personals selected from procurement units/departments of the seventeen NGOs and suppliers operating in Juba County, Central Equatoria State. These consisted of 20 executives from contract committees and 80 procurement staffs of NGO. The executive members were chosen because they have the responsibility of seeing that procurement procedures are followed within their NGOs. The procurement staffs were chosen in this study because they are directly concerned as far as performance of NGOs is concerned. The selected NGOs are Oxfam GB, ADRA, Save the Children, IRC, NRC, NPA, CRS, DCA, DRC/DDG, Safer world, Pact Sudan, IPCS, UNDP, UNOPS and WFP who are operating in Juba County.

3.3 Sample Size

The sample size was determined using the table in Appendix C from a study by Morgan and Krejcie (1970, as cited in Amin, 2005). This therefore means that the sample included 66 procurement staffs. The sample sizes are depicted in Table 3.1.

Table 3. 1: Sample Size of Respondents and Sampling Technique

Category of Population	Population Size	Sample Size	Sampling Technique
Executive members	20	10	Purposive sampling
Procurement staffs	80	66	simple random sampling
Total	100	76	

Source: Ministry of Public Service Human Resource Manual (2012)

From Table 3.1, it can be observed that the researcher will work with a sample size of 76 respondents using a blend of purposive and simple random sampling techniques.

3.4 Sampling Procedures

The study used both probabilistic and non-probabilistic sampling techniques.

Probabilistic Sampling Techniques. From the existing probabilistic sampling techniques, the study used simple random sampling technique. Simple random sampling was used to select procurement staffs from procurement units of NGOs. This technique was chosen because the category of procurement staffs and suppliers has a large population size and as such it warranted simple random sampling to minimize sampling bias (Mugenda & Mugenda, 2003).

Non-probabilistic Sampling Techniques. From the existing non-probabilistic sampling techniques, purposive sampling was employed to select executives of NGOs who were targeted due to their perceived knowledge arising out of known experience that they have. This technique was employed following the postulate that if sampling has to be done from smaller groups of key informants, there is need to collect very informative data, and thus the researcher needs to select the sample purposively at one's own discretion (Sekaran, 2003).

3.5 Data Collection Methods

3.5.1 Survey

This was used to collect primary data from procurement staffs and, it involved use of semi-structured questionnaire depicted in Appendix A.

The method of survey using a semi-structured questionnaire was deemed appropriate since part of the questionnaire offers the procurement staffs and suppliers a choice of picking their answers from a given set of alternatives while the other part of the questionnaire allows them to qualify their responses (Amin, 2005).

3.5.2 Interview guide

This was used to collect primary data from executives of NGOs from contract committees. It involved the use of a semi-structured interview guide depicted in Appendix B. The method of interview using a semi-structured interview guide was deemed appropriate since the aforementioned categories of staff have vital information yet no time to fill in questionnaires (Sekaran, 2003). Still, interviews were chosen because they make it is easy to fully understand someone's impressions or experiences, or learn more about their answers as compared to questionnaires. According to Mugenda and Mugenda (2003), interviews are advantageous in that they provide in-depth data which is not possible to get using questionnaires.

3.5.3 Documentary Review

This was used to collect secondary data and was guided by a documentary review checklist. Documents from public and private libraries with literature relevant to the research topic was analyzed as secondary sources of data to supplement primary data from survey and interviews (Amin, 2005).

3.6 Research Instruments

3.6.1 Questionnaire

Questionnaires were used to collect data from the procurement staffs of NGOs. 66 questionnaires were randomly distributed to 66 procurement staffs. The questionnaire (Appendix I) were used in this case because it has proved to be an invaluable method of collecting a wide range of information from a large number of individuals especially when it comes to people like the contractors and suppliers at the Ministry of Works (Sekaran, 2003). The questionnaires are popular because the respondents could fill them in at their own convenience and are appropriate for large samples. The questionnaire was designed with both open and closed ended questions (Amin, 2005).

3.6.3 Documentary Review Checklist

This consists of a list of documents (Sekaran, 2003) particularly concerning procurement procedures and performance which are directly relevant. Most of these documents were obtained from public libraries. In this case; textbooks, journals, magazines, theses, conference papers, newspaper articles, government reports, internet, and dissertations related to the topic under investigation as recommended by Amin (2005) was reviewed.

3.7 Validity and reliability of Research Instruments

3.7.1 Validity

Validity is the extent to which research instruments measure what they are intended to measure (Oso & Onen, 2008). The researcher used the expert judgment of his supervisors to verify the validity of the instruments. To assess this, the two supervisors were contacted to evaluate the relevance of each item in the instruments to the objectives.

The experts rated each item as either relevant or not relevant. Validity was 0.9 and it was determined using Content Validity Index (C.V.I). C.V.I=Items rated relevant by both judges divided by the total number of items in the questionnaire as shown hereinafter.

$$CVI = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}} = \frac{76}{84} = 0.9$$

As recommended by Amin (2005), for the instrument to be valid, the C.V.I should be at least 0.7

3.7.2 Reliability

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). To establish reliability, the instruments were pilot-tested twice on the same subjects at a time interval of four weeks. According to Amin (2005), test-retest reliability can be used to measure the extent to which the instrument can produce consistent scores when the same group of individuals is repeatedly measured under same conditions. The results from the pretest were used to modify the items in the instruments.

To ensure reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. In statistics, Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. According to Sekaran (2003) some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they use an instrument. Upon performing the test, the results that was 0.7 and above was considered reliable.

3.8 Data gathering Procedures

The researcher obtained a letter from Kampala International University (KIU) College of Education, Open and Distance E-Learning introducing him to NGOs in South Sudan and specifying that the data to be collected was solely for study purposes. Upon obtaining the requisite permission, the researcher proceeded with data collection starting with giving out questionnaires to the procurement officials. After that interviews were conducted with executive members in these NGOs.

3.9 Data Analysis

Data was analyzed both quantitatively and qualitatively.

3.9.1 Quantitative data analysis

Quantitative data analysis involved the use of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions. According to Sekaran (2003), a correlation study is most appropriate to conduct the study in the natural environment of an organization with minimum interference by the researcher and no manipulation. A correlation coefficient was computed because the study entailed determining correlations or describing the association between two variables (Oso & Onen, 2008). At bivariate level, procurement procedures as an

independent variable was correlated with performance as the dependent variable using Pearson's Correlation Coefficient.

3.9.2 Qualitative data analysis

Qualitative data analysis involved both thematic and content analysis, and, was based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes were identified (Sekaran, 2003). After data collection, information of same category were assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

3.10 Ethical considerations

The major ethical problem anticipated in this study is the privacy of the subjects and confidentiality of their information. To ensure privacy, the subjects was informed upfront that indeed their names were not required, that they have the right to leave questions unanswered for which they do not wish to offer the requisite information, and that the researcher would not put the respondent under pressure if this happens (Mugenda & Mugenda, 2003). To ensure confidentiality, the subjects were informed upfront that the information they give was solely used for academic purposes and data obtained on private matters was to be treated in confidence (Amin, 2005).

3.11 Limitations of the study

During this research the researcher encountered some limitations such as the mentioned below:

Some respondents were too busy to respond to the questionnaires in the required time. In this case the respondents were given ample time so that they could respond effectively. Also questionnaires were given to them as early as possible.

The unwillingness of some respondents to release information especially with the sensitive data was realized but they were assured confidentiality to overcome unwillingness.

CHAPTER FOUR

PRESENTATION, ANALYSIS, INTERPRETATION OF RESULTS AND DISCUSSIONS.

4.1 Introduction

This chapter presents findings of the study which was conducted about procurement procedures and performance of non-governmental organizations in procurement units/departments in Juba County Central Equatorial State South Sudan. The findings are presented according to the objectives of the study. In the first section, the social background of the respondents is given. In the second section, the empirical analysis of the study findings are analyzed (that is findings on competitive tendering, restricted tendering, single source procurement and performance of non-governmental organizations in procurement units/departments in Juba County Central Equatorial State South Sudan and the last section handles the testing of hypothesis that were set for this study to prove. The response rate in the whole study is explained in table 4.1 below;

4.2 Response rate

Table 4.1: showing the response rate

Respondents	Sample size	Frequency	Percentage
Executive members	10	8	80%
Procurement staffs	66	66	100%
Total	76	74	97.4%

Table 4.1 above indicates that out of the 76 respondents that were set for the study for investigation, 74 were able to respond to the study. The remaining 2 of the respondents couldn't be reached because some of

them couldn't attend to the researcher in the specified time, while others wrongly attended to the questionnaires. However, according to Amin (2005), 70% of the respondents are enough to represent the sample size set for the study. This means that 97.4% is enough for this study.

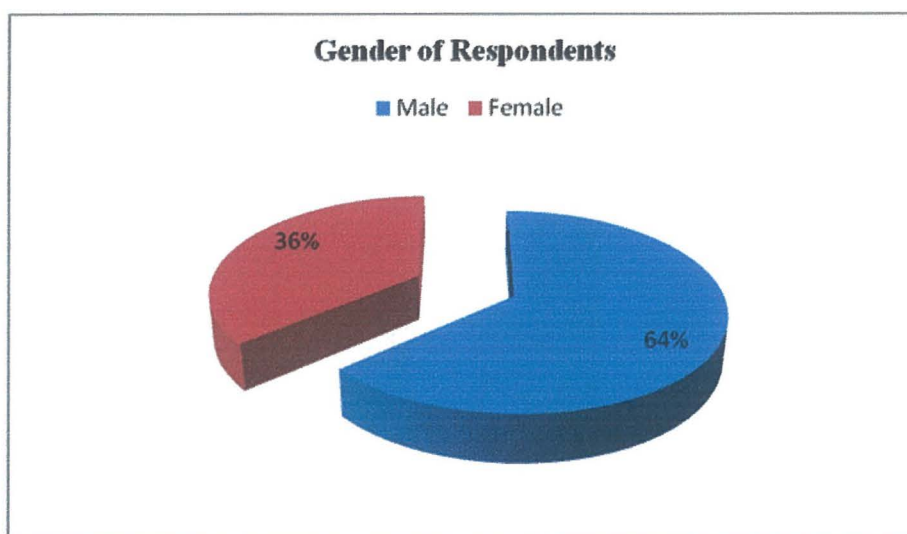
4.3 Background of the Respondents

This theme handles the background information on the respondents that were used in the study. Among these characteristics included, sex, age, level of education and the period respondents had worked with procurement in Juba Central Equatorial State South Sudan.

4.3.1 Gender of the respondents

To understand the gender of the respondents, the researcher recorded their gender and below is the results that were recorded in figure 4.1.

Figure 4.1: Gender of the respondents



From figure 4.1, it is indicated that the study was conducted mainly from the male respondents who constituted 64%. Females on the other hand, were represented by 36% of the respondents. On the other hand, from

category of 30-39 constituted 25.5%, 20-29years were represented by 19.5% and the last category of 50&above was represented 18%. On the other hand, from the interviews conducted, most of the respondents were between above 50years and these took a percentage of 50%. Those who were between 40-49years took 40% and 30-39 had 10% of the respondents.

The above statistics tell us that the study was conducted mostly in the people who were 30years and above. These categories of years are associated and susceptible to have enough experience of what is exactly happening as far as the study is concerned.

4.3.3 Level of Education of the Respondents

Respondents were also asked to state their level of education and most of them indicated that they had a bachelor's degree as shown in figure 4.3 in details below.

Figure 4.3: Showing the level of education of the respondents

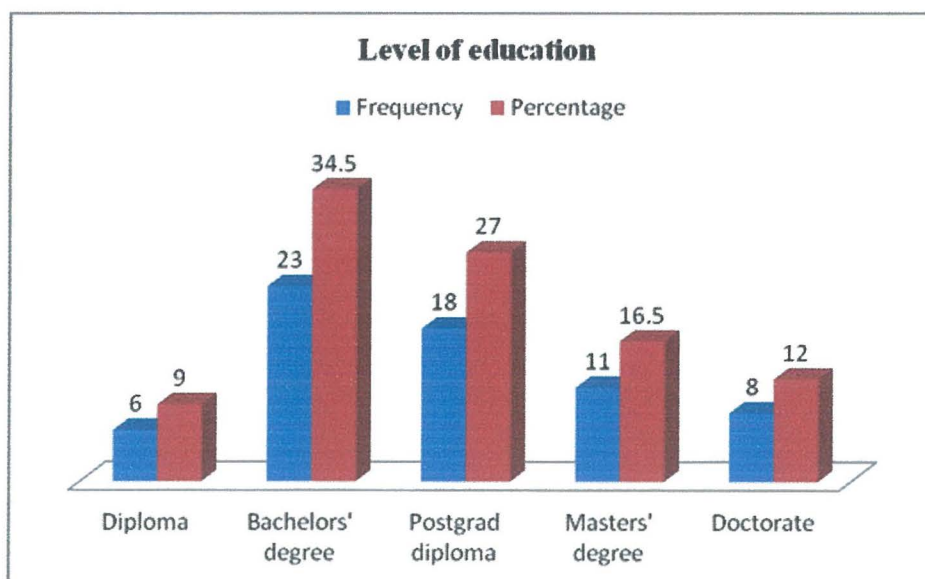


Figure 4.3 indicates that most of the respondents had attained a bachelor's degree of education and these constituted 34.5%. Those who had attained post-graduate diploma came second with 27% of the respondents. 16.5% of the respondents were of Master's degree of education and those who had attained a Doctorate were represented by 12%. The last category of 9% had a diploma. On the other hand, from the interviews conducted, most of the respondents had a master's degree of education and these constituted 70% of the respondents. The remaining portion of 30% had a post-graduate diploma.

Basing on the above findings, most of the respondents had a bachelor's degree and above, this means that the findings of the study were based on the people who had enough cognitive capacity to tell what is required to the study.

4.3.4 Time spent in service

Respondents were also asked to state the time they had spent while working with the procurement department in Juba County Central Equatorial State South Sudan and their responses are what figure 4.4 indicates below.

Figure 4.4: Showing the Time spent in service

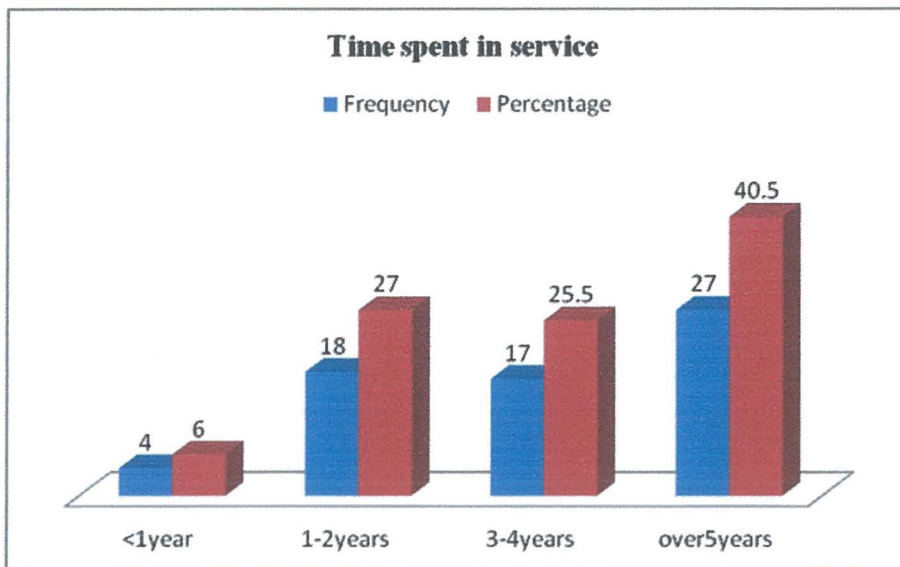


Figure 4.4 above indicates that most of the respondents had worked in the service for over 5years and these took 40.5%, 27% had spent in service for 1-2years. Those who had spent 3-4years were represented by 25.5% and the last category which had spent in service for less than 1year was represented by 6% of the respondents. On the other hand, among the interviewees, it was reported that most of the respondents constituting 80% had spent in service for over 5years, those who had spent 3-4years constituted 20%.

This therefore, means that the study was based on the people who had enough experience as far as procurement procedures and performance of non-governmental organizations is concerned most of them had spent beyond 2years.

4.4. Empirical Findings

In this section, the research findings are presented as per the objectives adopted for the study. These findings were thus obtained on competitive

tendering, restricted tendering, single source procurement and performance of non-governmental organizations in procurement units/departments using a case study of in Juba County Central Equatorial State South Sudan. In this case therefore, to understand whether there is a relationship between procurement procedures and performance of non-governmental organizations in procurement units/departments using a case study of in Juba County Central Equatorial State South Sudan, respondents were introduced to different pre-conceived statements as per each variable to listen to their views and below are the findings that were found on each dimension.

4.4.1 Results on practicing of competitive tendering in procurement functions of NGOs in Juba County Central Equatorial State South Sudan

To understand whether NGOs practiced competitive tendering while undertaking procurement functions in Juba County Central Equatorial State South Sudan, respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 9-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which sought to measure the prevalence of competitive tendering in NGOs which were categorized according to their percentages and means as follows:

Table 4.2: Descriptive Statistics on the findings on competitive tendering in procurement functions of NGOs

Items	1	2	3	4	5	Mean
Bids are opened internationally	9%	36%	33%	16.5%	4.5%	2.71
The procurement procedures are written down	1.5%	22.5%	27%	24%	24%	3.42
Bids are opened publicity	4.5%	6%	24%	34.5%	30%	3.65
Our NGO has pre-qualified suppliers	9%	6%	10.5%	45%	28.5%	3.79
The NGO undertakes supplier pre-qualification	0%	10.5%	25.5%	36%	27%	3.89
We allow national suppliers to undertake the contract when they show interest and ability	3%	3%	22.5%	40.5%	30%	3.92
Our contractors were selected on ability	3%	4.5%	13.5%	43.5%	34.5%	4.03
Periodic supplier audits are undertaken to correct compliance errors	0%	4.5%	25.5%	31.5%	39%	4.09
Our suppliers were selected on expertise and profile	1.5%	7.5%	15%	28.5%	46.5%	4.12

The results in table 4.2 above revealed that means for most of the items were above 3.5. It was found out that out of the 9-items that were introduced; 7-items had data means above 3.5 and only 2-items had data

means below 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicates existence of the variable understudy. This thus, statistically means that competitive tendering was part of the procurement procedures used by NGOs in Juba County. Among the items that had means above 3.5 and confirmed the existence of competitive tendering in the procurement of functions of different NGOs included; Our suppliers were selected on expertise and profile (4.12); Periodic supplier audits are undertaken to correct compliance errors (4.09); Our contractors were selected on ability (4.03); We allow national suppliers to undertake the contract when they show interest and ability (3.92); The NGO undertakes supplier pre-qualification (3.89); Our NGO has pre-qualified suppliers (3.79) and Bids are opened publicity (3.65). All these items had data means above 3.5 and they were set with a preconceived intention to prove the prevalence of competitive tendering. This thus, means that NGOs in Juba country undertakes periodic audits; choose suppliers basing on the profiles, ability and pre-qualifications. All these put up a possibility of improving their performance.

However, on the other hand, some items indicated that competitive tendering was not part of the procurement procedures of NGOs. These included; the procurement procedures are written down (3.42) and Bids are opened internationally (2.71). These principally means that however much NGOs had competitive tendering being exercised to a big extent, less attention was being put on seeing that they allow bids from international companies and also lacked procurement procedures that are written down. These are too important for improving the performance of the NGO as it can help the organization to avoid making errors.

The above findings from the questionnaires were supported by most of the key informants who indicated that competitive tendering was part of their procurement procedure. When they were probed on how it is done, 67% of them indicated that their NGOs have always endeavored to see that they list all suppliers and choose them according to their profiles. 48% of the key informants added that they undertake audits in the procurement process and bids are well watched from each and every stage they take. One of the key informants had this to say,

"...most of our NGOs are still new in the field of service delivery but because of issues of accountability that are enforced by our funders, it is mandatory to have every things passing through a given procedure, so it is not easy to give out a contract without passing through the bidding process..."

This completely confirms the view above that competitive tendering is part of the procurement procedures of most of the NGOs in Juba County. Basing on the primary findings obtained from respondents, it is crystal clear that competitive tendering is prevalent in procurement functions of NGOs in Juba County.

4.4.2 Results on practicing of restricted tendering in procurement functions of NGOs in Juba County Central Equatorial State South Sudan

To understand whether NGOs in Juba County Central Equatorial State South Sudan practiced restricted tendering in their procurement functions, respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 10-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree),

which sought to measure the prevalence of restricted tendering in procurement functions of NGOs which were categorized according to their percentages and means as follows:

Table 4.3: Descriptive Statistics on the results on practicing of restricted tendering in procurement functions of NGOs

Items	1	2	3	4	5	Mean
Contracts are awarded to successful bidders	40.5%	22.5%	19.5%	9%	6%	2.18
Bids are opened by an independent committee	24%	34.5%	24%	10.5%	4.5%	2.38
The independent committee evaluates the bids	25.5%	33%	24%	16.5%	0%	2.42
Bids are received by an independent person	25.5%	39%	10.5%	13.5%	10.5%	2.44
Standard bid forms are used	27%	31.5%	15%	16.5%	9%	2.48
Bids are solicited from prequalified suppliers	16.5%	21%	24%	37.5%	31.5%	3.57
Bids evaluation report are honored for contract award	3%	25.5%	19.5%	30%	21%	3.59
Periodic supplier audits are undertaken to correct compliance errors	4.5%	15%	28.5%	31.5%	19.5%	3.77
Time limits/deadlines are adhered to	6%	16.5%	21%	24%	31.5%	3.79
The technical abilities of the suppliers are evaluated before contract awarding	3%	9%	24%	28.5%	34.5%	3.83
Our NGO asks for price quotations from its suppliers	0%	0%	0%	45%	55%	4.55

The results in table 4.3 above revealed that means for most of the items had data means above 3.5. It was found out that out of the 11-items that were introduced to respondents; 6-items had data means above 3.5 and 5-items had data means below 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicates existence of the variables under study. This thus, statistically means that restricted tendering was part of the procurement procedures followed by most of the NGOs in Juba country. The items that confirmed this claim included; Our NGO asks for price quotations from its suppliers (4.55); The technical abilities of the suppliers are evaluated before contract awarding (3.83); Time limits/deadlines are adhered to (3.79); Periodic supplier audits are undertaken to correct compliance errors (3.77); Bids evaluation report are honored for contract award (3.59) and Bids are solicited from prequalified suppliers (3.57).

The items principally mean that NGOs in Juba county endeavors to see that the offer contracts and tenders to suppliers and contractors who have technical ability to do the work, deadlines have been adhered too, audits are continuously undertaken for compliance on the terms and conditions put on a contract. All these are reflections of undertaking restricted tendering.

On the other hand, however, to a certain some items were indicated with means below 3.5 which means that they were doubted, disagreed and strongly disagreed by most of the respondents which completely renders the non-prevalence of restricted tendering in procurement functions of some of the NGOs in the area. Among the items included; Standard bid forms are used (2.48); Bids are received by an independent person (2.44); The independent committee evaluates the bids (2.42); Bids are opened by an independent committee (2.38) and Contracts are awarded

to successful bidders (2.18). This therefore means that despite the fact that most of the NGOs engage in restricted tendering but they still lack independent committees that can evaluate bids and also they have not been successful in awarding contracts to right contractors. All these may render to poor performance of NGOs.

This seemed to be contrary to what most of the key informants indicated in an interview. 58% of the interviewees reported that their NGOs have independent procurement committees and they endeavor to see that they respect the whole process. 49% of the interviewees believe that contracts have always been rewarded to successful bidders who have a track record in the specialty. One of the key informants in an interview was quoted saying,

"....currently we work in an environment that is still needing and when we call for bidders, we undertake consistent auditing to see that we always offer contracts to those firms that have a record or profile of service experience, and we have got instances where we have been forced to cross out some of contractors who proves unprofessionally and disable to do good work...."

Basing on the above reportage, it is crystal clear that restricted tendering on a bigger extent is employed in the procurement procedures in most of the NGOs in the area. This is because this position was supported by both key informants and procurement officials in a questionnaire.

4.4.3 Results on single source procurement in procurement functions of NGOs in Juba County Central Equatorial State South Sudan

To understand whether single source procurement was part of the procurement procedures adopted in procurement functions of NGOs in Juba County Central Equatorial State South Sudan; respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 9-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which sought to measure the prevalence of single source procurement in the procurement procedures of NGOs which were categorized according to their percentages and means as follows:

Table 4.4: Descriptive Statistics on results on single source procurement in procurement functions of NGOs

Items	1	2	3	4	5	Mean
Single procurement is adopted for emergency procurement in our NGO	9%	40.5%	31.5%	30%	3%	2.11
Our NGO often considers least-cost suppliers for selection	45%	55%	0%	0%	0%	2.21
Single source procurement proposals are often approved by top management	22.5%	45%	22.5%	4.5%	4.5%	2.45
Single source procurement is often considered only if using other methods of procurement are considered inappropriate	12%	30%	43.5%	13.5%	0%	2.48
Supplier's profile is among the first qualities considered before giving out a contract.	0%	4.5%	31.5%	30%	18%	2.92
The NGO passes out advertise in newspapers before considering single source procurement	25.5%	18%	46.5%	9%	%	3.23
We request for price quotations immediately if we are to use single source.	6%	7.5%	16.5%	40.5%	28.5%	3.74
The procedure of using single source procurement is well written down in our procurement policies	7.5%	22.5%	21%	28.5%	19.5%	4.03
We always consider single source procurement after a thorough unsuccessful competitive tendering process	10.5%	7.5%	25.5%	22.5%	33%	4.55

The results in table 4.4 above revealed that means for most of the items had data means below 3.5. It was found out that out of the 9-items that were introduced; 6-items had a data means below 3.5 and only 3-items

had data means above 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean of below 3.5 indicates non-existence of the variables under study. This thus, statistically means that single source procurement was not part of the procurement procedures of most of the NGOs in Juba County. Among the items that had means below 3.5 included; The NGO passes out advertise in newspapers before considering single source procurement (3.23); Supplier's profile is among the first qualities considered before giving out a contract (2.92); Single source procurement is often considered only if using other methods of procurement are considered inappropriate (2.48); Single source procurement proposals are often approved by top management (2.45); Our NGO often considers least-cost suppliers for selection (2.21); Single procurement is adopted for emergency procurement in our NGO (2.11). These all indicate that single source procurement procedure is not often employed which might have a positive influence on service delivery.

However, it appeared that single source procurement was employed by some NGOs in certain areas. This is because most of the respondents indicated that: We always consider single source procurement after a thorough unsuccessful competitive tendering process (4.55); The procedure of using single source procurement is well written down in our procurement policies (4.03) and We request for price quotations immediately if we are to use single source (3.74). These all screened up avenues of employing single source procurement in some cases and this may be the cause of procurement corruption that is fetching most of NGOs in the area.

However, the views of most of the key informants were in support of the above claim. This is because 66% of the interviewees were of the view

that single source procurement was not being used and their reason was that it is not well allowed by the laws and it is only applied when there is a need for it as the law stipulates. 34% of the respondents however, indicated the use of this procedure especially in the area of consultancies which are scarce. Usually only one contractor is up for grab. But however, this was elaborated by one of the key informants as below;

"As NGOs and people of the area we happen to know those contractors who have been serving our country and business for some good time and in certain cases, we write to them for application and when they apply, we do not always give any other chance to any other contractor..."

Basing on the above findings, it can be understood that single source procurement was not so much part of the procurement procedures of most of the NGOs.

4.4.4 Results on performance of NGOs in Juba County Central Equatorial State South Sudan

To understand the performance of NGOs in Juba County Central Equatorial State South Sudan, the respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 11-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which sought to measure performance of NGOs which were categorized according to their percentages and means as follows:

Table 4.5: Descriptive Statistics on performance of NGOs

Items	1	2	3	4	5	Mean
Our services to our target groups are provided promptly and timely	0%	0%	2.6%	47.3%	50%	4.03
We have had no delay in our service provision in the area	3.9%	2.6%	6.5%	53.9%	34.2%	4.11
Our services are provided within the set time	5.2%	5.2%	11.8%	42%	35.5%	4.18
Our projects in the area are not hampered by corruption	2.6%	3.9%	7.8%	59%	26.3%	4.21
We have not heard delays in our projects so far in the area	1.3%	1.3%	3.9%	61.8%	31.5%	4.25
Our services have always been done relative prices	0%	0%	7.8%	50%	42.2%	4.34
Our services and service teams in the community are reliable	3.9%	3.9%	7.8%	39.4%	44.7%	4.37
Our services are met within the expectations of the community	0%	0%	21.5%	37%	41.3%	4.47
Value for money is evident is the services we provide in the area	0%	0%	0%	50%	50%	4.49
We have always provided timely reports for accountability purposes in our community work	0%	0%	0%	26.3%	73.6%	4.56
I have had no complaints raised about the quality of our services in the community	0%	0%	0%	58%	41.9%	4.65

The results in table 4.5 above revealed that the means for all items were above 3.5. It was found out that out of the 13-items that were introduced

to respondents had data mean above 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicates existence of the variables under study. This thus, statistically means that the performance of NGOs was good. Among the items that had means above 3.5 included; I have had no complaints raised about the quality of our services in the community (4.65); We have always provided timely reports for accountability purposes in our community work (4.56); Value for money is evident in the services we provide in the area (4.49); Our services are met within the expectations of the community (4.47); Our services and service teams in the community are reliable (4.37); Our services have always been done relative prices (4.34); We have not heard delays in our projects so far in the area (4.25); Our projects in the area are not hampered by corruption (4.21); Our services are provided within the set time (4.18); We have had no delay in our service provision in the area (4.11) and Our services to our target groups are provided promptly and timely (4.09). All these items support the good performance of NGOs in Juba County. These views are being correlated with procurement procedures (competitive tendering, restricted tendering and single source procurement) below to see whether it is dependent on them.

4.5 Correlation Results

This section additionally establishes the level of significance of the relationship between procurement procedures and performance of NGOs in Juba County Central Equatorial State South Sudan. A Pearson Correlation Coefficient was used in this case

4.5.1 Hypothesis One

H₁ There is a significant relationship between competitive tendering and performance of NGOs in procurement departments/units

To examine the level of significance between competitive tendering and performance of NGOs in procurement departments in Juba County, a bi-variate analysis was computed between one of the indicators of competitive tendering and performance as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 4.6

Table 4.6: Correlation between competitive tendering and performance of NGOs

		Competitive tendering	Performance
Competitive tendering	Pearson Correlation	1	.485**
	Sig. (2-tailed)		.000
	N	81	81
Performance	Pearson Correlation	.485**	1
	Sig. (2-tailed)	.000	
	N	81	81

**. Correlation is significant at the 0.05 level (2-tailed).

From the table above 4.6 shows that a Pearson Correlation Coefficient value is ($r=.485$). According to Critical Values of the Pearson Product-

Moment Correlation Coefficient, when using the critical value table, the absolute value of .485 indicates a positive relationship, strong relationship and a significant relationship ($.000 < .05$) between competitive tendering and performance of NGOs. This implies that competitive tendering has a moderate relationship with performance of NGOs in the procurement units. This thus means that if NGOs needs to improve their performance, there is a need to put much emphasis to ensure that competitive tendering is followed during procurement procedures. Overall, the null hypothesis was accepted and the alternative hypothesis was rejected.

Hypothesis Two

H₂ There is a significant relationship between restricted tendering and performance of NGOs in procurement departments/units.

To examine the level of significance between restricted tendering and performance of NGOs in procurement departments in Juba County, a bi-variate analysis was computed between one of the indicators of restricted tendering and performance as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 4.7

Table 4.7: Correlation between restricted tendering and performance of NGOs

		Restricted tendering	Performance
Restricted tendering	Pearson Correlation	1	.414**
	Sig. (2-tailed)		.001
	N	66	66
Performance	Pearson Correlation	.414**	1
	Sig. (2-tailed)	.001	
	N	66	66

** . Correlation is significant at the 0.05 level (2-tailed).

From the table above 4.7 shows that a Pearson Correlation Coefficient value is ($r=.414$). According to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of .414 indicates a positive relationship, strong relationship and a significant relationship ($.001 < .05$) between restricted tendering and performance of NGOs. This implies that restricted tendering has a moderate relationship with performance of NGOs in the procurement units. This thus means that if NGOs needs to improve their performance, there is a need to put much emphasis to ensure that restricted tendering is followed during procurement procedures. Overall, the null hypothesis was accepted and the alternative hypothesis was rejected.

Hypothesis Three

H₃ There is a significant relationship between single source procurement and performance of NGOs in procurement departments/units.

To examine the level of significance between single source procurement and performance of NGOs in procurement departments in Juba County, a bi-variate analysis was computed between one of the indicators of single source procurement and performance as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 4.8

Table 4.8: Correlation between single source procurement and performance of NGOs

		Single source procurement	Performance
Single source procurement	Pearson Correlation	1	-.575**
	Sig. (2-tailed)		.057
	N	66	66
Performance	Pearson Correlation	-.575**	1
	Sig. (2-tailed)	.057	
	N	66	66

**. Correlation is significant at the 0.05 level (2-tailed).

From the table above 4.8 shows that a Pearson Correlation Coefficient value is ($r = -.575$). According to Critical Values of the Pearson Product-

Moment Correlation Coefficient, when using the critical value table, the absolute value of $-.575$ indicates a negative relationship, weak relationship and insignificant relationship ($.057 > .05$) between single source procurement and performance of NGOs. This implies that single source procurement has a moderate negative relationship with performance of NGOs in the procurement units. This thus means that if NGOs needs to improve their performance, there is a need to put much emphasis to ensure that single source procurement is followed during procurement procedures. Overall, the null hypothesis was rejected and the alternative hypothesis was accepted.

4.6 Regression Results

Regression analysis was employed to assess the degree to which the competitive tendering, restricted tendering and single source procurement can predict performance of NGOs in procurement units in Juba County

Competitive tendering and performance of NGOs

Table 104.9: Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.073	1.134		-.064	.949
	Competitive tendering	.372	.255	.259	2.638	.010
Dependent variable: performance of NGOs						
	R square	.0128 ^a			F-statistics	6.788
	Adjusted R Square	.012			Sig.	0.01

Results showed that competitive tendering, predicted 12% of the variance in performance of NGOs in procurement units (Adjusted R Square =.012). The remaining 78% was predicted by other factors outside the study. The regression model was also valid (sig. <.01).

Restricted tendering and performance of NGOs

Table 114.10: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.181	.347		3.401	.001
	Restricted tendering	.279	.086	.115	3.263	.002
Dependent variable: performance of NGOs						
	R square	.017 ^a			F-statistics	10.650
	Adjusted R Square	.016			Sig.	0.01

Results showed that restricted tendering, predicted 16% of the variance in performance of NGOs (Adjusted R Square =.016). The remaining 84% was predicted by other factors outside the study. The regression model was also valid (sig. <.01)

Single source procurement and performance of NGOs

Table 124.11: Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.102	.170		6.467	.000
	Single source procurement	-.306	-.054	.100	5.693	.000
Dependent variable: performance of NGOs						
	R square	.050 ^a			F-statistics	33.415
	Adjusted R Square	.041			Sig.	0.01

Results showed that single source procurement, predicted 4.1% of the variance in performance of NGOs (Adjusted R Square =.041). The remaining 96.9% was predicted by other factors outside the study. The regression model was valid (sig. <.01)

SUMMARY OF REGRESSION ANALYSIS

Results showed that competitive tendering, restricted tendering and single source procurement predicted 32.1% of the variance in performance of NGOs in procurement units in Juba Central Equatorial State south Sudan. The remaining 68.9% was predicted by other factors outside the study. It was also noted that competitive tendering (Beta = .259, sig. < .01) is a better predictor of performance of NGOs more than restricted tendering (Beta = .135, sig. <.01) and single source

procurement (Beta = .100, sig. <.01). This implies that NGOs in procurement units in Juba County should ensure that competitive tendering is strengthened if they are to maintain and sustain its performance of NGOs. The regression model was also valid (sig. <.01).

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussions, conclusions derived from the findings, and the recommendations that will help in improving performance of NGOs in procurement units in Juba County based on the findings of the study. Limitations, contributions of the study and areas of further study are also suggested.

5.2 Discussion

The study established a number of findings and they are discussed here under;

The study was based on three procurement procedures attributes which included competitive tendering, restricted tendering and single source procurement and the results indicated that, NGOs had two attributes (competitive tendering and restricted tendering) but they do not often use single source procurement. The study established that the relationship between procurement procedures and performance of NGOs in procurement units in Juba County was moderately strong, positive and significant.

5.2.1 Relationship between competitive tendering and performance of NGOs in procurement departments/units

The hypothesis that there is a significant relationship between competitive tendering and performance of NGOs in procurement units was tested and accepted. This was because of the favorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value

is 0.485, in respect to the hypothesis and statistically significant at .000 which is less than 0.05 (level of significance). This implied that, there is a statistically significant relationship among the means.

The above finding was in line with what Coggburn (2003) found out that the fundamental advantage of competitive tendering for governments is that it saves money. Competitive tendering brings competitive incentives to the production costs of a public service and reduces public costs in three ways: 1) Lower costs through provision of service at no more than the competitive rate (the "going" rate). 2) Lower costs through the "ripple effect" as public agencies improve their cost performance in response to the competitive environment. 3) Lower net costs as a result of tax revenues, licenses, and fees paid by private contractors on the public services they operate.

Still the above findings are congruent with what The PPDA Act 2003 and Regulations endorse the use of competitive tendering method for standard high value procurement for goods, works and consultancy services in Ugandan public service and particularly in the Ministry of Works. The two types of competitive tendering methods include (1) International Competitive Tendering (ICT) which is used when effective competition cannot be achieved without the inclusion of foreign firms. (2) National Competitive Tendering (NCT) is used when the procurement entity so decides (s.44) and subject to contract value thresholds. It is the most preferable methods under the law, as it encourages maximum competition in the procurement system. The invitation to tender is always advertised and opened publicly (Antill and Woodhead, 1989).

However, some literature seemed to sound contrary to what was found out in this study. For instance, Forgor (2007) ascertains that the process of organizing a fully-fledged tendering or other competitive tendering procedure is normally a time consuming and costly exercise which can be dispensed with when the contract value is small. The main idea is to allow procuring entities to use a simplified procedure in those instances where the contract value is so small that the administrative effort related to a full-fledged tendering procedure appears out of proportion (Eyiah, &Cook, 2003). The method is based on comparing price quotations obtained from at least three foreign or local suppliers for goods/works that are small in value.

5.2.2 Relationship between restricted tendering and performance of NGOs in procurement departments/units

The findings on restricted tendering shows that there is a significant relationship between restricted tendering and performance of NGOs was tested and accepted. This was because of the favorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value is 0.414, in respect to the hypothesis and statistically significant at .000 which is less than 0.05 (level of significance). This implied that, there is a statistically significant relationship among the means.

The above findings agreed exactly with what PPA Annual report (2009) had earlier indicated that contracts for consultancy services often require the direct participation of the buyer or client organization, as the recipient of training or technical advice or in responding to studies or reports. According to PPA Annual report (2009) Contract completion rate for the

year is about 68%. This signified that contract management is a major challenge for most entities. There are two options available to the contracting authority when following the restricted procedure. These are: **1)** to follow the procedure under the normal regulations; **2)** to follow the method of an accelerated procedure. As the names suggest, the only difference between these competitive and restricted methods is the timescales involved.

Contrary to what was found out in the study, according to Estache, and Iimi (2008), the restricted procedure is a two stage process. Firstly, suppliers must express their interest to tender and must complete a pre-qualification questionnaire (PQQ) so that the contracting authority can assess whether or not they have the experience and resources to service the requirement. Secondly, the contracting authority creates a supplier shortlist and invites those organizations to tender for the requirement. If a contracting authority's requirements are clear and need no further discussion or negotiation then the restricted procedure is the appropriate route to follow. The ability to hold discussions or negotiate with bidders is limited solely to issues of clarification regarding the requirement. This means that the restricted procedure has the advantage of allowing a tightly controlled and streamlined procedure to be conducted.

5.2.3 Relationship between single source procurement and performance of NGOs in procurement departments/units

The findings on single source tendering shows that there is a significant negative relationship between single source and performance of NGOs was tested and rejected. This was because of the unfavorable results from Pearson correlations which indicated that the Pearson Correlation Coefficient value is -0.575, in respect to the hypothesis and statistically

insignificant at .000 which is greater than 0.05 (level of significance). This implied that, there is a statistically significant relationship among the means.

In line with the findings is Osafo-Marfo (2003). He argues that for purposes of timely and quality services, the government or contracting authorities should avoid a sole or single source procurement situation. For example, in some cases, particularly with government contracts, great care has to be taken to ensure that no charge of corruption can be levied at either party. It is for this very reason that many governments insist on competitive tendering and the removal of any monopolistic tendencies. Defense contracts in particular are continually awarded to more than one company to remove the possibility of corruption and ensure that a country is not reliant on just one company for its nation's defenses. Many governments publish quite stringent regulations that must be adhered to before a single source procurement can be authorized (Marie, 2009) and if this source is to be used, it is usually recommended after the competitive and restricted tendering have failed or not applicable or for flexibility purposes. This was not case in the study area.

Contrary to what was found still is Sarpong (2007). He adds that this system involves procurement from a supplier without any competition. It is normally used for procurement of sole or single sourced requirements. The law allows this method where: procurement is for justifiably urgent items, requirements can only be supplied by one source, additional requirements for purposes of standardization, purposes for research, experiment, study or development, procurement that concerns national security. In Ghana, in 2009, 323 out of 360 single source applications

received were either approved or conditionally approved as against 318 out of 342 in 2008 by PPA (PPA Annual report, 2008/2009).

Further, Hanington (2005) adds that this method has often been abused by entities and political leaders over the years. It generates and the close interaction it brings between the public and private sectors.

5.3 Conclusions

From the summary findings above, it can be concluded that, procurement procedures and performance of NGOs in procurement units in Juba County are positively and moderately related on two levels that is on competitive tendering and restricted tendering and, however, it is not significant, when it comes to single source procurement. Below are the conclusions on each and every objective

5.3.1 Relationship between competitive tendering and performance of NGOs in procurement departments/units

It can be concluded that competitive tendering is moderately related to the performance of NGOs in procurement units in Juba County. This thus means that NGOs in procurement units need to critically watch each and every step taken in competitive tendering to avoid making errors that may end up leading to poor performance.

5.3.2 Relationship between restricted tendering and performance of NGOs in procurement departments/units

It can be concluded that restricted tendering is moderately related to the performance of NGOs in procurement units in Juba County. This thus means that NGOs in procurement units need to see that periodic audits

are continually done to avoid tendering out services to contractors and suppliers who are incompetent.

5.3.3 Relationship between single source procurement and performance of NGOs in procurement departments/units

It can be concluded that single source procurement is negatively related to the performance of NGOs in procurement units in Juba County. This thus means that NGOs in procurement units need to completely do away with single source procurement and only apply it in few chosen cases which are legally recommended to avoid procurement and political corruption which seriously affect performance of NGOs.

5.4 Recommendations

In light of the above conclusions, below are the suggested recommendations as each study objective;

There is a need for NGOs to put so much emphasis on prior consideration given to the formulation of procurement specifications and designs so as to attain projects of the best quality. This is because when the specifications and designs are not well considered and researched upon; it is likely to affect the quality of service delivered. Furthermore, the procurement committees must make sure that relevant approvals are obtained from the authorities for all procured items in terms of the quality and costs required in service provision because if not done, it is likely to spark all forms of procurement corruptions in service delivery which corruption endangers quality and leads to delay in service delivery.

There is also a need to see that all stakeholders are earlier involved in procurement planning so as to attain the right quality, time and costs as

this also can lead to good communication between budget, program and procurement officers for planning to be effective. There is a need for increased attention on employing corrective actions against experts who doesn't comply with the bidding process. This will enable the selection of suppliers and contractors who are high profiled and have enough experience to undertake quality in service delivery. There is also a need for NGOs to consistently train its staffs in procurement so as they clearly understand the guidelines and procedures required for successful procurement control and service delivery.

The operational policies and guidelines on the quality of services need to be readily accessed by all stakeholders in NGOs so as they can easily know the agenda of the authority and where they are likely to be making mistakes. This is a fundamental pillar for success in service delivery. There is a need for NGOs procurement committees to work on supervision check list on procurement systems that indicate fully the time, cost and quality indicators for easy monitoring and evaluation of service delivery. Additionally, supervision checklists are used to often track whether the quality, costs and time agreed upon during procurement process are being implemented.

There is a need for audits to be done at regular intervals on the quality and costs of projects and well the audit reports be given as per the compliance with the quality, costs, time agreed upon and procurement laws There is also a need for putting in place mechanisms for accessing records of projects at all times by putting right personnel in place. This can be done through adopting the record management. Checking of past records especially for completed projects in terms of prices, quality and the timing are can be used as a reference for new projects

5.5 Areas recommended for further study

Wholesomely the study tried to meet and achieve the set objectives as shown in the write-up, however, in the process the researcher has observed certain areas that require further researcher. These include:

The study was limited to two variables; procurement procedures and performance. There is therefore a need for further study to take into consideration of considering more than one variable that may be affecting performance of NGOs in procurement department because it may not only be procurement procedures but also others

The study was also limited to few dimensions and indicators of procurement procedure and performance. There is a need for future research to replicate the findings while employing multidisciplinary measures of procurement procedures and wider coverage of performance because it is likely that performance in NGOs fair badly against such dimensions and indicators.

This study was limited to NGOs in Juba county, central Equatorial State south Sudan. This makes the study limited to Juba County and not in other non-public sector organization in south Sudan. There is a need also for a further study to be replicated in other States or NGOs in the area to ascertain the similarity and differences in the findings.

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College Of Education, Open and Distance E-Learning

Office of the Principal

TRANSMITTAL LETTER

21st May, 2014

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

SUBJECT: PERMISSION TO CONDUCT A RESEARCH STUDY IN YOUR ORGANISATION

With reference to the above subject, this is to certify that **Mr. Levi Matungu Enosa** Reg. No. **MBA/36945/121/DF** is a bona fide student of Kampala International University pursuing a Masters degree in Business Administration.

He is currently conducting a field research entitled, ***"Procurement Procedures and Performance of Non Government Organizations in Juba Central Equatorial State South Sudan"***

This area has been identified as a valuable source of information pertaining to his research project. The purpose of this letter therefore is to request you to avail him with the pertinent information as regards to his study.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

SSEMUGENYI FRED (PhD)

Principal -College of Education Open and Distance e-Learning

Tel.: +256 782 409 809

Email: ssemugenyifred@yahoo.com

APPENDIX 1.B
TRANSMITTAL LETTER TO THE RESPONDENTS

Dear Sir/Madam,

I am Mr. Levi Matungu Enosa a student of Master in Business Administration (Supplies and Procurement Management) at Kampala International University (KIU), Kampala, Uganda. Currently I am undertaking a research to generate data and information on "Procurement Procedures and Performance of Non-government organizations in Juba County Central Equatorial State–South Sudan.

You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Kindly spare some of your valuable time to answer these questions by giving your views where necessary or ticking one of the alternatives given. Indeed your name may not be required. Kindly, I will collect the filled questionnaires after one week from the the date of distribution.

Thank you for your time and cooperation.

Yours Sincerely,

Levi Matungu Enosa

APPENDIX II
CLEARANCE FROM ETHICS COMMITTEE

To be obtained

APPENDIX III
INFORMANT CONSENT

I am giving my consent to be part of the research study of **Levi Matungu Enosa** that will focus on the procurement procedures and performance of NGOs in Juba County Central Equatorial State–South Sudan

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for them.

Initials: _____

Date_____

APPENDIX IV

QUESTIONNAIRE

SECTION A: BACKGROUND DATA

A: Questionnaire for NGOs procurements, Logistics and Suppliers.

Dear respondent, I am Mr. Levi Matungu Enosa a student of Kampala International University, carrying out a research study on procurement procedures and performance of None Governmental Organizations in Central Equatoria State, Juba County, South Sudan. You are among respondents, who have been considered to answer the questions, please do assist by answering the questionnaire, by providing the most appropriate answer in your opinion. Your response will be kept confidential and in any case the questionnaire is anonymous. I very appreciate your cooperation.

Please circle/Tick the numbers representing the most appropriate responses for you in respect of the following items:

1. What is your age group?

S/No	Age	
a.	20 - 29	
b.	30 - 39	
c.	40 - 49	
D	50 and above	

2. Your gender

S/No	SEX	
I	Male	
ii.	Female	

3. What is your highest level of education?

S/No	Educational level	
a.	Post Graduate Diploma	
b.	Bachelor's Degree	
c.	Master's Degree	
d.	Doctorate	
e.	Others (specify)	

4. Time spent in service?

S/No	Number of years	
a.	Less than 2 years	
b.	2 – 3 years	
c.	3 – 4 years	
d.	4 years and above.	

SECTION B: INDEPENDENT VARIABLE: PROCUREMENT

PROCEDURES

i) Competitive Tendering

In this section please tick in the box that corresponds to your opinion/view according to a scale of:

1 = Strongly Disagree,

2 = Disagree,

3 = Not Sure,

4 = Agree,

5 = Strongly Agree

No	Statement	1	2	3	4	5
1	Our suppliers were selected on expertise and profile					
2	Our contractors were selected on ability					
3	The NGO undertakes supplier pre-qualification					
4	The procurement procedures are written down					
5	Bids are opened publicity					
6	Bids are opened internationally					
7	Our NGO has pre-qualified suppliers					
8	Periodic supplier audits are undertaken to correct compliance errors					
9	We allow national suppliers to undertake the contract when they show interest and ability					

Restricted Tendering

In this section please tick in the box that corresponds to your opinion/view according to a scale of:

1 = Strongly Disagree,

2 = Disagree,

3 = Not Sure,

4 = Agree,

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Bids are received by an independent person					
2	Bids are opened by an independent committee					
3	The independent committee evaluates the bids					
4	Contracts are awarded to successful bidders					
5	Standard bid forms are used					
5	Time limits/deadlines are adhered to					
6	Bids are solicited from prequalified suppliers					
7	The technical abilities of the suppliers are evaluated before contract awarding					
8	Bids evaluation report are honored for contract award					

No.	Statement	1	2	3	4	5
9	Our NGO asks for price quotations from its suppliers					
10	Periodic supplier audits are undertaken to correct compliance errors					

ii) Single Source Procurement

In this section please tick in the box that corresponds to your opinion/view according to a scale of :

1 = Strongly Disagree,

2 = Disagree,

3 = Not Sure,

4 = Agree,

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	We always consider single source procurement after a thorough unsuccessful competitive tendering process					
2	Single procurement is adopted for emergency procurement in our NGO					
3	The procedure of using single source procurement is well written down in our procurement policies					
4	Single source procurement is often considered only if using other methods of procurement are considered inappropriate					
5	Supplier's profile is among the first qualities					

No.	Statement	1	2	3	4	5
	considered before giving out a contract.					
6	We request for price quotations immediately if we are to use single source.					
7	Single source procurement proposals are often approved by top management					
8	The NGO passes out advertise in newspapers before considering single source procurement					
9	Our NGO often considers least-cost suppliers for selection					

SECTION C: INDEPENDENT VARIABLE: PERFORMANCE OF NGOS

In this section please tick in the box that corresponds to your opinion/view according to a scale of:

1 = Strongly Disagree,

2 = Disagree,

3 = Not Sure,

4 = Agree,

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Our services to our target groups are provided promptly and timely					
2	I have had no complaints raised about the quality of our services in the community					
3	Our services are provided within the set time					

No.	Statement	1	2	3	4	5
4	Value for money is evident in the services we provide in the area					
5	We have not heard delays in our projects so far in the area					
6	Our services have always been done relative prices					
7	Our projects in the area are not hampered by corruption					
8	Our services and service teams in the community are reliable					
9	Our services are met within the expectations of the community					
10	We have had no delay in our service provision in the area					
11	We have always provided timely reports for accountability purposes in our community work					

Thank you for your participation!

APPENDIX V:
INTERVIEW SCHEDULE FOR EXECUTIVES MEMBERS

1. Position in Organization

2. Department /Section.....

1. a) Do you undertake competitive tendering for your suppliers and contractors? *Please tick the appropriate option.*

a) ☐ Yes

b) ☐ No

If so, in what ways do you think competitive tendering has led to improved performance of your organization? (Probe)

.....
.....

2 a) Do you undertake restricted tendering for your suppliers and contractors? *Please tick the appropriate option.*

a) ☐ Yes

b) ☐ No

If so, in what ways do you think restricted tendering has led to improved performance of your organization? (Probe)

.....
.....

a) Do you undertake single source procurement? *Please tick the appropriate option.*

a) ☐ Yes

b) ☐ No

If so, in what ways do you think single source procurement has led to improved performance of your organization? (Probe)

.....
.....

Thank You So Much

APPENDIX VI:
TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN
POPULATION

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie & Morgan (1970, as cited by Amin, 2005)

Note.—*N* is population size.

S is sample size.

APPENDIX VII

PROPOSED BUDGET FOR THE DATA COLLECTION

S/No	Activities	Unit	Quantity	Rate USD	Total USD
1.	Typesetting and printing of Thesis Proposal	copies	5	40	200
2.	Designing & printing of Research Instruments	Copies	110	2.5	275
3.	Transport and Lunch during Data Collection.	Persons	2	150	300
4.	Airtime and Internet Payments.	Persons	2	30	60
5.	Research Assistance	person	1	75	75
6.	Data Analysis	Person	1	150	150
7.	Printing and binding of final report.	Copies	5	40	200
	TOTAL COST				<u>\$1,260</u>

APPENDIX VIII

TIME FRAME

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Proposal writing										
Approval										
Data collection										
Data analysis & interpretation										
Working with the supervisor										
Submission of the Final Report to Thesis Committee										
Remarks										

CURRICULUM VITAE F-OR THE RESEARCHER

PROFILE

NAME : Levi Matungu Enosa

Date of Birth : 1970

Marital Status : Married with 6 children

Nationality : South Sudanese

Postal Address : P.O Box 428 Juba

Mobile : +211927855353 +211955032575 , +256788738321

Email : levimatungu@yahoo.com

SPECIFICATIONS.

Strong personality of being calm though under pressure, leadership skills, team building, administration and resolving conflicts and problems. Easy to adapt and with strong interpersonal skills. A very good management skills and effective financial management skills. Have experience in computerized accounting system particularly QuickBooks. Excellent communication skills with effective and respectful interaction with individuals across different social and cultural backgrounds .in person and remotely, both internally and externally. Experience in pastoral care ministries and pastoral counseling to those affected and infected with HIV/AIDS. More than 4 years experience in managing a team of national staffs and working as part of a multi-cultural team. More than 9 years experience of working in a very harsh environment in South Sudan with different International NGOs. Excellent skills in preaching the word of God effectively. Excellent organizational skills with ability to coordinate activities.

EDUCATION

Master's Business Administration (MBA) - Kampala International University – Kampala – Uganda (Jan 2012 – Dec 2013)

Bachelor of Divinity (BD) St. Paul's University, Limuru – Kenya (1999-2002)

Diploma in Theology – Bishop Allison Theological College - Arua – Uganda (1997 – 1998)

OTHER TRAININGS/COURSES.

- ❖ Attended and completed a three weeks course with Arua Hospital on **HIV/AIDS counseling** (1st –21st June 1998)
- ❖ Attended and completed a four weeks **writers workshop** with Summer Institute of Linguistic (SIL).
- ❖ Attended and completed a one week **project Management Class** with SIL, (April - May 2003)
- ❖ Completed two week training on **leadership conflict and Management class** with SIL (Nov 2002)
- ❖ Attended ten days Course in **Community Managed Disaster Risk Management** with UNOCHA EP&R, OXFAM GB and IIRR (2nd – 11th October 2006).
- ❖ Attended a three days training in **Do No Harm and Conflict Management** with NCA for 8th to 10th Sept 2008.

WORK EXPERIENCES.

1.OPERATIONS/HR MANAGER – SAFERWORLD (Oct 2012 to Date)

ROLES AND RESPONSIBILITIES

Administration

Ensure the efficient running of Saferworld's Juba office, Support the development of field/state offices as appropriate. Develop, implement and

monitor administration policies and procedures, liaising with Country Manager and Finance Manager. Ensure efficient transport/logistics systems are in place, providing management to Operations Assistant. senior logistics officer. Manage the IT administration in Juba office and support IT functions in field/state offices when relevant, working with the IT consultant. Manage the registration process of Saferworld in South Sudan. Ensure that all leases, insurance and other legal documents are in order, up-to-date, cost effective and relevant. With Country Manager review the management of the security process as appropriate. Act as Security Focal Point as directed by the Country Manager. Act as Saferworld's representative on relevant NGO networks including security, logistics and human resources.

Human Resources

Manage the development and communication of Saferworld's human resource policies and procedures, working with the Country Manager and Director of Operations & Human Resources Manage the implementation of Saferworld South Sudan's recruitment strategy, ensuring that recruitment practices are in line with Saferworld policy, are fair and consistent and comply with local laws, regulations and organisational good practice. Manage the implementation of induction programmes for new staff, and ensure that probation and other process are put in place. Ensure that Saferworld complies with employment requirements in S Sudan, keeping up-to-date with required legislation and informing the Country Manager and Director of Operations & Human Resources when necessary. Working with programme managers identify staff development/training requirements and identify ways in which training needs can be met. Provide pastoral support where appropriate.

Logistics

Manage the implementation of the country programme's procurement policy, in line with Saferworld's local and global procedures. Ensure logistical procedures are in line with donor requirements and best practice, suggesting updates to the Handbook Part II where necessary. Create and maintain lists of preferred suppliers in Juba and field locations for common commodities and services (e.g. fuel, venue hire, etc). Oversee the smooth and safe functioning of the vehicle fleet in Juba and field locations.

Achievements.

Successfully established two field state offices in Wau and Warrap. Developed security handbook for the HQ office and the State offices. Did training for the Partners in Wau and Warrap States. Did proper security assessment in all the seven states where Saferworld is operating as WBG and Warrap States and where Saferworld intend to expand its programme as like in Lake State, WES, NBG and EES.

2. OPERATIONS COORDINATOR - SAFERWORLD (March 2009 - Sept 2012)

ROLES AND RESPONSIBILITIES

Financial management:

Set-up and maintaining of a computerized accounting system in line with agreed procedures, using QuickBooks. Reconciliation of bank statements, and providing monthly financial reports, liaising with Financial Controller in London. Ensuring agreed reporting dates are maintained and financial policies adhered to, including procurement. Maintenance of petty cash. Managing the payroll ensuring all statutory payments are made. Assisting programme teams with developing cash flows and monitoring expenditure

against budgets. Participate in the Budget proposal for the next Fiscal Year. Fund Request from the Head office London.

Office management and IT

Develop and maintain effective office systems, ensuring these are consistent with Saferworld's operating requirements, consulting with Head of Operations. General running of the office, ensuring office equipment is maintained, and stocks of office supplies maintained within budgets. Maintain and develop effective and accessible electronic and paper filing systems. Acting as point of contact for office maintenance, security, and building management. Sourcing office insurance and personnel insurance liaising with Head of Operations. Ensuring and efficient IT services is provided, liaising with Saferworld's IT consultant in the UK when necessary. Ensuring IT records are backed-up and stored. Troubleshooting minor IT problems for staff as required, liaising with UK Administrator and external IT support when necessary.

General administration

Providing administrative assistance to members of staff when appropriate. Providing logistical support for visitors and Saferworld staff visiting Juba. Registration of the Organization with the Ministry of Humanitarian Affairs Disaster Management and the Ministry Of Justice. Coordinating regular reporting to and from Juba and other Saferworld offices

Human Resources

Working with Head of Operations ensure that Saferworld's HR policies are put into place in Juba, and ensuring that these comply with Sudan statutory regulations. Maintaining personnel records and ensuring the personnel procedures as agreed with London office are followed. Ensuring HR policies and procedures are available as a central resource. Development and

implementation of office health and safety policy. Coordinating recruitment procedures when required. Developing an induction programme for new staff.

Security and Safety

Participation in the on-going monitoring of the security situation. Implementation of security measures according to Saferworld's security guidelines and monitoring the same. With Sudan Team Leader ensuring that Saferworld's Security and Safety policy is understood and implemented by staff. Security Focal Point person. Represent Saferworld in all security meetings.

3. Field Management -Norwegian Church Aid. EES TORIT (2005 – March 2009)

Main Responsibilities

A. Administration/Management and Public Relations

Responsible for managing the NCA projects in the Eastern Equatorial State. Coordinate activities between all the field sites in EES and the Head Officer in Juba. Plan together with the relevant authorities for the implementation of the projects. Effective management of program budget within the area of responsibility. Monitoring the evolving humanitarian situation in the state and consider strategic immediate response. Management of the NCA supports offices and the team in the state. Maintain regular communication between the field offices and the head office in Juba. Maintain regular and cordial relationships with the local authorities on behalf of NCA on all the issues that need coordination and follow up with counterparts. Develop timely and appropriate plans for both short term and long term supports for the returnee and the host communities. Responsible for the safety and security of all the staffs in the field and all the project assets and the equipments.

Responsible for the recruitments of the national staffs, make sure they signed the employment contract and job descriptions. Implement all the logistic systems activities in accordance with the NCA procedures, purchase, order, transport and vehicle fleets managements. Asses the working environment both physically and mentally and bring problems and incidents to the main office for improvements and solutions. Work out/Control monthly payrolls for all staffs. Responsible for the safety and security of all project personnel, assets and equipment Manage the compound in an effective and efficient manner

B. Emergency and Resettlement Programme

Represent NCA in all inter-agency meetings with the RRR , UN and others.. Maintain close working relationships with NGOs that are distributing NFIs. Develop and controlled budget and managed projects for successful completion. Coordinate NFIs distributions with partner agencies and ensure regular collaboration with other sector coordinators. Plan and participate in inter-agencies needs assessment as required. Monitor, analyze and report on issue related to IDPS and returnees. Supervise the monitoring and tracking systems of registration of the returnee within the Magwi County. Monitor returnees and local communities to ensure sustainability of the return process and that basic needs are been met Share information on emergencies and follow through on their inputs and feedback. Develop timely and appropriate plans for both short term support and longer term assistance to returnees and host communities. Distribution of NFIs including the Agricultural tools. Post Distribution Monitoring (PDM) and evaluation.

A. Logistics/Finance

Implement Logistics management systems such as local purchasing transport, vehicle fleet management and asst management Requisition of assets for NCA Nimule base. Follow up customs clearances. Monitor

consumption of partten of vehicles in terms of fuel Review/approve bills of quantities and purchase request within authorization limits and refer for authorization for those that are above agreed limits. Responsible for accurate budget control and overall responsibility for financial management at the project sites in compliance with NCA system and procedures. Control the petty cash and the payment of the staffs. Tax Payments. Payroll disbursement. Travel and field advances. Financial Reports.

Achievements:

Have wider experiences in the counties in EES, and have good relationships with the local authorities, Commissioners. Established a way station at Nimule corridor for the spontaneous voluntary refugee returnees. Established a system of tracking the spontaneous voluntary refugee returnees and the Internal Displaced Persons (IDPs). Developed a proper system for the delivery service of the relief NFS items to the Internal Displaced Persons (IDPs) and the returnees. Opened a new compound for NCA head quarter for Eastern Equatorial in Torit. Planned and implemented a new project to rehabilitate the road between Torit and Loronyo Payam. I was able to create a good inter-team working relationships and communications. Improved the NCA compound in Nimule such building a wall fence, office building, rooms etc. Improved the communication between the site offices and the head office. Effective and efficient and timely management of the implementation of the projects, timely payment of the salary of the national staffs, and effective problem solving. Facilitated a 10 days training workshop on Project Management Cycle, Advocacy and Fundraising to the MAYA Association.

4.Project Coordinator Integral Mission.BATC (2004 – May 2005).

Main Responsibilities:

Planning the projects and its activities, writing the project proposals. Recommend possible means for the implementation of the integral missions. Establish rapport and good relationship with church leaders and the local

government authorities. Attend all relevant coordination meetings in the areas of assignments. Provide cohesive leadership across all the sectoral program areas to ensure that all program activities are integrated in the planning, implementation and monitoring. Responsible for project accounting. Responsible for documentations and regular reporting program manager, donors and authorities. Local procurement and purchasing of items within the set guidelines and in conjunction with the Manager and the Logistician.

Achievements:

Formation of cluster groups at the field site for easy coordination of work. Successfully implemented all the projects and reporting always in time line. Carried out the trainings on effective facilitation. 45 people were trained on skills of effective facilitation and communication.

5. Scripture in use coordinator SIL (2002 –2004) Arua Uganda

Main Duties:

Overall management of the project implementation. Administration and planning of all the activities. Liaise with the local authorities on all the aspects of the programmes on the ground. Organize, facilitate workshops and seminars and train persons on HIV/AIDS counseling, awareness and drug abuse. Develop teaching materials on HIV/AIDS, and Participate in writing project proposals. Writing of the reports.

Achievements;

Successful implemented all the projects planned and does all the reporting on the times expected. Facilitated a seminar on drug abuse and behavioral change. 179 participants attended out of which 34 came out openly and confessed not to go back again to the practice. Conducted 2 trainings of youth groups on drug abuse. 105 youths trained, 50 from Yei County Southern Sudan and 53 from Rudu I Camp (DRC). Successfully facilitated 3

trainings of Pastors and some key Church members on HIV/AIDS Counseling and creation of awareness. 75 key Church leaders (Pastors, Mothers Union) trained on HIV/AIDS counseling and creation of awareness. 25 from Rudu I Camp in DRC, 25 from Rhino Camp in Uganda, and 25 from Yei southern Sudan. Conducted 2 trainings of youth groups on HIV/Aids awareness, 60 youth trained on HIV/AIDS awareness. 1 Training of TOT On HIV/AIDS counseling 30 participants trained on Skills of counseling to the HIV/AIDS affected and infected persons. All the participants from Rhino Camp in Uganda.

6.Accountant with Action Africa In Need (AAIN) now AAH Maridi 1996-1997. Southern Sudan.

Main Duties:

- Administration and Management of the finance
- Prepare the payroll and do the payment
- To keep and check the financial accounts. Reporting writing.

7.Logistician in AAIN, Agriculture Department in Maridi 1993-1994. Southern Sudan

Main Responsibilities:

Coordinate all aspects of air and road transport to ensure that all programme needs are met within the budget. Ensure prompt transportation of the supplies to the field bases. Organize and supervise the purchasing of all the necessary supplies, monitoring assets and keep all the update records. Make sure that where the regulations do not require a special tendering or quotation process, there are annual framework agreements with relevant supplies for the materials and services used regularly. Ensure that all the regulations are followed throughout the logistics and procurement process in the organization. Monitor the stores and make sure that the relevant guidelines and routines for storekeeping are in place and as well monitor the

supply. Supervise the utilization of the vehicles and their maintenances.
Writing of the reports.

Achievements:

Prompt order and purchase of the necessary items needed for the organization. Proper and accurate record of stores and reports.

8. Relief Field Officer-with Sudan Relief & Rehabilitation Association (SRRA) now SSRRC, 1991-1993 Southern Sudan.

Main Duties:

Give some emergence responds of relief to the returnees/new arrivals and the IDPs. Assist the returnees for rehabilitation. Monitor the relief distribution. Request for more relief items if there are more new arrivals. Attend meetings on Human right advocacy. Attend seminars and workshops on Peace and Justice, Human Rights, Conflict resolution and reconciliation. Writing of the reports

PART TIME AND VOLUNARY WORK

1. Youth Co-ordinator Maridi Dioceses 1991-1994

Main Duties:

Administering youth programs. Co-ordinating workshops/seminars for the youth. Mobilizing the youth for the cause of action. Representing youth at the conference or meetings.

2.Field Attachment- kenyatta National Hospital Nairobi. April 2001

Main Duties:

Counseling the patients particularly those infected with HIV/AIDS. Feeding them with the word of God and praying for them

3.Urban Experience. Kibera Community Self Help Program (KICOSHEP) Nairobi – Kenya January 02.

Main Duties:

Visiting the center of those infected with HIV/AIDS. Offering pastoral care and counseling for those infected and affected with HIV/AIDS. Doing some

practical works to those infected with HIV/AIDS. Feeding them with the word of God and praying for them.

4. Chairman of the International Students at St. Paul's United Theological College, Limuru-Kenya 2001 –2002.

Main Duties:

Assessing International students problems. Co-ordinating and administering the activities of the International Students. Representing International students in meetings. Processing pupils pass for the International students through the college administration.

SOFTWARE AND LANGUAGES

- ❖ Experience in Windows, Internet, E-mail and Ms Word, Ms Excel and PowerPoint.
- ❖ English, Arabic, Swahili, Mundu, Zande and Baka.

REFEREES

Dr. Esther Mombo , Academic Dean
St. Paul's United Theological College
Private – Bag, (Limuru – Kenya)
Tel: 0154-73157/73162/73063 Email:
academidean@stpaulslimuru.ac.kenya

Ms Sue Maskell
Director of Operations/HR
UK OFFICE - Saferworld
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