

***THE EFFECT OF PROCUREMENT PRACTICES ON PROJECT
IMPLEMENTATION AT FAMILY GUIDANCE ASSOCIATION
OF ETHIOPIA***

***A RESEARCH PAPER SUBMITTED TO THE SCHOOL OF GRADUATE
STUDIES OF JIMMA UNIVERSITY TO UNDERTAKE A RESEARCH IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE
OF MASTERS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT***

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JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

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*A thesis submitted to the school of graduate studies of Jimma
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management*

JIMMA UNIVERSITY

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT
PROGRAM (LSCM)**

JUNE 18, 2021

JIMMA, ETHIOPIA

CERTIFICATION

This is to certify that the research paper entitled “*the effect of procurement practices on project implementation at family guidance association of Ethiopia.*” submitted to Jimma university for the award of the degree of masters of logistics and supply chain management and is a record of confide research paper work carried out by Mr. HunatuAbdisa, under our guidance and supervision. Therefore, I hereby declare that no part of this research paper has been submitted to any other university or institutions for the award of any degree or diploma.

Main Advisor’s Name

Date

Signature

Co-Advisor’s Name

Date

Signature

DECLARATION

I hereby declare that this research paper entitled “*the effect of procurement practices on project implementation at family guidance association of Ethiopia.*” has been carried out by me under the guidance and supervision of my main advisor Zerihun Ayenew (PhD, associate professor) and co advisor Mr. Abera Jaleta (Lecturer).

The research paper is original and has not been submitted for the award of any degree or diploma to any university or institutions.



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Abstract

The main purpose of the study was to evaluate the effect of procurement practices on project implementation at family guidance association of Ethiopia. Procurement practices include Procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics. Descriptive and Explanatory research design was used to examine the relationship between procurement practices and project implementation of the case organization. Both quantitative and qualitative research approaches was used in the study. Target population of the study was 120 employees of family guidance association of Ethiopia. The whole Population (Census) was used for the study. Primary data and secondary data were used as a source. Questionnaires was distributing to 120 employees of the organization was conducted with four management staffs of the organization to gain the management's view and make the data more comprehensive. The collected data was summarized and analyzed using descriptive and inferential statistics using SPSS version 20. The major research findings were all the independent variables of procurement practices were found to have a positive and significant correlation with the dependent variable which is project implementation. The ANOVA test result showed that, the model fit significantly. The multiple linear regression analysis revealed that, all the independent variables (Procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics) have statistically significant relationship to predict project implementation. Procurement planning and vendor selection process accounts the largest share to explain the variation of project implementation. The study recommends that the organization should enhance their procurement practices in order to become more efficient in their project implementation.

Key words: Procurement, Project implementation, Procurement Practice.

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LIST OF ACRONYMS/ABBREVIATIONS

ANOVA.....	Analysis of Variance.
DANIDA.....	Danish International Development Agency
EFPPAA.....	Ethiopian Federal Public Procurement and property Administration Agency.
EU.....	European Union.
GDP.....	Gross Domestic Product
FGAE.....	Family Guidance Association of Ethiopia
ICT.....	Information Communication Technology
IFC.....	International Finance Corporation.
KPIs.....	Key Performance Indicators.
NGO.....	Non-Governmental Organization.
SIDA.....	Swedish International Development Cooperation Agency
SNNPR.....	Southern Nations, Nationalities, and Peoples Region
SPSS.....	Statistic Package for Social Science.
SWAO.....	South West Area Office
UNOPS.....	United Nations Office for project services.
USAID.....	United States of America Aid for Development.
VIF.....	Variance Inflation Factor

CHAPTER ONE

1. INTRODUCTION

This chapter provided an overview of the study. It briefly discussed the background of the study, the statement of the problem, the research questions, the objectives, the significance, the scope and the organization of the study.

1.1. Background of the study

Procurement means the purchasing, hiring, or obtaining by any other contractual means of goods, works and services. Public procurement is the process of the acquisition, usually by means of a contractual arrangement after public competition, of goods, services, works and other supplies by the public entity. And Procurement” means obtaining goods, works, consultancy or other services through purchasing, hiring or obtaining by any other contractual means (EMI,2007).

Purchasing is a business or organization attempting to acquire goods or services to accomplish its goals. Although there are several organizations that attempt to set standards in the purchasing process, processes can vary greatly between organizations. Typically, the word purchasing is not used interchangeably with the word procurement, since procurement typically includes expediting, supplier quality, and transportation and logistics in addition to purchasing (COMESA and ECRCP, 2011),

According to Sollish and Semanik, (2012) procurement practices are a set of activities undertaken by an organization to promote effective management of its supply chain. Its proper practices lead to competitive purchase and getting quality materials. The main goals of procurement practice are related with quality, financial and technical risks reduction, reducing cumbersome, ignorance in procurement practice and creating integrity in the organization and safeguarding from competition (Walter et al, 2015). Procurement is also vital to organizations and its strategies have become part of a business success. It boosts efficiency and competitiveness and to realize these, it is vital to give emphasis about the

strategic factors that affect the performance of the procurement function.

Procurement is directly linked to program/project activity and also to cash budgets. Please be aware that developing a procurement plan is essential to your project's success (Girma 2016).

Donor organizations and development agencies view projects as important vehicles to achieving stipulated objectives and targets (Peter and Jane (2015)). According to Antill, (1974), cited in Peter and Jane (2015), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended.

Brown & Hyer (2010), explain that projects possess certain characteristics that distinguish them from any other activity in the organization. These include the fact that projects are temporary-meaning that any project will have a start date and end. Projects implemented by NGO's involve the use of donor funds to achieve specific objectives for the benefit of the public.

The procurement planning and tendering processes had an impact on duration taken to execute works, services or goods to be delivered as well as quality and cost of the acquired goods, works or services (Peter and Jane 2015).

According to the Federal Democratic Republic of Ethiopia Charities and Societies Agency, NGOs found in Ethiopia are licensed and regulated by Ethiopian Charities and Societies Agency. Organizations supplement government efforts to improve the living standards through implementation of diverse donor-funded projects. However, majority of such donor-funded projects often run into hurdle in the course of implementation. Most of these hurdles relate to procurement policies and the need to adhere to service delivery.

Public entities are required to adopt and adhere to the procurement policies and regulations as stipulated in the public procurement regulations, NGOs do not ascribe to the public procurement regulations. Instead, NGOs are free to adopt procurement policies as set by different donors.

This means there cannot be uniformity in procurement practices of such NGOs and as a result,

execution of common procurement procedures often yields varying degrees of success in project implementation (Peter and Jane 2015).

According to Bob Engel (2011 cited in Grace 2014), the direct link of operational efficiency, and particularly the supply chain, to the overall organizational performance therefore, make the adoption of best practices crucial to today's organizational success. The study of best procurement practice and how they can be effectively integrated into the organizational strategy is therefore valuable to today's business leaders.

At country level, a study was conducted by Sisay (2015), on the impact of public procurement on project operational performance in case of three federal institutions. The study concluded that procurement planning, procurement control and monitoring impacted project operational efficiency. Though Sisay studied two variables of procurement practices and project operational efficiency, he didn't look into other variables which affect the project implementation. While Worku (2014) studied on the effects of public procurement on public financial management and he concluded that ministry of Education of Ethiopia is not considering the best value for money principles in public procurement while they are making procurement decision. However, there is lack of studies on the effect of procurement practices on project implementation in non-governmental organizations. This indicated the research gap. The study was conducted the effect of procurement practices on project implementation at family guidance association of Ethiopia.

1.2. Statement of the Problem

In many public institutions, as Njeru (2015) stated, inefficient utilization of public money, non-agreement with procurement policies, non-transparency and lack of accountability, poor quality goods and services and the absence of effective cost minimization of procurement expenditures have been observed. The trend of most public institutions is just focusing on the symptoms, finding the root causes of these problems are at the early stage.

According to Kagendo (2010 cited in Peter and Jane 2015), Major international development partners such as the world Bank, USAID, EU, IFC, DANIDA, SIDA and others

Comment [u3]: Not stated well. What is required (ideal practices in procurement), reality... how many projects failed due to lack of appropriate procurement. Practices? then the case of this specific org...

exert enormous influence on national and international approaches to project development and implementation. Studies show that there have been important procurement-related challenges that lead to poor project implementation, and this is a global phenomenon. Chandra (2008) asserts that time and cost over-runs of projects are very common in India, particularly in the public sector, which often culminate in projects becoming uneconomical, and resources not being available to support other projects. This affects economic development. This view is supported by Oladipo (2008), in a study on local government projects in Nigeria, in which he identifies four key constraints to effective public projects planning and implementation, namely; inadequate quality manpower, scarcity of data, inadequate finance and poor project monitoring. The consequences of gaps in implementation are obvious and unlimited, ranging from wastage of the limited public resources, inadequate service delivery to the public to impeding economic development of the country with the ultimate result of perpetual high poverty levels among the world's majority population (Chandra, 2008).

Many nongovernmental organizations are failure to achieve success due to procurement system which is characterized by several challenges among them. Organizations can achieve successful procurement execution by developing effective procurement planning, vendor selection, contract monitoring and control, communication as well as ethical practices and others.

However, in an annual meeting conducted in March 2019 at Adama, and an Audit report of March 2019 indicated that, the procurement unit of FGAE is not implement its procurement practices effectively and this may be a major factor for not executing projects effectively and efficiently. It is clear that execution of the procurement function has an impact on the outcome of donor funded projects. In Ethiopia, the number of studies on procurement of Public Universities are almost negligible and even the existing ones have limitations besides their strengths. For instance, a study by Chekol (2014) the variables used is limited in number and policy related factors were not seen. They did not also see the effect of those variables in public Universities of Ethiopia too. And the findings cannot be generalized to all higher

institutions or Universities in Ethiopia

Comment [u4]: Why focused on public universities? Same to NGO?

Therefore, considering the issues conducted in meeting, the researcher was tried to analyze the effect of procurement practices on project implementation in Family Guidance Association of Ethiopia.

1.3. Research Questions

The research questions for the study were:

Comment [G5]: One question about

1. How does procurement planning affect the project implementation in family guidance association of Ethiopia?
2. How does the vendor selection processes affect the project implementation in family guidance association of Ethiopia?
3. What is the effect of contract monitoring and controlling in the project implementation in family guidance association of Ethiopia?
4. How does adoption of information communications contribute to the project implementation in family guidance association of Ethiopia?
5. How does a procurement ethic affect the project implementation in family guidance association of Ethiopia?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of the research is to examine the effect of procurement practices on project implementation in Family Guidance Association of Ethiopia.

1.4.2. Specific Objectives

Specific objectives of the research were including:

1. To analyze the effect of procurement planning on projects implemented in family guidance association of Ethiopia.
2. To evaluate the effect of the vendor selection process on projects implemented in family guidance

association of Ethiopia.

3. To find out the effect of contract monitoring and control on projects implemented in family guidance association of Ethiopia.

4. To determine the effect of adoption of information communication on projects implemented in family guidance association of Ethiopia.

5. To determine the effect of procurement ethics on projects implemented in family guidance association of Ethiopia.

1.5. Significance of the Study

The findings of this research may help Family Guidance Association of Ethiopia to identify the procurement practices which affect the project implementation and to fix the problem with remedial action. It is also expected that from the findings of this study, family guidance association of Ethiopia may put in place appropriate measures to improve procurement practices affecting project implementation. Similarly, it provides an opportunity to compare the academic theory with procurement practice at the ground and gain deep knowledge in the concepts of procurement practices.

It may help procurement unit know how to best deliver in order to improve their performance. The study may serve as a reference for other researchers who are interested in conducting studies on related issue.

In addition, the researcher study could be of important to procurement and project professionals in various sectors since it would add a body of knowledge of factors of procurement practices on project implementation.

1.6. Scope of the Study

Family guidance association of Ethiopia implements its projects in, All Regions except Benishangul Gumuz regions. It would have been comprehensive to include Area office staffs as part of the study. However, due to remoteness of the areas, employees of those regions which are located outside SWAO are not considered in the study. Theoretically, there are many factors which

affect project implementation, but to cope up with the available time and resource constraints, the study scope was limited to the effect of procurement practices on project implementation in family guidance association of Ethiopia.

1.7. Organization of the study

The research paper was organized according to the following chapters. The first chapter starts with presenting background of the study, statement of the problem, objective of the study, significance of the study, and scope of the study. Chapter two shows literature review was conducted on relevant studies. Chapter three describes the research methodology that was used for this study. The fourth chapter includes data analysis, and discussion of the results. The last chapter is about summary of major findings, conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

The chapter concludes by presenting the theoretical, empirical and conceptual framework that was guided the proposed study.

2.1. The Concept of Procurement

Procurement is an internationally recognized profession. It has evolved from a simple buying function to become recognized as a professional role. Procurement officers and those acting in, or supporting that function, are in a special position of trust and are held to high standards of professionalism. Development of professional and ethical competencies of procurement officers is recognized as an important component of the procurement reform process. Procurement officers operate within a complex environment. They are subject to pressure from end-users seeking rapid response or a specific technical solution, from suppliers seeking invitations or contracts, from donor representatives or the public seeking explanation for the use of the funds, and by anyone who thinks they detect a lack of transparency or other weakness in the process (Federal Public Procurement Directive, 2010)

Procurement implies the acquisition of goods or service in return for a monetary or equivalent payment including borrowing or leasing and its wider term than purchasing, which is a process undertaken by the organization unit that, either as a function or as part of an integrated supply chain, is responsible for procuring or assisting users to procure, in the most efficient manner, at the right time, the right quality, the right quantity, at the right price and the management of suppliers, thereby contributing to the competitive advantage of the enterprise and the achievement of its corporate strategy (Lysons and Farrington 2006). According to Article 2/5 of Ethiopian Federal Public Procurement and Property Administration Agency proclamation No. 649/2009 (EFPPAA), "Procurement means obtaining goods, works, consultancy or other services through, purchasing, hiring, or obtaining by any other contractual means; procurement encompasses the whole process of acquiring goods and services. It begins when an agency has identified a need and decided on its

procurement requirement. Procurement continues through the process of risk assessment, seeking and evaluating alternative solutions, contract award, delivery, payment for the goods and services where relevant, the on-going management of a contract and consideration of options related to the contract, Procurement also extends to the ultimate disposal of property at the end of its useful life (Waters 2004).

Similarly, procurement is a process of the acquisition of property, plant, equipment, goods, works or services through purchase, hire, lease, rental or exchange from any source (UNOPS 2010). Additionally, it is the process of different type of acquisition (e.g. leasing, rental, contracting) as well as the associated work of identifying and selecting suppliers, negotiating, agreeing terms, expediting, monitoring suppliers and contracting as well as the associated work of identifying and selecting suppliers, negotiating, agreeing terms, expediting, monitoring suppliers performance, analyzing orders, materials administration, and developing purchasing systems performance, analyzing orders, materials administration, and developing purchasing systems (Robert et al 2010).

According to the World Bank report (2003) public procurement is a key economic activity of government that represents significant percentage of gross domestic product (GDP) generating a huge financial flow estimate on average at 10 to 15 percent of GDP across the world. In developing countries, public procurement is increasingly recognized as essential in service delivery and it accounts for a high proportion of total expenditure (Basheka & Bisangabasaija 2010). According to Akech (2005) cited in Basheka and Bisangabasaija (2010), public procurement accounts for 60% in Kenya, 58% in Angola, 40% in Malawi and 70% of Uganda's public spending.

2.1.1. The Functions of Procurement Department

According to the Lyons (2006), the classic definition of the overall procurement function is to obtain materials of "the right quality in the right quantity from the right source delivered to the right place at the right time at the right price". He argued further that, an expanded statement of the procurement function for a manufacturing or service organization would be along the following lines: make the maximum contribution to the competitiveness, profitability and survival of the organization, ensure continuity of supplies

to meet the requirements of production and all other functions, buy industrial equipment, materials, supplies and services at the lowest cost commensurate with acceptable standards of quality and delivery, ensure that investment in inventory is at lowest level compatible with safety, keep losses in inventory arising from duplication, waste deterioration, obsolescence or pilferage to a minimum and dispose of surplus items on the most favorable terms, build up supplier goodwill by such means as fair dealing, the provision of cooperation and assistance and prompt payment, and integrate the purchasing activity with all related functions of the undertaking by working in close collaboration with those function especially concerning the interchange of information and expertise etc.

2.1.2. Benefits from Good Procurement Activities

According to Robert et al (2010), good procurement activities provide the following benefits: Provides efficient services to internal customers (who are all the internal users for whom materials are acquired), gives reliable flow of materials in to an organization, ensuring that they are available when needed, identifies and selects the best suppliers and develops good relations with them, encourage product innovation and improvement, through co-operations with suppliers, improved product quality, by using the best available suppliers and materials, negotiation good terms that reduce the unit cost of purchased materials, encourage the use of standard and ready available materials, again reduce costs, reduce the amount of stock needed to cover for uncertainty, gives fast flow of material through the supply chain, again reducing the stock, allows more flexible operation and better service to customers.

2.2. Procurement Procedures

According to Moncska et al (2010) procedures provide guidance to staffs what to follow in the execution of activities put constraints on behavior and show how the procurement function should work to achieve strategic objectives. Organizations need standard procurement procedures which cover all aspects of the procurement cycle, including supplier selection, contract negotiations, order placement and payment (Ouma and, 2014).

2.2.1. Need Identification

Procurement is done to desire for what is desired and to accomplish a specific task. Given that resources are always scarce, the task to be accomplished should be important to an organization (Shaw et.al 2010).

2.2.2. Planning and Specification of goods or services required

Once the needs have been identified, the procurement departments should develop or communicate a plan on how to deliver the service or goods required. The plan must develop in collaboration with the other functions within the organization, so that it is integrated in to the organization's strategy and therefore provided for adequately.

To be able to purchase the right goods or services, the specifications of what the organization needs must be clear. These specifications are used to communicate to the supplier what is needed and what should be supplied. It is therefore, important to have clear, precise and accurate specifications. Most organizations have standard specifications for the most regularly procured items and services such as medical and construction (Shaw et.al ,2010).

2.2.3. Sourcing, Awarding and Supplier Management

Maurer(2004) said that, sourcing is the process of identifying sources of supply that can meet the organization's immediate and future requirements for goods and services. The sourcing process adopted will depend on the situation and on the time available to carry out sourcing. For instance, in a sudden on-set emergency the need to respond quickly to the emergency will mean there will be limited time to gather sourcing information and approve suppliers; therefore, an organization may make use of existing suppliers.

2.3. Steps in the Sourcing Process

2.3.1. Market Enquiry

The process of inviting and evaluating tenders or quotations will vary depending upon an organization's own internal procedures.

2.3.2. Evaluation and Awarding

The evaluation of tenders and awarding of contracts to suppliers is an important phase of the procurement process (Maurer 2004). It is the process that determines the actual quality, reliability, delivery, etc of the goods and services.

According to Maurer (2004), the procurement department coordinates the following: analyzing and evaluating the bids against set criteria, specification requirements and presenting the analysis to procurement appointed committee, verification of supplier capability and quality control/assurance processes, reviewing product inspection results where necessary, verification of technical evaluation reports where applicable, negotiates with vendors where it is recommended by the committee, and placing orders and expediting the delivery.

2.3.3. Placing Orders and Contracting

After evaluating and awarding the tender, the next step in the process involves placing orders for the goods or services with the supplier establishing contracts which need to be sent to suppliers, in emergency situations the approval levels and limits are adjusted, based on an approved process, to speed up the process of acquiring goods and services. Under normal circumstances, the approval processes, may be more elaborate. The orders establish contractual relationships between the organization and the supplier (Shaw et al, 2010).

2.3.4. Expediting/Progressing

Once the order is placed and the supplier has confirmed receipt and agreed to the contract terms and conditions, the role and the amount of work that staff in procurement have to undertake will be affected by the performance of the suppliers. The continuous monitoring enable the organization to pick out breakdown points in the system and quickly identify solutions Shaw et al (2010).

2.3.5. Delivery and Return

Lewis and Roehrich (2009), argue that procurement only facilitates delivery through expediting for timely delivery and trouble-shooting returns. The physical receipt and inspection of goods takes place at the delivery

point. In addition, whoever is responsible for accepting delivery and inspecting the goods should understand the procedure to follow in the event that there are any problems or discrepancies. For certain goods or commodities an independent inspection company may be used to check the quality of the goods (Shaw, 2010).

2.3.6. Payment

When goods or services are received and accepted into stock, procurement then facilitates payment of the supplier by providing necessary documentation to the finance department. Orders are normally generated in procurement, as the goods are delivered in the warehouse and transported to final distribution points; additional documents are generated in the process to support transactions. All these documents are finally consolidated to support vendor payments (Shaw, 2010).

2.3.7. Records of Procurement Documents

According to the proclamation (2009), public bodies shall have to maintain records and documents regarding the procurement, the record shall include the following: a brief description of the procurement, the invitation to bid, the name and address of the supplier that submitted bids, the evaluation criteria stipulated and a summary of the evaluation and comparison of bids. Information on the proceeding of any decisions rendered where a complaint against a procurement process is lodged and the ground for using procurement procedure other than open bidding.

2.4. Procurement Practices

2.4.1. Procurement Planning

Bureaucratic mechanisms are controlled by a comprehensive system of formal rules and standard operating procedures that shapes and regulates the behavior of divisions, functions and individuals. (Moncska et al, 2010) noted that the procurement function has a significant impact on business performance. As a result, traditional procedures are becoming obsolete in modern organizations. Finally based on (Eriksson and Westerberg, 2011), procurement perceptions are affected by the existing organizational structure, quality of internal communication system, past experience and resources available. Without elaborate and effective

procurement procedures, government policy objectives would fail to meet the desired objectives. Procedures are operating instructions detailing functional duties or tasks.

Basheka (2008) said planning is a process that consists of many steps and planning is not concerned with future decisions but rather with the future impact of decisions made today. The interview and document review result found out, Project implementation required goods or services according to the project plan and if procurement process was made effectively and efficiently, it improves the performance of the project implementation in the organization otherwise if procurement process is not made accordingly project implementation was negatively affected. This study found out that the problems of goods and services not procured on time is because of procurement planning. i.e. incomplete procurement plan, unplanned procurement requisition, plans which are not considered market price, not participating qualified staffs on procurement plan, lack of standard lead time for goods and services procured are influences of procurement process which affect the project implementation. The research conducted by Juma and Simba (2017) confirmed, lack of procurement planning could result in increased costs of project, scope creep, increased project risk and variations.

2.4.2. Vendor selection Process

Vendor selection process affect project implementation in the sense that, if request for quotation or bid document is not prepared and invited appropriate vendors on time, evaluation of bid took long time, unqualified staffs participating in vendor selection process, if the organizations don't have organized list of vendors and lack of clear vendor selection process lead to wastage of time and resource in the organization. Effective and efficient vendor selection process can only be achieved by keeping organized list of vendors' data, timely preparation of request for quotation, on time evaluation of bid documents, participating qualified staffs on vendor selection process, and use a clear vendor selection procedure. The findings are in line with the findings of a research conducted by Basara (2014) which established that lack of effective procurement process could equally lead to failure and the procurement issues should be prioritized during project implementation.

2.4.3. Contract Monitoring and Control

A complaint against an act or omission by the public body shall in the first instance be submitted to the head of the public body. If the head of the public body doesn't issue a decision within ten (10) working days or if the candidate is not satisfied with the decision of the head of the public body, the candidate is entitled to submit a complaint to the Bard within seven (7) working days from the date on which the decision has been or should have been communicated to the candidate by the public body (MoFEC, 2010).

The vendor and the organization shall maintain according to the required terms and condition, identified and reported items missed and defects on time, goods or services fulfill the specification, contracts monitored regularly against their standard, and if the organization ensure the relevant controlling system in the organization affect project implementation. The finding was supported by research conducted by Nantage (2011) which established the effect of procurement management on the financial performance of the banks in Uganda conforms that procurement control and monitoring positively affect the performance of the bank.

The Federal Democratic Republic of Ethiopia Ministry of Finance and Economic Development Public Procurement and Property Administration Agency (2011) Effective management of contracts is essential to ensure that the objectives of the procurement process are achieved and that all contractual obligations and activities are completed efficiently by both parties to the contract. The Procurement Unit must ensure that routine monitoring of all current contracts is maintained so that swift remedial measures can be taken when problems arise, or preventative action taken when problems are foreseen.

2.4.4. Adoption of Information Communication

Procurement processes using information technology are able to shorten the time taken to share and process information. Use of information technology in procurement enables the coordination of business processes both within and outside the organization. Examples include; electronic ordering, online catalogue and online payment. Organizational performance is enhanced by improved productivity and faster response times. Real time communications also enable faster transactions and saves on time. Electronic procurement allows ordering and approval of all transactions in a shorter time span compared to manual requisitions (Lewis and Roehrich, 2009).

Information communication technology (ICT) is a part of technological issues in which most companies or institutions are now using it widely. It helps to give excellent service and easy access of information. Nyambura and Mwangi, (2015) in their study on the factors influencing donor funding, they found out that technology has a significant effect on the procurement process.

Clear information communication policy, proper communication among end users, procurement staffs and vendors, advanced technology usage in procurement process are information communication factors affect project implementation, also confirms that if information communication in the organization is good enough and supported by information communication technology it improves the project implementation otherwise negatively affect the project implementation. The finding was supported by a research conducted by Ngugi and Mugo (2012), the internal factors affecting procurement process of supplies in the public sector confirms that, information communication affect procurement process of health care supplies in public sector.

2.4.5. Procurement Ethics

Procurement ethics affect project implementation in the sense that lack of moral principles governing in the work place, employees not behaves honorably in all aspect of work and professional activity, procurement activities are not conducted ethically and in accordance with policy and procedure. The effective procurement ethics can be achieved by maintaining the moral principles governing employees in the work place, employees behave honorably in all aspect of work and professional activity, treat suppliers fairly and in unbiased manner, procurement activity can carried out transparently and procurement activities are conducted ethically and in accordance with policy and procedure. The Procurement ethics promote positive supplier relationships, honestly and with fairness to all participant's influence lowering operational cost of the organization, and professionalism in procurement improve organization quality supply for improving the performance of project implementation. The finding was supported by a research conducted by (Ngugi, 2012) the internal factors affecting procurement process of supplies in the public sector confirms that ethics affect procurement of health care supplies in public sector to a great extent.

2.5. Review of Empirical Studies

It appears that during the past few years purchasing has begun to play an ever more important role in the strategy of the firm (Ellram 1994); Carter and Narasimhan (1996) in order to thrive, managers have begun to rethink their competitive priorities and their value chain. Increasing numbers of organizations have recognized that effective purchasing holds the potential to transform their competitive performance for the better. It is generally agreed that purchasing has evolved from a clerical buying function into a strategic business function that contributes to the competitive position of companies (Ellram (1994). Carter and Narasimhan (1996), empirical evidence indicates that firms can indeed obtain competitive advantage by managing supplier relations.

According to Nantage (2011), the research on the effect of procurement management on the financial performance of banks in Uganda with a case study of FINA Bank Uganda Ltd. Specifically the study reviewed procurement planning, control and monitoring and how they affect the performance of the banks. It was hypothesized in the study that procurement planning, controls and monitoring positively affect the performance of the banks. The key findings of the study indicated that the three procurement management attributes i.e. procurement planning, controls and monitoring positively affect the performance of the bank. This was because there were significant relationships that were established from the study between these variables and the financial performance of the bank.

According to Ayitey (2012) who investigated the extent to which the implementation of the public procurement reform affects the performance of public entities. This study explores the major issues involved in public procurement in Ghana and analyses the potential impact of this reform on public procurement organizations performance. The finding shows that there is a relationship between performance and principles of compliance within the public procurement reforms.

Ngugi and Mugo (2012), did a study on the internal factors affecting procurement processes of suppliers in the public sector; a survey of Kenya government ministries. The findings revealed that accountability, ICT adoption and ethics affect procurement process of health care supplies in the public sector to a great extent. The study therefore recommended that adequate control should be put in place reducing opportunities for corruption.

Kusi et al (2014) conducted a study on assessment of public procurement policy implementation in educational sector with the objective to review the key principles, accountability and structure of budgeting system in Thailand. Descriptive survey design was adopted in the study. The findings of the study proved that Takoradi Polytechnic uses the Ghana Public Procurement Act 663/2003 in its procurement of goods, works and services from suppliers through the established procurement unit of the institution. However, there were some major challenges such as excessive bureaucracy, cumbersome documentation processing, inadequate storage facilities and others; and it is incumbent on the public procurement authority to intervene to curtail some of the challenges even as the polytechnic performs certain internal interventions to counter such challenges in the procurement cycle.

Mamiro(2010),inhisfindinggiveemphasistothesefactsandconcludesthatoneof the majorsetbacksinpublic procurementispoorprocurementplanningandmanagementofthe procurementprocesswhichincludeneedsthatare notwellidentifiedandestimated, unrealisticbudgetsandinadequacy ofskillsofprocurementstaff responsiblefor procurement.Similarly,Kakweziet.al,(2010),arguesthatprocurementperformance isnot usually measuredinmostprocuremententitiesascomparedwiththehumanresourceand financefunctions.Theyconcludeintheirfindingsthatfailuretoestablishperformanceof the procurementfunction canlead toirregularandbiased decisionsthat havecostly consequences toanypublicprocuringentity.

Similar studies in our country; the study conducted on public procurement practice and challenge on selected public organization in Ethiopia indicated presence of gaps starting from need identification, procurement selection method, and planning method. Again, this finding indicates procurement budgets are not utilized effectively. In its elastration this study directs, the stated gaps are caused by lack of skilled man power, presence of single procurement agency and absence of transparency in the contract administration procedure. Further this study compared and concluded that procurement procedure in Ethiopia is similar to the three east African countries (Abehodie et al, 2017).

Getnet (2014) in his paper on public procurement reform in Ethiopia to identify factors leading to effective public procurement implementation in the country with particular reference to Amhara Regional Bureaus and other government institutions found in Bahir Dar town. The data had been analyzed using multiple

linear regression method. The findings indicate that familiarity in public procurement rules and regulations, transparency in public procurement processes, ethics in public procurement and efficiency in public procurement processes have a positive and statistically significant impact on effective public procurement implementation. The accountability in public procurement, though have positive associations with effective public procurement implementation, did not have a significant impact on effective public procurement implementation.

2.6. Research gaps

Therefore, this study had been conceived by the limited scientific literature documenting the relationship between the effect of procurement practices on project implementation in non-government organization and factors such as procurement planning, vendor selection process, contract monitoring and control, adoption of information communication as well as procurement ethics.

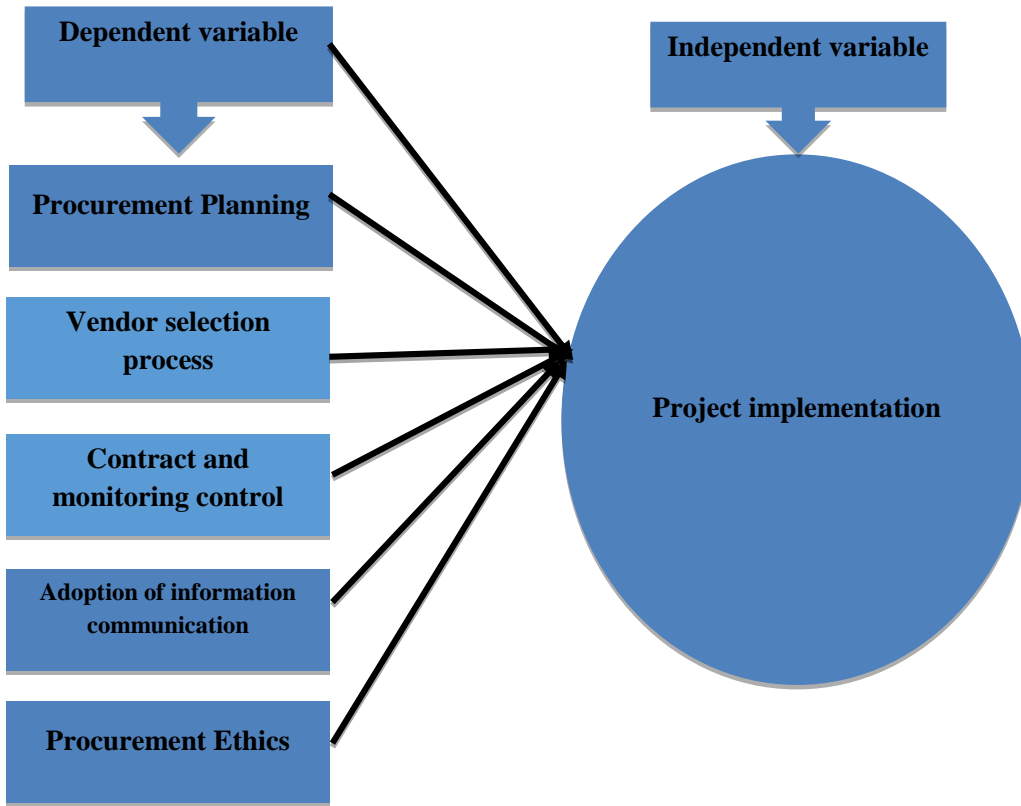
2.7. Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure subsequent presentation (Bogdan and Biklen 2003).

Based on the literature review, a conceptual framework for this study was developed as shown in Figure 1 below. The major objective of the research is to evaluate the effect of procurement practices on project implementation in Family Guidance Association of Ethiopia. Project implementation is a function of several variables presented as dependent variable and procurement practices as independent variables comprised of procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics.

The conceptual framework below illustrates the relationship between the independent variables on one hand and the dependent variable on the other. As reviewed in literature parts of measurements for procurement practices are procurement planning, vendor selection process, contract monitoring and control, adoption of information communication as well as procurement ethics. In this study these variables are independent variables which influence the dependent variable which is project implementation.

Figure 1: Conceptual Framework



Source: This model is adapted and modified from Kiage, J.O. (2013).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research design and approach

Kothari(2004) statedthatthe researchdesignisthe conceptualarrangementwithinwhich theresearchconducted;itconstitutestheblueprintfor thecollection,measurementand analysisofdata.Therefore,thisresearchhasadapteddescriptiveandexplanatory(Cause and effect)researchdesign to analyzethe data. Adamset.al.(2007),statesthatexplanatory researchdescribesthephenomenaaswellas explains why behavior is the way itis. AccordingtoKothari(2004),mixedresearchmethodisdefinedasthe classofresearch welfare theresearcher mixesor combinesquantitative andqualitativeveresearchapproaches. The quantitativeresearchinvolvesthegenerationofdatainquantitativeformwhichcanbe subjected torigorousquantitativeanalysis in a formal andrigid manner. Qualitative researchapproachisconcernedwithsubjective assessmentof attitudes,opinionsand behavior.Forthisparticular researchbothquantitativeandqualitativeveresearchapproaches wasused.

Comment [G6]: Citation-why?

3.2. Target Population

Hairetal.(2010), targetpopulationissaidtobe a specifiedgroup of people or objectfor whichquestionscanbeaskedorobservationmade todeveloprequired datastructuresand information.Targetpopulationreferstothe larger populationtowhichtheresearcher ultimatelywouldliketogeneralizetheresultsofthestudy(Mugenda2003).Thetarget populationofthe study was120 staff of Family Guidance Association ofEthiopia working in SWAO comprisedofClinic Managers,program Coordinators,Cluster Managers, procurement officers,Administrationofficers,Financeofficers& Grants,Operationsofficers,and Administrationassistants. The distributionof these categorieswiththeir size issummarized on the followingtable:

Table 1: Target population

Respondents	Number of Employees
Directors	8
Project Managers	14
program support Managers	8
Procurement officers	6
Administration officers	11
Finance officers & Grants	14
Project technical staffs	48
Administration Assistants	11
Total	120

As the table 1 above shows, the study was focused on both the program and the program support staffs as they were affected directly or indirectly in procurement practices and project implementation of the organization.

3.3. Population Census

The researcher had employed the census method because as the whole population of employee respondents. Census method refers to the complete enumeration of a universe. A universe may have a place, a group of people or a specific locality through which we collect the data. South West Area Office Family Guidance Association of Ethiopia Human resource data (2021) indicated that all 120 employees of the organization working on program and the program support staffs have directly and indirectly affected by procurement practices and project implementation in the organization. For this study, the researcher was used the entire population (Census) to collect the data because the population size was affordable and the researcher can be able to contact all the respondents.

3.4. Sources of Data

The source of the data was both primary and secondary. Primary data was collected through questionnaire from employees of family guidance association of Ethiopia working based on different departments and positions. While secondary data was collected through document review from family guidance association of Ethiopia manuals, reports of the organization.

3.5. Data Collection Instruments

To collect primary data, the researcher had used structured questionnaires of data collection where structured questionnaire was administered to members of Family Guidance Association of Ethiopia Directors, project managers, program support managers, procurement officers, Administration officers, Finance officers & Grants, Operations officers, and Administration assistants. The questionnaire was measured by five-point Likert scale anchored by 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. A Likert scale is an ordered scale from which respondents chose one option that best aligns with their view. It is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The Likert scale has scales that assist in converting the qualitative response into quantitative values (Mugenda & Mugenda, 2003). The researcher required to use these instruments because it was easy to analyze since they were in an immediate usable form. This was also economical to use in terms of cost and time. To support/triangulate the data gathered using questionnaires.

Comment [u7]: ????

3.6. Validity and Reliability

Reliability and validity address issues about the quality of the data and appropriation of the methods used in carrying out the research.

3.6.1. Validity

Validity refers to the extent to which an instrument measures what it is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). The content of validity of the data collection instrument was determined through discussing the research instrument with the research experts in the field of study.

especially the researcher's supervisor. The valuable comments, corrections, suggestions, given by the research advisors and consultants on the subject matter assisted the validation of the instrument. According to Heale & Tulycross (2015), the term validity refers to the extent to which a questionnaire or the instrument, a concept is accurately measured in a quantitative study. After designing an instrument, validity and appropriateness of the questionnaire would be seen by advisor of this study. Also, the researcher asked feedbacks and comments from instructors. Based on the collected data, information, and comments the researcher made all the necessary amendments and eliminating of unclear words for the main study.

3.6.2. Reliability

Reliability refers to the consistence, stability, or dependability of the data. A reliable measurement is one that is repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda and Mugenda, 2008). To measure the reliability of the data collection instruments, internal consistency techniques using Cronbach's alpha was used. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization. An alpha coefficient of 0.75 or higher indicated that the gathered data are reliable as they have relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005).

Table 2: Reliability Test for independent and dependent variable

Variables	Cronbach's Alpha	Number of items
Procurement Planning	0.7550	7
Vendor Selection Process	0.7125	9
Contract monitoring and Control	0.8226	6
Adoption of Information Communication	0.7838	6

Procurement Ethics	0.7765	6
Project Implementation	0.8920	7

Source: Authors computation based on survey data, 2021

3.7. Methods of Data Analysis

The data collected from questionnaire was analyzed using data analysis tools. Verification was conducted and completed questionnaires were identified. Then the data was coded in to SPSS (Statistical package for social science).

According to the variables selected and the questions asked. The data analysis was performed using descriptive for demographic characteristics and inferential statistics for independent and dependent variables. SPSS Version 20 was used to analyze the data.

3.7.1. Descriptive Statistical Analysis

The final report of the relevant demographic characteristics of the respondent's result was illustrated through central tendency measurements (frequency and percentage) and the variables mean and standard deviation was illustrated. In addition, tabular explanation was used to present the results.

3.7.2. Inferential Statistical Analysis

In inferential statistical analysis, correlation and multiple linear regression tools was utilized. The use of these statistical tools and methods are described below:

a) Correlation

Correlation (r) was used to describe the strength and direction of relationship between two variables. All variables will be measured an interval level; Pearson correlation was used. Correlation " r " output always lies between -1.0 and +1.0 and if r is positive, there exists a positive relationship between the variables. If it is negative, the relationship between the variables is negative. While computing a correlation, the significance level shall be set at 95% confidence level with error term "value" of 0.05.

b) Multiple Linear Regression Analysis

Multiple regression analysis is a major statistical tool for predicting the unknown value of a variable from the known value of variables. And it is about finding a relationship between variables and forming a model. The model for this study was developed using independent variables of procurement practices and dependent variable of project implementation.

The multiple linear regression equation is in the form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where Y = Project implementation

β_i are coefficients to be estimated,

(x_1) = Procurement Planning.

(x_2) = Vendor Selection Processes.

(x_3) = Contract monitoring and control.

(x_4) = Adoption of Information Communication.

(x_5) = Procurement Ethics

ε = error term normally distributed with zero mean and variance.

Y is the dependent variable and X_i are the independent variables and, ε is the error term.

To enhance understandability of the result, table, and graph was used in presentation each accompanied by descriptive narrative.

3.8. Ethical Considerations

Each discipline should have its own ethical guidelines regarding the treatment of human participants on the research (Vanderstoep and Johnston 2009). The researcher had kept privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential. Accordingly, the questionnaire was distributed to voluntary participants and had a clear introduction and instruction parts regarding the purpose of the research.

CHAPTER FOUR

4. DATA ANALYSIS RESULT AND DISCUSSION

4.1. Introduction

This chapter deals with analysis of data on the findings of the study and discussion on the findings. The chapter consists of the response rate, descriptive analyses (i.e. the biographic information; mean and standard deviation of the respondents' responses) and inferential analysis which conducted to achieve the aforementioned objective.

4.2. Response Rate

The researcher distributed 120 questionnaires for employees of family guidance association of Ethiopia. As shown in table 4.1 below, out of which 120 were filled in and returned to the researcher. Among the 120 questionnaires, only 102 (85%) were correctly and completely filled in, while the rest 7 (5.83%) questionnaires were returned with incomplete responses and the remaining 11 (9.12%) questionnaires were not returned.

According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a rate of 70% and over is excellent. Based on this assertion, the response rate (85%) for the data gathering instrument was excellent. Thus, the result analysis in this study was based on data on 120 questionnaires.

Table 3: Response Rate

Questionnaire of the Research	Frequency	Percent
Questionnaire useful for analysis	102	85
Incompletely Filled/rejected Questionnaire	7	5.83
Not returned Questionnaire	11	9.12
Total Questionnaire Distributed	120	100

Source: Authors computation based on survey data, 2021

4.3. Demographic Characteristics of the Respondents

This section summarizes the demographic characteristics of the sample, which includes gender, education level and work experience. The purpose of the demographic analysis in this research is to describe the characteristics of the sample such as the proportion of males and females in the sample, education level and work experience, so that the analysis could be more meaningful for readers.

Table 4: General Respondents Profile

Respondents' characteristics	Category	Frequency	Percent
Gender	Female	61	59.8
	Male	41	40.19
	Total	102	100
Educational level	Diploma	5	4.9
	Degree	71	69.6
	Masters	24	23.5
	PhD	2	1.96
	Total	102	100
Work experience	Below 5	24	23.5
	6-10	36	35.29
	11-15	31	30.39
	16-20	8	7.8
	21 and above	3	2.94
	Total	102	100

Source: Authors computation based on survey data, 2021

The above table indicated that the respondents were asked to their gender and their response. The results showed that about 59.8 % of the respondents were female whereas only about 40.19% were male. This shows majority of the respondents were female. The study determined the working experience held by the

respondents in order to ascertain the extent to which their response could be relied up on to make conclusions on the study problem using their working experience. It was divided in to five categories. The findings show that about 35.29% were work experienced between 6-10 years whereas approximately 30.39% were work experienced between 11-15 years. About 23.5% were work experienced below 5 years and 7.8 % were work experienced between 16-20 years while about 2.94 % were work experienced 21 and above years. The respondents were asked to indicate their level of education and their response was as shown in the table. The findings revealed that about 4.9 % of the respondents had diploma whereby approximately 69.6 % had attained degree level. Also, about 23.5% had masters while approximately 1.96 % had PhD education level. Based on their education status, it can be said that the respondents have the ability to understand and respond the questionnaire.

4.4. Descriptive Statistics

This part consists of the descriptive statistics of the variables under study. The variables of the descriptive statistics were included procurement planning, vendor selection process, contract monitoring and control, adoption of information communication, procurement ethics and project implementation using mean and standard deviation using 5 point Likert scale. The respondents were asked to indicate their level of agreement or disagreement with different statements. The results are summarized by using the mean and standard deviation. The mean shows the extent to which respondents averagely agree or disagree with the statement of the independent variable. So, the higher the mean indicates that the majority of sample respondents agree with statements while the smaller mean indicates that the majority of the respondents disagree with different statements.

Table 5: Descriptive Analysis of procurement planning

Characteristics	Mean	StdDev
The organization has a clear procurementplanning policy and procedure.	2.51	0.60
The organization make standard procurementplan for all projects.	2.43	0.51
The organization use qualified staffsparticipating in procurement planning.	2.98	0.32
FGAE make procurement plan on time.	1.76	0.70
The organization make procurement planconsidering the market price.	2.39	0.97

User departments submit their request with full technical specification.	2.38	0.46
The organization forecast standard lead time in procurement plan.	1.89	0.09
Average mean	2.33	0.52

Source: Authors computation based on survey data, 2021

The findings from the above table indicated that most of the respondents who participated in this study, based on descriptive statistics the respondents were asked their opinion about procurement planning on project implementation in the organization asked the organization has a clear procurement planning policy and have standard procurement plan for all projects, the organization consider market price in planning and the organizations use qualified staffs in participating in procurement planning. The overall mean and standard deviation result of the procurement planning in the organization were 2.33 which were moderate and there was no significant variation in the response as the standard variation was 0.52 which is less than 1. This indicates that procurement planning has a factor for procurement practices not take place on time and this is one of the causes for project implementation was not done effectively and efficiently. The research conducted by Juma and Simba (2017) confirmed, lack of procurement planning could result in increased costs of project, scope creep, increased project risk and variations.

Comment [u8]: Standard or cut off? how less or how large the value.....?

Comment [u9]: How much u are confident?

Table 6: Descriptive Analysis of vendor selection process

Characteristics	Mean	StdDev
FGAE uses an organized list of Vendors.	2.10	0.92
The organization has a clear vendor selection processes.	3.40	0.94
The organization use qualified staffs participating in vendor selection processes.	3.92	0.77
The organization refers and considers past supplier performance during vendor selection processes.	2.22	0.91
The organization use quality as appropriate vendor selection criteria.	2.56	0.90
Evaluation of tenders is conducted transparently.	3.10	0.95
The vendor selection process complies with different donors rule and regulation.	2.36	0.88

Timely preparation of request for quotation for tender.	3.32	0.92
Timely evaluation of bid documents.	3.71	0.76
Average mean	2.96	0.88

Source: Authors computation based on survey data, 2021

The above table indicated that the respondents were asked their opinion on vendor selection process of the organization procurement practices as the organization has a clear vendor selection process, organizations uses an organized list of vendors, the organization use qualified staffs in participating vendor selection process, and timely evaluation of bid documents. The overall mean regarding vendor selection process was 2.96 and standard deviation result of vendor selection process was 0.88 which are moderate and there were no significant variations in the response as the standard deviation was 0.88 which was less than 1. This indicates that vendor selection process had a moderate on procuring goods and services which influence the project implementation of the organization. The findings are in line with the findings of a research conducted by Yong (2012) the procurement method as well as tendering procedure play an important role in ensuring efficient delivery of projects.

Table 7: Descriptive Analysis of contract monitoring and control

Characteristics	Mean	StdDev
The contract between vendor and the organization outline all the required terms and conditions.	3.96	0.10
Incident for items missed, defected with specification and contract are reported promptly.	3.98	0.08
Goods and services are delivered according to their specification.	3.65	0.32
Inspecting, receiving and issuing of received voucher are made on time in the organization.	1.90	0.12
Procurement contracts are regularly monitored against their standard in the organization.	2.11	0.07
Management takes the necessary steps to ensure that relevant control	2.67	0.42

systems are conducted in the organization.		
Average mean	3.04	0.18

Source: Authors computation based on survey data, 2021

As indicated in the table the respondents were asked their opinion on contract monitoring and control as the contract between vendor and the organization outline all the required terms and conditions, goods and services delivered according to their specification, incident for items missed, defected and not fulfill the specification and contract are reported on time, management takes the necessary steps to ensure that relevant control systems are conducted in the organization. The overall mean score regarding contract monitoring and control is 3.04 which are moderate and there were no significant variations in the response as the standard deviation was 0.18 which was less than 1. This indicates that contract monitoring and control in the organization has a factor of procurement practices not well done and this delay project implementation. The finding in line with supported by (Nantage, 2011) which established the effect of procurement management on the financial performance of the organization.

Table 8: Descriptive Analysis of adoption of information communication

Characteristics	Mean	StdDev
The organization has a clear information communication policy and procedure.	3.94	0.21
Procurement staff, supplier, end users communicate each other properly.	4.08	0.27
Information communication technology is integrated with procurement practice in the organization.	4.01	0.10
Procurement manager communicate the procurement strategies with employees in a friendly way.	3.85	0.96
Information Communication technology has speed up the procurement process in the organization.	3.03	0.19
Procurement staffs of FGA Ethiopia are well trained in ICT.	4.05	0.92
Average mean	3.82	0.50

Source: Authors computation based on survey data, 2021

As reflected from the above table which envisages the respondents’ response in their respondents were asked their opinion on adoption of information communication as the organization has a clear information communication policy and procedure, procurement staffs, suppliers and end users communicate each other properly, information communication technology is integrated with procurement practices and staff of procurement staffs were well trained in ICT. The overall mean score regarding contract monitoring and control is 3.82 which are moderate and there were no significant variations in the response as the standard deviation was 0.50 which was less than 1. This indicates that information communication in the organization has a factor for procurement practices to take place efficiently and project implementation needs improvement in this aspect. The finding was supported by a research conducted by (Ngugi,2012), the internal factors affecting procurement process of supplies in the public sector confirms that, information communication affect procurement process of the organization in public sector.

Table 9: Descriptive Analysis of procurement ethics

Characteristics	Mean	StdDev
The organization maintains the moral principles governing in the workers behavior.	3.43	0.83
Employees of the organization behave honorably in all aspects of work and professional activity.	3.46	0.81
The organizations code of conduct policy avoids conflicts of interest in procurement process.	3.61	0.84
Suppliers are treated fairly and in an unbiased manner.	3.53	0.86
Procurement activities were conducted ethically and in accordance with policy and procedures.	3.45	0.85
The organization Procurement process is carried out transparently.	3.55	0.80
Average mean	3.50	0.83

Source: Authors computation based on survey data, 2021

The above table shows that the respondents were asked their opinion on ethical behavior in procurement as the organization maintains the moral principles governing in the worker's behavior, employees of the organization behave honorably in all aspects of work and professional activity, suppliers are treated fairly the procurement process are carried out transparently. The overall mean score regarding contract monitoring and control is 3.50 which are moderate and there were no significant variations in the response as the standard deviation was 0.83 which was less than 1. This indicates that procurement ethics in the organization has a factor of procurement practices and project implementation needs improvements. This shows in line with (mugo, 2012) The effective procurement ethics can be achieved by maintaining the moral principles governing employees in the work place, employees behave honorably in all aspect of work and professional activity, treat suppliers fairly and in unbiased manner, procurement activity can carried out transparently and procurement activities are conducted ethically and in accordance with policy and procedure.

Table 10: Descriptive Analysis of project implementation

Characteristics	Mean	StdDev
The organization has clear policy on projects.	2.47	0.08
Projects are completed within the stipulated time.	2.57	0.27
Project managers had good technical experiences.	2.48	0.05
Project managers had a good knowledge in procurement practices.	2.18	0.04
Projects are completed in achieved the set program target.	2.27	0.18
Projects are completed within the set budget.	2.46	0.12
Project managers strive to solve problems faced during implementation.	2.31	0.20
Average mean	2.39	0.13

Source: Authors computation based on survey data, 2021

As it can be seen the above table indicates respondents were asked to put their level of agreement on project implementation in the organization that projects are completed with stipulated time, budget, the set program target, organization have clear policy on project and project managers have striven to solve problems faced during implementation. The overall mean and standard deviation result of the project implementation of the

organization were 2.18 which were moderate and there were no significant variations in the response as the standard deviation was 0.84 which was less than 1. This indicates that project implementation in the organization were not completed within stipulated time, budget, set program target. This shows supported by (Wild & Zhou, 2011) the presence of unethical procurement behavior poses great and constant risks for organizations procurement performance, it threatens the flow of goods and services needed to provide end products to consumers.

4.5. Correlation Analysis

Correlation analysis is beneficial method of exploiting relation (association) between variables. This section indicates that correlations of independent variables under measure procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics with project implementation are presented. The result of Pearson correlation is presented in the following table and interpreted by the guide line suggested by Field (2006); mentioned that the Pearson correlation coefficient shows the relationship and direction between the predictor and outcome variable. Accordingly, if the relationship is measured in the range of 0.1 to 0.29 it is a weak relationship, 0.3 to 0.49 is moderate, above 0.50 shows strong relationship; while the positive and negative sign tell us the direction of their relationship.

Table 11: Pearson correlation coefficient

Variables		PI	PP	VSP	CMC	AIC	PE
Project Implementation (PID)	Pearson Correlation	1	.827*	.776**	.607**	.655**	.691**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	102	102	102	102	102	102
Procurement Planning	Pearson Correlation	.827**	1	.780**	.493**	.570**	.638**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	102	102	102	102	102	102
Vendor Selection Process	Pearson Correlation	.776**	.780**	1	.465**	.486**	.610**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	102	102	102	102	102	102

Contract Monitoring & Control	Pearson Correlation	.607**	.493*	.465**	1	.276**	.380**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	102	102	102	102	102	102
Adoption of information Communication	Pearson Correlation	.655**	.570*	.486**	.276**	1	.521**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	102	102	102	102	102	102
Procurement Ethics	Pearson Correlation	.691**	.638*	.610**	.380**	.521**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	102	102	102	102	102	102

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

Source: Authors computation based on survey data, 2021

The above table of Pearson correlation analysis of the study variable shows that the correlation between predictor variables (i.e. procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics) and dependent variables (Project implementation). Accordingly, there is a positive and significant relationship between procurement planning and project implementation ($r = .827$, $N = 102$, $p < .001$). There is a positive and significant relationship between vendor selection process and project implementation ($r = .776$, $N = 102$, $p < .001$). There is a positive and significant relationship between contract monitoring and control and project implementation ($r = .607$, $N = 102$, $p < .001$). There is a positive and significant relationship between adoption of information communication and project implementation ($r = .655$, $N = 102$, $p < .001$). There is a positive and significant relationship between procurement planning and project implementation ($r = .691$, $N = 102$, $p < .001$). Therefore, the findings show that procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics with significance value of $P < 0.01$.

4.6. Regression Analysis Results

Regression Analysis is a statistical tool to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent variables (Kothari 2004). Besides the correlation between the research variables, it is important to assess the predictive relation between these variables. Based on the fact that correlation does not guarantee causality, the researcher examined the coefficient of the dependent

Comment [u10]: Assumptions test/regression diagnostics—normality(kernel density –F & t test) linearity,homoscedasticity(constant variance), multi-collinearity(the only one but not interpreted)--

variable through linear regression test. As can be observed from conceptual framework, the following models can be developed based on theoretical and empirical reviews.

Multiple regression analysis is an analysis of association in which the effects of two or more independent variables on a single, interval-scaled dependent variable are investigated simultaneously (William and Barry, 2010).

4.6.1. Analysis of Variance (ANOVA)

Analysis of variance (ANOVA) is a collection of statistical models and their associated estimation procedures (such as the "variation" among and between groups) used to analyze the differences among group means in a sample. Analysis of variance is based on the law of total variance, where the observed variance in a particular variable is partitioned into components attributable to different sources of variation. Also, it provides a statistical test of whether two or more population means are equal, and therefore generalizes the t-test beyond two means.

Table 12: ANOVA

ANOVA ^a						
Model		Sum of Squares	d f	Mean Square	F	Sig.
1	Regression	453.109	5	90.122	95.795	.000 ^b
	Residual	96.521	96	.946		
	Total	549.630	101			
a. Dependent Variable: Project Implementation.						
b. Predictors: (Constant), Procurement Planning, Vendor Selection process, Contract Monitoring and control, adoption of information Communication and Procurement Ethics.						

Source: Authors computation based on survey data, 2021

In the above ANOVA table shows that, the regression model overall fit can be examined with the help of ANOVA. Accordingly, the overall significance of the model presented in ANOVA table 8 above, the total variance (549.630) was the difference in to the variance which can be explained by the independent

variables (Model) and the variance which was not explained by the independent variables (error). The study established that there existed a significant goodness of fit between variables as F-test $F(5,102) = 95.795$, at $P = 0.000 < 0.01$. This indicated that the model formed between effect of procurement practices and project implementation was a good fit for the data.

Comment [u11]: What is goodness of fit means

4.6.2. Model Summary

Table 13: Model Summary

Model Summary ^b					
Model	R	R ²	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.908 ^a	.824	.816	.97277	1.955
a. Predictors: (Constant), Procurement Planning, Vendor Selection process, Contract Monitoring and Control, adoption of information Communication and Procurement Ethics. b. Dependent Variable: Project Implementation.					

Source: Authors computation based on survey data, 2021

In the model summary above table, the multiple regression coefficients R, indicates a very strong correlation of 0.908 between project implementation and the five independent variables. The adjusted r square = 0.816 reveals that the model accounts for 81.6 % of the variation in project implementation is explained by the linear combination of all the five independent variables of procurement practices (i.e. Procurement planning, Vendor selection, Contract monitoring and control, adoption of information communication and procurement ethics). The remaining 18.4% is explained by other factors giving room for further research to investigate other factors which affect project implementation.

4.6.3. Multiple Linear Regression Coefficients

Regression coefficient is to identifying the relationship between a dependent variable and one or more independent variables. A model of the relationship is hypothesized, and estimates of the parameter values are used to develop an estimated regression equation. Various tests are then employed to determine if the model is satisfactory. If the model is supposed satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables.

Table 14: Regression Coefficient

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Co linearity Statistics	
	B	Std.Error	Beta			Tolerance	VIF
(Constant)	2.217	.819		2.708	0.08		
PP	.341	.079	.320	4.298	.000	.311	3.220
VSP	.201	.063	.221	3.215	.002	.364	2.747
CMC	.225	.048	.228	4.714	.000	.736	1.358
AIC	.226	.052	.225	4.315	.000	.632	1.583
PE	.132	.051	.148	2.584	.000	.526	1.900

a. Predictors: (Constant), Procurement Planning, Vendor Selection process, Contract Monitoring and Control, adoption of information Communication and Procurement Ethics.
b. Dependent Variable: Project Implementation.

Source: Authors computation based on survey data, 2021

As it is defined in chapter three, the unstandardized coefficients (β_1 to β_5) are the coefficients of the estimated regression model. Hence, by including the error term (ϵ), the model for project implementation can be written as;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

$$Y = -2.217 + .341X_1 + .201X_2 + .225X_3 + .226X_4 + .132X_5$$

The intercept β_0 is the point on the vertical axis where the regression line crosses the Yaxis. The value of β_0 is -2.217 which means the expected value of project implementation is -2.217 when all the five independent variables assume zero value.

As it can be seen from table 10 above, the unstandardized coefficients of procurement planning is the largest value followed by vendor selection process, procurement ethics, adoption of information

communication, and contract monitoring and control ranks from one to five respectively. The larger the standardized coefficient, the higher is the relative effect of the factors to the project implementation.

The significance test of the five explanatory variables indicate that all of the explanatory variables are significant with p-value ($p < 0.01$) for predicting project implementation. All the five variables Procurement Planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics are found to be statistically significant. The beta coefficients of these factors indicate that a one-unit increase in the procurement practices will result increase in project implementation.

The regression model result revealed that, a unit increase in procurement planning by keeping other independent variables constant will lead to a 0.341 increases in project implementation at family guidance association of Ethiopia. This implies that planning **indicates** for 34.1 % of variation in project implementation. Therefore, the findings indicated that procurement planning in the organization affects positively project implementation. The regression model result revealed that, a unit increase in vendor selection process by keeping other independent variables constant will lead to a 0.201 increases in project implementation at family guidance association of Ethiopia. This implies that vendor selection process indicates for 20.1 % of variation in project implementation. Therefore, the findings, indicated vendor selection process in the organization affect positively project implementation. The regression model result revealed that, a unit increase in contract monitoring and control by keeping other independent variables constant will lead to a 0.225 increases in project implementation at family guidance association of Ethiopia. This implies that contract monitoring and control indicate for 22.5 % of variation in project implementation. Therefore, the findings indicated that contract monitoring and control in the organization affect positively project implementation. The regression model result revealed that, a unit increase in adoption of information communication by keeping other independent variables constant will lead to a 0.226 increases in project implementation at family guidance association of Ethiopia. This implies that adoption of information communication indicate for 22.6 % of variation in project implementation. Therefore, the findings, indicated that adoption of information communication in the organization affect positively project implementation. The regression model result revealed that, a unit increase in procurement ethics by keeping other independent variables constant will lead to a 0.132 increases in project implementation at family guidance association of Ethiopia. This implies that procurement ethics indicate for 13.2 % of

variation in project implementation. Therefore, the findings indicated that procurement ethics in the organization affect positively project implementation.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter includes summary of the major findings, conclusion drawn from the findings and the study recommendation.

5.1. Summary of Findings

The descriptive statistics of the variables under study results were, firstly the overall mean and standard deviation result of the procurement planning in the organization were 2.33 which were moderate and there was no significant variation in the response as the standard deviation was 0.52 which is less than 1. This indicates that procurement planning had one factor for procurement practices not take place on time and this is one of the causes for project implementation was not done effectively and efficiently. Secondly, the overall mean regarding vendor selection process was and standard deviation result of vendor selection process was 2.96 which are moderate and there were no significant variations in the response as the standard deviation was 0.88 which was less than 1. This indicates that vendor selection process had an impact on procuring goods and services which influence the project implementation of the organization. The third, the overall mean score regarding contract monitoring and control is 3.04 which are moderate and there were no significant variations in the response as the standard deviation was 0.18 which was less than 1. This indicates that contract monitoring and control in the organization has a factor of procurement practices not well done and this delay project implementation. Fourth, the overall mean score regarding contract monitoring and control is 3.82 which are moderate and there were no significant variations in the response as the standard deviation was 0.50 which was less than 1. This indicates that information communication in the organization has a factor for procurement practices to take place efficiently and

project implementation needs improvement in this aspect. Lastly, the overall mean score regarding contract monitoring and control is 3.50 which are moderate and there were no significant variations in the response as the standard deviation was 0.83 which was less than 1. This indicates that procurement ethics in the organization has a factor of procurement practices and project implementation needs improvements.

The first research question of the study was how procurement planning affects the project implementation in family guidance association of Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and procurement planning. The regression model result revealed that, a unit increase in procurement planning by keeping other independent variables constant will lead to a 0.341 increases in project implementation at family guidance association of Ethiopia. This implies that planning indicates for 34.1 % of variation in project implementation. Therefore, the findings indicated that procurement planning in the organization affects positively project implementation.

The second research question was how the vendor selection process affects the project implementation in family guidance association of Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and vendor selection process. The regression model result revealed that, a unit increase in vendor selection process by keeping other independent variables constant will lead to a 0.201 increases in project implementation at family guidance association of Ethiopia. This implies that vendor selection process indicates for 20.1 % of variation in project implementation. Therefore, the findings, indicated vendor selection process in the organization affect positively project implementation.

The third research question was, what is the effect of contract monitoring and control in the project implementation in family guidance association of Ethiopia? The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and contract monitoring and control. The regression model result revealed that, a unit increase in contract monitoring and control by keeping other independent variables constant will lead to a 0.225 increases in

project implementation at family guidance association of Ethiopia. This implies that contract monitoring and control indicate for 22.5 % of variation in project implementation. Therefore, the findings indicated that contract monitoring and control in the organization affect positively project implementation.

The fourth research question was how adoption of information communication contributes to project implementation in family guidance association of Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and adoption of information communication. The regression model result revealed that, a unit increase in adoption of information communication by keeping other independent variables constant will lead to a 0.226 increases in project implementation at family guidance association of Ethiopia. This implies that adoption of information communication indicates for 22.6 % of variation in project implementation. Therefore, the findings, indicated that adoption of information communication in the organization affect positively project implementation.

The fifth research question was how do procurement ethics affect the project implementation in family guidance association of Ethiopia. The Pearson's correlation analysis revealed that, there is found to be a positive correlation and significantly related between project implementation and procurement ethics. The regression model result revealed that, a unit increase in procurement ethics by keeping other independent variables constant will lead to a 0.132 increases in project implementation at family guidance association of Ethiopia. This implies that procurement ethics indicate for 13.2 % of variation in project implementation. Therefore, the findings indicated that procurement ethics in the organization affect positively project implementation

5.2. Conclusions

The main objective of this study was to evaluate the effect of procurement practices on project implementation in family guidance association of Ethiopia with respect to procurement practices. The study has provided empirical justification for the framework that identifies five constructs of procurement practices and describes the relationship among the constructs and project implementation within the context of family guidance association of Ethiopia. The descriptive statistics of the variables under the study results of the independent variables are that is procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics were the overall mean and

standard deviation in the organization which were moderate and there was no significant variation in the response.

Based on the findings, the study concludes that there is a relationship between the procurement practices (independent variables) and project implementation (dependent variables); the correlation relation shows that they have strong and a positive correlation with all procurement practices.

The independent variables studied significantly and positively affect the project implementation of family guidance association of Ethiopia. In general, the study concludes that procurement planning, vendor selection process, contract monitoring and control, adoption of information communication and procurement ethics positively affect project implementation at family guidance association of Ethiopia. The procurement practices are ranked in terms of their importance as follows; procurement planning, adoption of information communication, Contract monitoring and control, Vendor selection process and Procurement ethics.

Comment [u12]: Overall conclusion??

5.3. Recommendations

Based on the finding of the study, conclusions drawn in line with the study objectives; the following points are recommended in order to improve project implementation of family guidance association of Ethiopia.

- ❖ The study recommends that it is better if procurement plan should prepare on time with complete information by end users. Minimize urgent/unplanned requisitions. The organization shall strengthen and ensure successful implementation of their organizational plan to achieve their organizational goals and objectives. Procurement plan is specifically designed to assure that funds are available for the procurement of goods or services.
- ❖ The study recommends that within vendor selection process; evaluate the entire vendor selection process in order to identify the point of breakdown with a view to re-engineer the process. Timely preparation of request for quotation, evaluation of bid documents and participating qualified staffs on Vendor selection process and standardizing different vendor selection criteria will improve the time and quality of vendor selection process together with the required goods and services for project implementation.
- ❖ The company to enhance its contract monitoring and control regularly against the standard set by

the organization, maintain all the required terms and conditions during making contract with vendors as per the needed standard, check goods are delivered according to the specifications mentioned in the contract. For the success of contracts under execution, the management of family guidance association of Ethiopia to ensure that proper mechanisms adequate monitoring and controlling of procurement contracts made with vendors are put in place with the input of procurement officer and the user department with progress reports that help to take necessary action.

- ❖ The study recommends that the organizations should enhance the utilization of ICT in the entire business process which is inter-linked to procurement practices. Procurement practices that would integrate into the entire business operations of the organizations which would create benefit to all the stakeholders very useful to communicate easily with the user department, procurement unit and suppliers require procurement information output for decision making, this in turn will improve the transaction time and accuracy of procurement process.
- ❖ The study recommends that the ethical level of procurement staffs must be ensured as it influences the project implementation in the organization.

5.4. Further research

It is suggested that there is a need for deep investigation regarding effect of procurement practices on project implementation in family guidance association of Ethiopia. In the future research, the recommendation of this research will be addressed and overcome. Furthermore, through applying different research model can enhance the accuracy of the result. The research model can be expanded so that it can fully reflect procurement practices on project implementation in family guidance association of Ethiopia. Researchers of this study envisions that additional new independent variables can be substituted or add on to the existing independent variables.

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APPENDIX 1

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear participant,

My name is Hunatu Abdissa and I am a student undertaking a master of degree of Science in Logistics and Supply Chain Management at the Jimma University, Ethiopia. To fulfill the completion of this course, I am carrying out a study on the effect of procurement practices on project implementation in Family Guidance Association of Ethiopia. Since the matter affects the whole community, I am inviting you to participate in this research paper study by completing the attached questionnaire. If you choose to participate in this research paper, please answer all questions as honestly as possible. Participation is strictly voluntary and you may decline to participate at any time. In order to ensure that all the information was remain confidential, you do not have to include your name. The data collect was for academic purposes only.

Thank you.

SECTION I: General (Demographic) Information about the respondent.

Instruction: please, indicate your response by putting (✓) mark in the appropriate box provided.

Sex: 1) Male 2) Female

Educational Level: 1) Certificate 2) Diploma 3) Degree 4) Masters

5) PhD

Years of Experience in this organization: 1) Below 5 2) 6-10 3) 11-15

4) 6-20 5) 21 and above

SECTION II: Questionnaires regarding Procurement Practices.

Please, indicate your level of agreement on the statements by ticking (✓) once as per the numbers in the column using the following rating scale.

Where level of Agreements: 1=Strongly Disagree 2=Disagree 3= Neutral 4=Agree 5=Strongly Agree.

ItemNo	ProcurementPractices	LevelofAgreement				
		1	2	3	4	5
1	Procurementplanning					
1.1	Theorganization has a clear procurement planningpolicyand procedure.					
1.2	Theorganization makestandard procurement planfor allprojects.					
1.3	Theorganization usequalified staffs participatingin procurement planning.					
1.4	FGAE makeprocurement plan on time.					
1.5	Theorganization make procurement plan consideringthe market price.					
1.6	User departments submit their request with full technical specification.					
1.7	Theorganization forecaststandard lead time in procurement plan.					

No	ProcurementPractices	LevelofAgreement				
		1	2	3	4	5
2	Vendor selection					
2.1	FGAE uses an organized list of Vendors.					
2.2	Theorganization has a clear vendor selection processes.					
2.3	Theorganization usequalified staffs participatingin vendor selection processes.					
2.4	Theorganization refers and considers past supplierperformanceduringvendor selection processes.					
2.5	Theorganization usequalityas appropriate vendorselection criteria.					
2.6	Evaluation of tenders is conducted transparently.					
2.7	Thevendorselection process complies with different donors rule andregulation.					
2.8	Timelypreparation of requestforquotationfor tender.					
2.9	Timelyevaluationofbid documents.					

Ser. No	Procurement Practice	Level of Agreement				
		1	2	3	4	5
3	Contract Monitoring and Control					
3.1	The Contract between vendor and the organization outline all the required terms and conditions.					
3.2	Incident for items missed, defected with specification and contract are reported promptly.					
3.3	Goods and services are delivered according to their specification.					
3.4	Inspecting, receiving and issuing of received voucher is made on time in the organization.					
3.5	Procurement contracts are regularly monitored against their standard in the organization.					
3.6	Management takes the necessary steps to ensure that relevant control systems are conducted in the organization.					

Ser. No	Procurement Practice	Level of Agreement				
		1	2	3	4	5
4	Communication Practice					
4.1	The organization has a clear information communication policy and procedure.					
4.2	Procurement staff, supplier, end users communicate each other properly.					
4.3	Information communication technology is integrated with procurement practice in the organization.					
4.4	Procurement manager communicate the procurement strategies with employees in a friendly way.					
4.5	Information Communication technology has speed up the procurement process in the organization.					
4.6	Procurement staffs of FGA Ethiopia are well trained in ICT.					

Item No.	Procurement Practice	Level of Agreement				
		1	2	3	4	5
5	Ethical Behavior in Procurement					
5.1	The organization maintains the moral principles governing in the workers behavior.					
5.2	Employees of the organization behave honorably in all aspects of work and professional activity.					
5.3	The organization's code of conduct policy avoids conflicts of interest in procurement process.					
5.4	Suppliers are treated fairly and in an unbiased manner.					
5.5	Procurement activities were conducted ethically and in accordance with policy and procedures.					
5.6	The organization Procurement process is carried out transparently.					

No	Project	Level of Agreement				
		1	2	3	4	5
6	Project Implementation					
6.1	The organization has clear policy on projects.					
6.2	Projects are completed within the stipulated time.					
6.3	Project managers had good technical experiences.					
6.4	Project managers had a good knowledge in procurement practices.					
6.5	Projects are completed in achieved the set program target.					
6.6	Projects are completed within the set budget.					
6.7	Project managers strive to solve problems faced during implementation.					

Thank You for Your Cooperation