RELATIONSHIP BETWEEN SUSTAINABLE PROCUREMENT PRACTICES AND ORGANIZATIONAL ENVIRONMENTAL PERFORMANCE: A CASE STUDY OF BIDCO UGANDA LTD COMPANY

AGATHA KWAGALA

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UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

I, Kwagala Agatha, hereby declare that this dissertation titled "relationship between sustainable procurement practices and organizational environmental performance "a case study of BIDCO Uganda Ltd Company" is my original work and never been submitted to any academic institution for any award.

Sign:..... Date: 22/04/2026

Kwagala Agatha

STUDENT NO: M23B12/015

APPROVAL PAGE

This dissertation entitled "relationship between sustainable procurement practices and organizational environmental performance case study of BIDCO Uganda Ltd Company" has been submitted by Kwagala Agatha M23B12/015 to the school of business in partial fulfillment of the requirement of the award of Bachelor Degree of Procurement and Logistics Management of Uganda Christian University with my approval as the supervisor

Sign..... Date..22/04/2026.....

Mrs. Tumuhamye Comfort (Supervisor)

DEDICATION

I would like to dedicate this research report to my lovely fellow students of BPLM, my dear parents' who have greatly supported me physically, financially with great encouragement, love and care to complete this research. May God greatly bless the works of their hands I also dedicate this work to my lovely supervisor Mrs. Tumuhamye Comfort who has been guiding me through the data collection , analysis and presentation of results which yielded these results. Thank you so much madam May the Lord bless you .

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I thank the Almighty God for making it possible for me to complete this work, knowledge, wisdom and gift of life he has granted me. I would like therefore to acknowledge with much appreciation the crucial role of my academic supervisor Mrs. Tumuhamye Comfort who continuously guided me to ensure am on the right track of what I was doing, her time and motivation. I would like also to acknowledge the management of BIDCO Uganda Ltd Company for providing me access to vital documents and information that became a cornerstone for exploring about the research subject, and the respondents who dedicated their time to participate and helped me during data collection. Last but not least, I express my gratitude to Uganda Christian University management, all my lecturers who prepared me, guided me on report writing. I cannot forget my classmates who helped me out, May the good Lord reward you abundantly.

LIST OF ABBREVIATIONS

SPPs	Sustainable Procurement Practices
OEP	Organizational Environmental Performance
NEMA	National Environment Management Authority
SDGs	Sustainable Development Goals
LCA	Life Cycle Assessment
LCC	Life Cycle Costing
GHG	Greenhouse Gas
RBV	Resource-Based View
SPSS	Statistical Package for the Social Sciences
ESIA	Environmental and Social Impact Assessment
FMCG	Fast-Moving Consumer Goods

TABLE OF CONTENTS

ABSTRACT

This study examined the relationship between sustainable procurement practices and organizational environmental performance at BIDCO Uganda Limited. Specifically, the study sought to identify the sustainable procurement practices adopted by BIDCO Uganda Limited, assess the environmental performance of BIDCO Uganda Limited in relation to its operations, and examine the influence of sustainable procurement practices on the environmental performance of BIDCO Uganda Limited.

The study used a quantitative cross-sectional research design. Primary data was collected using structured questionnaires administered to employees involved in procurement and environmental management processes. Secondary data was obtained from company reports and regulatory documents. The study focused on major sustainable procurement activities such as green sourcing, supplier environmental assessment, and waste management, and analyzed their relationship with environmental performance indicators including energy use, water use, and waste reduction.

The findings indicated that sustainable procurement practices positively contribute to improved organizational environmental performance. Organizations that emphasize responsible sourcing, supplier compliance and effective waste management are more likely to achieve better environmental outcomes. The study recommends that BIDCO Uganda Limited and similar firms strengthen sustainable procurement policies, invest in supplier development, enhance environmental monitoring systems, and ensure compliance with environmental regulations to promote long-term sustainability.

CHAPTER ONE

1.0 INTRODUCTION

This chapter presented the relationship between sustainable procurement practices and organizational environmental performance while using BIDCO Uganda as a case study. This chapter provided a detailed overview of the background, problem statement, research objectives and research questions of the study. It also defined the study's scope, discussed its significance and limitations, and details the overall structure of the study.

1.1Background of the Study

In the current era, the Global business environment had increasingly recognized sustainability as a core element for organizational sustainability and competitiveness. Organizations have been pushed to rethink their operations because of the growing environmental awareness, climate change, scarcity of resources particularly in procurement which accounts for Significant portion of organizational spending and resources utilization. The procurement decisions which range from the procurement process, logistics, packaging and disposal play a very critical role in shaping the environmental footprint of organization (Walker & Brammer, 2012). Sustainable procurement therefore involves integrating environmental, social and ethical considerations into purchasing process, with the aim of minimizing negative environmental impacts and improving long term organizational performance (Preuss, 2009).

In many developing countries ,sustainable procurement was attracting attention as governments, businesses and stakeholders increasingly emphasized the need to align with international environmental standards and the United Nations Sustainable Developing Goals (SDGs),which focused on responsible consumption and production (United Nations,2015).On the other hand despite the global drive, many firms in Africa and specially Uganda faced challenges in fully integrating sustainable procurement due to high costs, limited supplier capacity and weak enforcement of environment regulations (Akampa,2023).The industrial sector was fundamental to Uganda's economic growth but it also contributed significantly to environmental degradation through poor waste management, deforestation ,pollutants and unsustainable resource use. The National Environment Management Authority (NEMA) had regularly highlighted the importance of private sector compliance with environmental policies and the adoption of sustainable business practices (NEMA, 2022). However, evidence suggested that many firms still prioritize cost

reduction and short team profitability over environmental responsibility which limited progress in environmental organizational performance

BIDCO Uganda limited, located in Masese industrial area, Walukuba, jinja city, a leading manufactural of edible oils, soaps, detergents and other FSMCG. As part of BIDCO Africa group, the company strategical positioned as a key player in Uganda's Agro processing industry highly contributed to job creation, tax revenue and industrialization. From one perspective, BIDCO Uganda had been acknowledged for efforts in improving environmental sustainability which included initiatives in energy efficiency, packaging innovation and environmental audits (Bidco Uganda Limited, 2025). Conversely, it has been subjected to criticism due to the environmental effects related to deforestation, soil erosion and pollution related to palm oil production and industrial wastes (Business Daily, 2013; World Rainforest Movements, 2009). This background highlighted the importance of researching the implementation of sustainable procurement practices at BIDCO Uganda and to what degree they lead to environmental organizational performance. In this way, the research would shed light on how industrial companies in Uganda could strike a balance between the economy development and environmental responsibility in line with a wider sustainability agenda.

1.2 Problem Statement

Globally, organizations were under increasing pressure to adopt sustainable procurement practices as a way of addressing challenges like environmental degradation, climate changes and resource depletion procurement decision which included sourcing raw materials, supplier selection, packaging and logistics which highly impacted on environmental outcomes such as pollution, deforestation, waste generation and carbon emissions. While sustainable procurement had been promoted as a strategy which improved on environmental organizational performance and this Was drawn from the developed country context with less clarity about how those practices were implemented in developing economies such as Uganda. (Akampa,2023; Vorodam,2023)

Bidco Uganda limited located in Masese industrial area, Walukuba Jinja city was the major in Agro processing and consumer goods in Uganda. The company had been recognized recently for environmental initiatives which included altering packaging, improving energy efficiency and ensuring compliance with environmental regulations through ESIA and other audits. (bul.co.ug) However it also faced criticisms over palm oil sourcing and plantation expansions which raise

concerns about deforestation bio-diversity loss and ecosystem degradation (Business Daily Africa, 2023)

The gap lies in limited evidence on how far Bidco had integrated sustainable procurement and whether these measurements would lead to measurable improvements in environmental performance. Unlike public institutions such as the National Forestry Authority, private firms like Bidco have not been studied much in this area.

This study aimed at closing the gap by investigating experimentally how BIDCO's environmental. Performance and sustainable procurement policies related to one another, offering practical advice for the business and other East African companies.

1.3 Purpose of the study

The main purpose of this study was to investigate the relationship between sustainable procurement practices and the organizational environmental performance of BIDCO Uganda.

1.4 Specific Objectives

- To identify the sustainable procurement practices adopted by Bidco Uganda Limited.
- To assess the environmental performance of Bidco Uganda Limited in relation to its operations.
- To examine the influence of sustainable procurement practices on the environmental performance of Bidco Uganda Limited.

1.5 Research Questions

- What sustainable procurement practices are adopted by Bidco Uganda Limited?
- How is the environmental performance of Bidco Uganda Limited assessed in relation to its operations?
- How do sustainable procurement practices influence the environmental performance of Bidco Uganda Limited?

1.6 Significance of the study

To the policymakers, it would give them the necessary evidence to develop effective data-based policies that would be able to effectively incentivize both the public and the private to adopt sustainable practices in Uganda.

• Its a pragmatic and real-world case study and a good basis of the graduate students who had a methodological framework and gaps that defined what they should focus on in their academic investigations.

• In the case of businesses, the research demonstrated that sustainable procurement could help businesses benefit both the environment and the bottom line. In the case of a company such as Bidco Uganda Limited, sustainable practices would assist in minimizing waste, energy conservation, streamlining the supply chain to save money and safeguard nature.

1.7 Study scope.

1.7.1 Conceptual Scope

This paper concentrated on two concepts. Green procurement and green organizational environmental results. The independent variable was sustainable procurement and the research examined various practices such as; green sourcing, supplier environmental assessment, and waste management initiatives. The dependent variable is organizational environmental performance and would be measured on quantifiable scales such as energy use, water use, and carbon emissions.

1.7.2 Geographical Scope

The study was only done at BIDCO Uganda plant in Masese industrial estate, Walukuba city in Jinja. This was a calculated decision which enabled an in depth, detailed study of the operations of a particular organization. The study was also to concentrate on a single location hence avoiding the complexity of comparison of various facilities or companies in various regions to make the findings very specific and relevant to the situation at BIDCO within Jinja city of Walukuba.

1.7.3 Time Scope

This research was carried out for the period of three 3 months starting from October , November and December 2025 this was appropriate enough for the researcher to compile the information required to complete this research

1.8 Study limitation and delimitation.

1.8.1 Limitations.

• Access to Data. The availability and confidentiality of certain company data on procurement records and environmental performance indicators were a limitation to the studies.

• Respondent Bias. The employee and management responses were also biased by the need to put the company in a positive perspective and this would have caused social desirability bias. • External Factors. Environmental performance was influenced by other factors beyond the control of sustainable procurement, like variation in production quantity, technology improvements, or government regulations which might not be easy to completely isolate and control.

1.8.2 Delimitation

• The research was also narrowed down to one organization specifically BIDCO Uganda in Jinja which enabled a detailed analysis of the case study as opposed to a general study of numerous companies.

• The study was limited to sustainable procurement practices and their effects on environmental performance and no other sustainable practices such as corporate social responsibility initiatives or employee wellness programs.

• The research was limited to 2020-2025, which ensured that the research captured the recent trends and gave a focused and concise study on the procurement practices and environmental performance of Bidco Uganda within this period.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviewed the literature on sustainable procurement practices and organizational environmental performance. It was organized in such a way that gave the definition of the important variables, their interrelationship, gave conceptual and theoretical background of the study, and explained the findings of the particular objectives of the study. Through this review, which was based on the East African survey, using the findings of international and regional research, this review outlined the prevailing knowledge and outlined the current debates as well as the empirical gap that the current research would fill at BIDCO Uganda Limited. This framework offered a definite guideline to what the concepts and problems of the study was all about as discussed below;

2.1 Key Variables.

2.1.1 Sustainable Procurement Practices

Sustainable procurement (SP) refered to an approach that incorporates environmental, social and ethical factors in the organizations procurement efforts to reduce the adverse effects and optimize the long-term value to the organization and society (Walker and Jones, 2012). It's beyond the conventional emphasis on cost and quality by asking purchasers to consider the total life cycle of a product or service, the extraction of raw materials to their disposal. Green sourcing (using environmentally friendly or recycled materials), strong supplier environmental assessment and codes of conduct, effective logistics planning to minimize carbon footprint, and the systematic reduction and control of operation wastes are all important practices in SP (Preuss, 2009).

The main change in the organizational culture and strategic alignment was a prerequisite to the successful execution of sustainable procurement. Instead of considering SP as a compliance cost, the modern literature focused on its contribution to a competitive edge, innovation, brand image, and eliminating supply chain risks (Porter and Kramer, 2006). Nevertheless, in the context of developing countries (as in the case of Uganda), the effectiveness of such practices was generally compromised by various factors, such as a lack of supplier capacity to produce goods that are

sustainable, increased initial cost of certified green products, and weak governmental enforcement mechanisms (Akampa, 2023). Thus, it was essential to comprehend what specific practices were implemented and how they were operational in such a firm as BIDCO Uganda in order to assess their practical implications.

2.1.2 Organizational Environmental Performance

Organizational Environmental Performance (OEP) waa a multi-dimensional term that described the quantifiable effects of the environmental management system, policies and operations of an organization, in particular, its effects on natural resources and ecosystems. It was generally measured with the help of a set of operational and management measures. The operational metrics, which this research was based on, were quantifiable operational metrics, such as energy use, total water used, solid and liquid waste volume generated, and greenhouse gas (GHG) or carbon emissions (NEMA, 2022). High OEP meant that there was little environmental degradation and high resource utilization in relation to the amount of production.

OEP was not only an indicator of compliance but also gradually regarded as an indicator of corporate responsibility and efficiency of operations. The application of the concept of Shared Value to organizational strategy provides an avenue through which environmental stewardship was directly related to competitive advantage by finding a source of innovation and cost-saving by optimizing resources (Porter and Kramer, 2006). Agro-processing companies such as BIDCO are an especially sensitive environment since their activities were directly connected to natural resources (e.g., palm oil) and possible products such as wastewater and deforestation. Thus, to evaluate OEP, it was necessary to consider more than just compliance and evaluate continuous improvement in terms of set standards and international norms, including those that were advanced by the United Nations Sustainable Development Goals (United Nations, 2015).

2.2 Sustainable Procurement Practices

The initial aim of the research was to establish the sustainable procurement practices (SPPs) that the BIDCO Uganda Limited had specifically embraced. The academic literature offered a detailed classification of these practices, which generally had three key areas such as Sourcing, Supplier Management, and Internal Operations. The basis of SPP was green sourcing that was based on the choice of raw materials and inputs that were environmentally friendly. As noted by Walker and

Jones (2012), life cycle assessment (LCA) played a key role in procurement because the inputs would be less than environmental footprints, including being recycled, biodegradable, or locally sourced to reduce transport emissions. Sustainable procurement which had emerged as a key focus of supply chain management in the present age, especially in the agribusiness and manufacturing industries where the environmental and social consequences of supply chains are high. According to the literature, sustainable procurement was the procedure of purchasing goods and services with references to environmental, social, and economic aspects in order to achieve value generation over a period of time and minimized environmental degradation (Walker and Brammer, 2012; Preuss, 2019). As noted by scholars, procurement managers had a significant role in incorporation of sustainability principles in the selection of suppliers, contract management and monitoring systems. With companies like Bidco Uganda Limited operating in the market of edible oil and fast-moving consumer goods, sustainable procurement becomes a strategic option but also a requirement because agricultural supply chains were often sensitive, and all stakeholders interested in the topic of deforestation, biodiversity loss, and community welfare (CAO, 2017; Wilmar, 2024).

Green supplier selection and evaluation as one of the most debated principles of sustainable procurement. Testa, Annunziata, Iraldo, and Frey (2016) reported that organizations were becoming more likely to incorporate environmental criteria in tender documents and systems of evaluating suppliers. Such criteria could be compliance with environment standards by suppliers, certifications like ISO 14001 and evident practices in waste management, water conservation and emission control. In Uganda, green procurement organizations often used suppliers who can prove to be compliant with the National Environment Management Authority (NEMA) guidelines. In the case of the Bidco Uganda company, the selection of the suppliers was relevant especially in the palm oil sourcing where, the company had been accused of deforestation and land disputes in the past (CAO, 2017). In an effort to contain these fears, Bidco in conjunction with its parent firm Wilmar international had incorporated the traceability and sustainability benchmarks in the supplier assessment methods. These initiatives coincide with recent trends across the globe where corporations required their suppliers to have sustainability certifications which reduced environmental risks and reputational harm (Orfanidou et al., 2023).

The second crucial practice was the procurement decisions based on life-cycle costing (LCC For an agro-processing company like BIDCO, this practice was highly relevant to sourcing palm oil

and agricultural commodities, which often required the adoption of third-party certifications (e.g., RSPO) to validate sustainability claims, this required constant monitoring in the complex regulatory environment of Uganda (Business Daily Africa, 2023; World Rainforest Movement, 2009). The sustainable procurement approach also required strict evaluation and control of the suppliers which ensured that in tandem with the environmental requirements of the buyer. Preuss (2009) stated that it necessitates that the supplier undergoes extensive environmental screening through the selection procedure, such as compulsory environmental audits and assessment of their environmental record (Agyapong et al., 2024). This usually caused proactive supplier development which developed the capacity to produce green goods to counter the risks of poor supplier capacity that had been mentioned frequently in the African context (Akampa, 2023). Lastly, SPPs had internal processes that reduced resource usage, including investing in resource-efficient technologies (e.g., energy-efficient processing equipment), strict waste segregation and recycling, and new packaging design to minimize material usage (Bidco Uganda Limited, 2025; Walker and Jones, 2012). The research would seek to find signs of in-house efforts like water purification and transformation of manufacturing waste products into valuable products.

2.3 Organizational Environmental Performance in Operations.

The second goal aspired to determine the environment performance (OEP) of the BIDCO Uganda, that was based on measurable operational measures. The efficiency of resource use was one of the most important indicators, and the most significant indicators were energy and water consumption. A popular method of measuring energy was energy intensity (energy used per unit of production) because it was directly proportional to the greenhouse gas emission and operational costs (Agyapong, et al, 2024). Hence, it's a significant area of corporate sustainability that was addressed in the literature on supply chain and operations as environmental performance was crucial. Its the ability of an organization to handle the environmental duties effectively by using the resources properly, minimizing waste, adhering to environmental laws, and minimizing environmental degradation (Zhu, Sarkis, and Lai, 2013). According to scholars, there was a variety of indicators to determine environmental performance, such as greenhouse gas (GHG) emissions, energy consumption, water use, waste management and recycling, pollution control, compliance with regulatory requirements, and the achievement of environmental certifications (Al-Ma'aitah, Alrowwad, Masa'deh, and Altarawneh, 2018). These indicators could be supplemented with third-

party audits and external recognitions which created a wholly-fledged picture of environmental achievements and failures of a firm a positive OEP assessment would demonstrate a recorded decrease in both energy and water intensity during the study period, an indicator of the effects of energy efficiency and packaging innovation programs (Bidco Uganda Limited, 2025). These metrics were regularly monitored by the National Environment Management Authority (NEMA) in Uganda, and compliance reports were an important source of OEP data (NEMA, 2022). OEP also revolves around the management of environmental outputs, such as the amount of solid waste produced, the proportion of waste that had been diverted (recycled or reused), and volume and quality of liquid effluent released (Walker and Jones, 2012). In the case of the industrial region of Masese, pollutants control and appropriate treatment of industrial waste were the most important since there was direct effects on local ecosystems (World Rainforest Movement, 2009). Although there are international OEP standards, introducing them to developing economies such as Uganda had not been smooth, with an emphasis on compliance frequently dominating a proactive pursuit of environmental excellence (Akampa, 2023). The OEP of such a company as the BIDCO should, thus, be measured in both the framework of the international best practice (e.g., the compliance to SDG 12) and the local regulatory context, using available case study data to understand its performance in relation to its own stated environmental objectives and, where feasible, to the East African sector benchmarks (Mwirigi, 2020).

2.4 The Impact of Sustainable Procurement Practices on Environmental Performance of Organizations.

It is a well-known concept that sustainable procurement practices as one of the main organizational environmental determinants. The literature showed that the companies that implemented green procurement practices (e.g., choosing suppliers according to environmental factors, supplier audit, life-cycle costing, (LCC), and capacity-building of suppliers) could attain a positive change in the environmental performance (Testa, Annunziata, Iraldo, and Frey, 2016; Liu, 2024). The practices helped organizations to integrate environmental issues in decision making processes at different levels in the supply chain, which started with procurement of the raw materials up to the manufacturing and delivery of the final product. Its beneficial influence because sustainable procurement had a direct effect on the quality, compliance and ecological impact of inputs that subsequently impacted the overall ecological footprint of operations.

This paper highlighted the empirical research on the interdependence between SPPs and OEP, the academic justification of the interdependence which was based on the Resource-Based View (RBV) and the Stakeholder Theory that preventive environmental management was a critical component of the long-run corporate performance. According to the RBV(Resource Based View), SPPs, including cleaner technology investment and unique relationships with suppliers based on green practices, were the unique organizational resources, which translateed to superior environmental and competitive results (Porter and Kramer, 2006). This connection was empirically validated by Agyapong, et al. (2024), who demonstrated that the field of supplier environmental assessment was a significant indicator of the decrease in emissions and waste by the company. Particularly, green sourcing activities, especially the demand of certified sustainable raw materials and low-impact packaging had a direct impact on the Scope 3 and 2 emissions of the firm which imposed OEP requirements in the upstream (Walker and Jones, 2012). In the case of BIDCO, the outcome of green sourcing could be determined by the decrease in the number of issues associated with deforestation, as well as better measurements of sustainability of raw materials. Moreover, the internal sustainable procurement practices, included the purchase of energy-efficient devices and the new waste management systems, have a direct and quantifiable impact on the operation OEP metrics, including energy use and the load of water pollution (Langat & Otieno, 2022). The most influential predictor of better OEP in terms of waste reduction and NEMA compliance of East African manufacturing was internal investments in eco-friendly technology (Mwirigi, 2020). Nevertheless, this relationship might be softened by the particular operating environment of Uganda; regulatory unpredictability or the economic prohibitive Ness of adopted green alternatives (Vorodamss, 2023, cited in the Problem Statement) can inhibit the degree of adopted SPPs being converted into dramatic OEP improvements (Akampa, 2023). Thus, the focus of this research was an empirical elucidation of the way and to what extent the implemented SPPs in BIDCO had been translated into quantifiable environmental gains within the particular operational and regulatory context of Walukuba Jinja City in Uganda.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction.

This chapter presented the definitive methodological framework adopted for the study. It outlined the research design, sampling technique, sampling size, data collection sources, data collection instruments, data collection procedures, validity and reliability of data, limitations and delimitations . The purpose of this chapter was to explain how the research objectives would be empirically achieved, which ensured that results were statistically valid, reliable, and representative of BIDCO Uganda Limited's operational environment.

3.1 Research Design.

This study primarily adopted a Quantitative Research Design which utilized a cross sectional Survey Approach for data collection. This design is highly valuable because it allowed the systematic, numerical collection of data from a large, representative sample, which was essential for statistical analysis.

The quantitative design was specifically chosen to:

- Measure variables (SPPs and OEP) using standardized instruments (Likert scale).
- Test causal relationships and associations (correlation and regression) to determine the extent of the influence of SPPs on OEP.
- Ensure generalizability of the findings to the entire staff population involved in procurement and environmental processes within the organization.

The study employed a cross-sectional survey method, collecting data at a single point in time to analyze the current state of practices and performance. This design was suitable for exploring "the extent" and "the relationship" between variables, consistent with the study's objective to conduct a statistical analysis of the phenomenon

3.2 Sampling Techniques.

The study employed a stratified random sampling method and this sampling technique where the population was divided into smaller groups basing on a certain characteristic and then randomly selected samples from each group. This method was used because it gave more accurate, fair and reliable results and it avoided bias .The sample was highly representativeness across departments. The total population (N=65) would first be stratified into functional areas (Procurement, Production, Environmental Management, Finance, and Logistics), and random sampling would be used within each tier to select the quantitative respondents. This ensured that the determined sample size was proportionately and randomly drawn from all key departments which was necessary for valid statistical inference.

3.3 Sampling Size.

The study's population (N) was 65 staff and management of BIDCO Uganda Limited involved in the sustainable procurement process and environmental performance monitoring.

To determine the representative sample size (n) for this population, Yamane's Formula (1967) was used at a 95% confidence level (e=0.05)

$$n = \frac{N}{(1+N(e)^2)}$$

Where:

n = sample size

N = total population (65)

e = margin of error (0.05)

Application of the formula

$$n = \frac{65}{(1 + 65(0.05)^2)}$$

$$n = \frac{65}{(1 + 65 * 0.0025)}$$

$$n = \frac{65}{(1 + 0.1)}$$

$$n = \frac{65}{1.165}$$

$$n = 56$$

Therefore 56 were the respondents.

The number 56 was the required sample size because it was the mathematically determined minimum needed to make the study statistically trustworthy and representative of the entire staff population (N=40).This figure resulted from applying Yamane's Formula using the standard academic requirements of a 95% confidence level and (0.05) margin of error . In simple terms, this meant that if the survey was 56 people, it could be highly confident that the findings about Sustainable Procurement Practices and Environmental Performance were extremely close to what was find if surveyed all 65 employees, Therefore, 56 respondents were be selected to represent the population.

3.4 Data collection sources.

The research employed both primary and secondary data sources which confirmed the results and covered all the research objectives.

3.4.1. The primary source of data

Primary data was obtained directly from the source, in this case the direct feedback got from the 56 selected BIDCO employees using structured questionnaire. This was the exclusive correct source since it provided an individualized, quantifiable evidence that directly correlated with the precise objectives of study. By using the questionnaire, the current, uniform numerical answers were obtained about things like staff opinions on green purchasing and environmental results, which were necessary to run statistical tests and prove the relationship between those two factors.

3.4.2 Secondary Data source.

Secondary data referred to the data that has been already gathered and published by another party prior to the present study. Secondary data was gathered through sustainability and environmental reports of BIDCO, such as NEMA compliance reports, literature in academic journals, and policy papers issued by the government. The sources assisted in the confirmation of the major quantitative results and creating a comparative framework with other regional and international research.

3.5 Data Collection Instruments.

The data collection plan only used a structured, standardized tool to produce the numerical data required in performing quantitative analysis.

3.5.1 Questionnaire.

The Structured Questionnaire was the only tool employed in the collection of primary data as all the information gathered became identical and measurable to perform statistical analysis. The main reason why research selected the structured questionnaire was that it was the most viable tool that could be used to produce the required numerical data to undertake a quantitative study. This is instrument's design which used only closed-ended questions and a 5-point Likert Scale, which ensured that the opinions of all 36 staff members were easily turned into uniform numbers. The necessity to this standardization was that each individual was able to effectively employ the statistical techniques (such as correlation and regression) to effectively measure and support the association between Sustainable Procurement Practices and Organizational Environmental Performance.

Design and Scale: The questionnaire was based on a 5-point Likert Scale (such as: 1). Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree) to transform the opinion and perceptions of the respondents on sustainable procurement practices (SPPs) and organizational environmental performance (OEP) to ordinal data. This scale was suitable in the measurement of attitudes, frequencies and level of agreement with the statements so that the researcher can compute mean scores, and the standard deviations to make descriptive analysis.

3.5.2 Questionnaire Structure:

The structured questionnaire was divided into three separate sections: the first section, A, collects the demographic background information, the second section, B, collects the independent variable, Sustainable Procurement Practices (SPPs) to answer Objective and the last section, C, collects the dependent variable, Organizational Environmental Performance (OEP) to answer Objective 2 and give the numerical foundation to test the relationship (Objective 3.The quantitative data produced by this tool is the basis of correlation and regression analysis to test the relationship hypothesis of Objective 3.

3.6 Data collection procedures.

The data collection process was carried out in a sequential manner in order to have a systematic data collection:

- Permission and Ethics: Official consent was obtained with the authorities in question (including, academic institution and BIDCO Management), and ethical permission was granted, ensuring the privacy and confidentiality of the participants.

- Pilot Study: In quantitative research, a typical pilot sample size guideline was 10-20 percent of the final sample size, which would mean 8-16 people to be tested in the questionnaire to determine its clarity and understandability and to determine reliability (Cronbach's Alpha) which was not part of the final sample of 56.

Data Administration: The questionnaire was administered to the 56 respondents who have been chosen through a secure means of internal communication. Clear guidelines were given and a reasonable amount of time allocated.

Data Coding and Entry: These checked, numerically coded, and entered into a statistical software package (such as, Statistical Package for the Social Sciences, SPSS) to be analyzed. The reason why the Statistical Package of the Social Sciences (SPSS) was necessary that it provided the complex data management and statistical tests that the methodology of the study would need, it was necessary to the study because the computer program that took all the numbered answers on the questionnaires and made all the complicated calculations on them. Its primary task was to either confirm or refute the idea of the research by performing the correlation and regression tests, that

demonstrated the precise extent to which the practices of Sustainable Procurement in fact impacted the Environmental Performance of the company.

3.8: Reliability and validity of data.

Two critical measures that were used to determine the credibility of the primary data were:

3.7.1 Reliability

This was assessed using Cronbach's Alpha. The Cronbach's Alpha is an important statistical test, which determined whether or not all the questions on scale were measuring the same thing (internal consistency). The pass/fail mark of reliability was 0.7. When the Alpha exceeds 0.7, then your questions are stable and reliable. When less than 0.7, questions are incorrect and needed to be corrected prior to the main research and this is done with the pilot study which also aid in making sure that the questionnaire items always measured the intended concepts (SPPs and OEP).

3.7.2 Validity

It is applied to ensure that the data is valid (correct) three methods can be taken to ensure that the questions were correct: First, Content Validity whereby get people with experience in the field to check the questions to ensure that tge research have not omitted anything important. Second, Construct Validity it also provided statistics which ensured that the questions do measure the right things (not other things). Third, Triangulation is applied as an effective method of establishing the Validity (accuracy) of the findings which was through the use of alternative sources of information such as primary source of data or secondary source of data.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF THE FINDINGS

4.0 Introduction

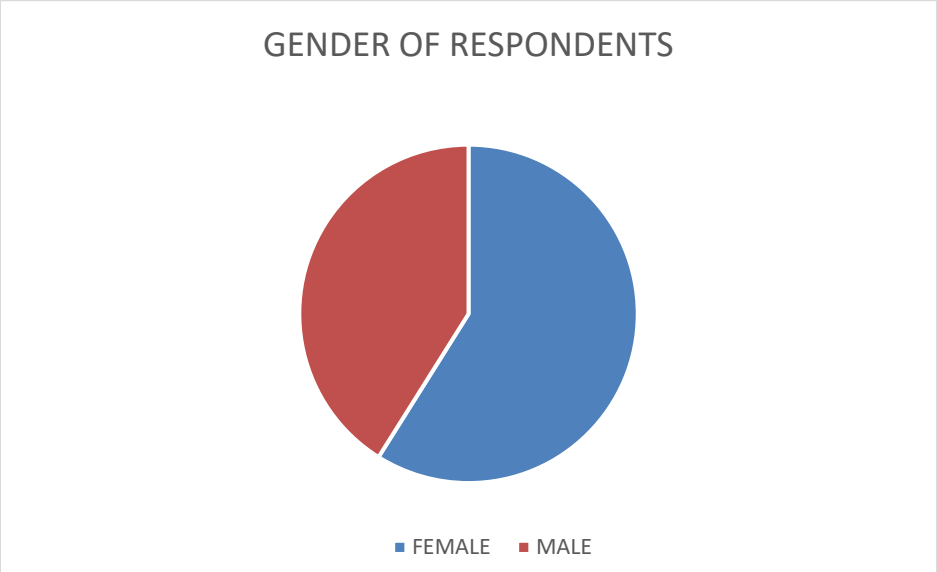
This chapter presents the empirical findings from the data collected, along with their analysis, interpretation and presentation to address the research which include objectives: to identify the sustainable procurement practices adopted by Bidco Uganda Limited, to assess the environmental performance of Bidco Uganda Limited in its operation, to examine the influence of sustainable procurement practices on the environmental performance of Bidco Uganda Limited

4.1 Presentation on demographic characteristics of the respondents

4.1.1 Gender

GENDER	FREQUENCY	PERCENTAGE (%)
MALE	23	41.1
FEMALE	33	58.9
TOTAL	56	100

Figure 1: Gender of respondents

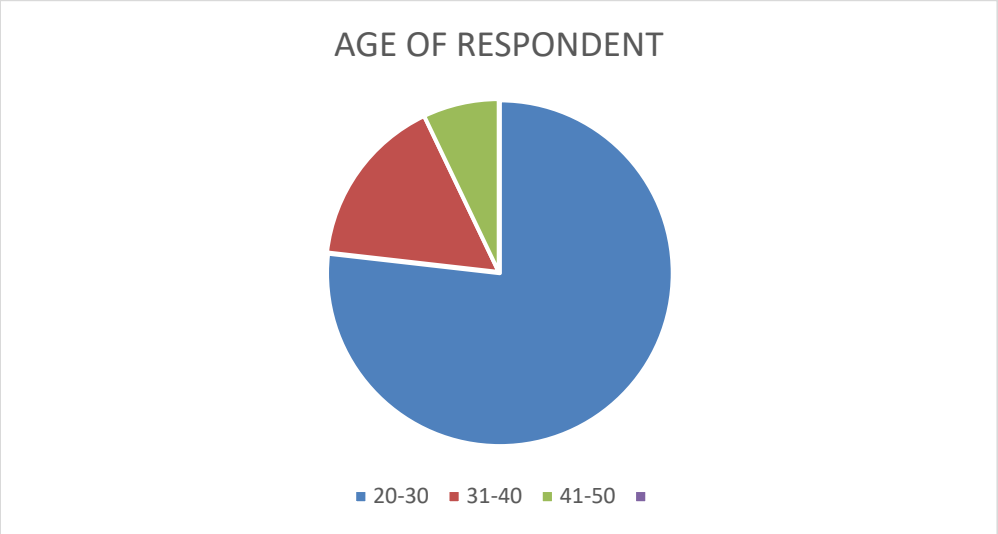


This table shows that 41.1% were Male and 58.9% were Female which indicates that BIDCO Uganda Ltd employs all Genders.

4.1.2 AGE

AGE	FREQUENCY	PERCENTAGE (100%)
20-3O	43	76.8
31-40	9	16.1
41-50	4	7.1
51 and above	-	-
TOTAL	56	100

Figure 2: Age of respondents

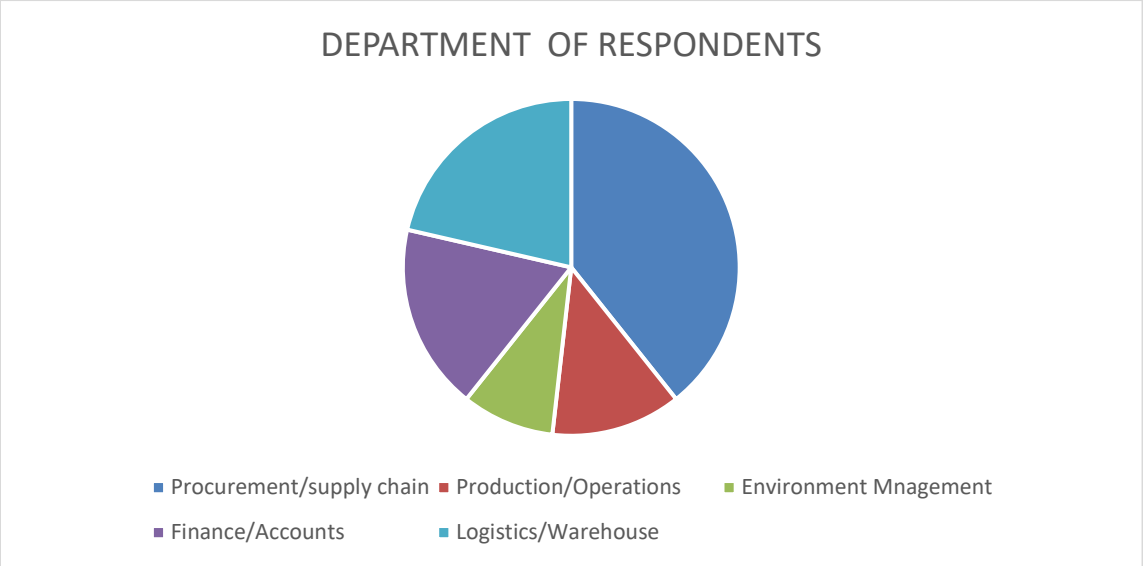


This table shows that 76.8% were under the age bracket of 20-30, 16.1% were under the age bracket of 31-40, 7.1% were under the age bracket of 41-50 which indicates that BIDCO Uganda Ltd employs workers from 20-51 and above.

4.1.3 Department/ Function area

DEPARTMENTS	FREQUENCY	PERCENTAGE (%)
Procurement/Supply chain	22	39.3
Production/Operations	7	12.5
Environmental Management	5	8.9
Finance/Accounts	10	17.9
Logistics/Warehouse	12	21.5
TOTAL	56	100

Figure 3: Departments of respondents



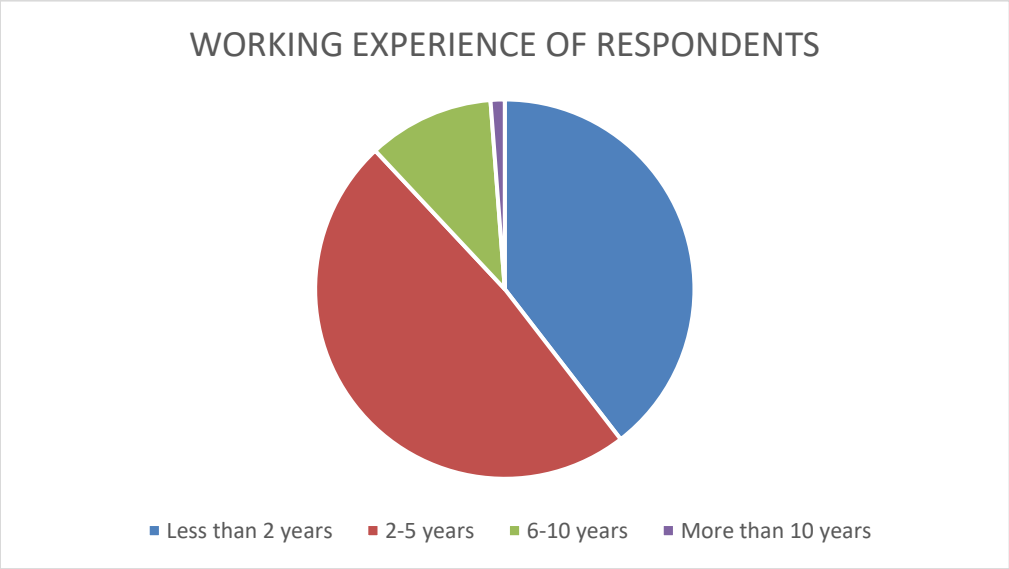
This table shows that 39.9% were from procurement/Supply chain department, 12.5% were from Operation /Production department, and 8.9% were from Environmental management department, 17.9% were from Finance/Accounts department, 21.5%were from Logistics/Warehouse department this indicates that BIDCO Uganda Ltd employs the above departments.

4.1.4 Working Experience

WORKING EXPERIENCE	FREQUENCY	PERCENTAGE (%)
Less than 2 years	21	39.3
2-5 years	28	48.2
6-10 years	5	10.7
More than 10 years	2	1.8

TOTAL	56	100

Figure: Working experience of respondents



This table shows that 39.3% had experience of less than 2 years, 48.2% had experience of 2-5 years, 10.7% had experience 6-10 years and 1.8% had experience of more than 10 years this indicates that BIDCO Uganda Ltd employs worker with experience of 2years and 10 years and more.

4.2 Findings on Sustainable Procurement Practices in BIDCO Uganda Limited

Statements	SA		A		SD		D		N	
	F	%	F	%	F	%	F	%	F	%
a). The company prioritizes sourcing raw materials that are biodegradable, recycled, or locally produced.	16	28.6	20	35.7	4	7.1	1	1.8	15	26.8l
b). Environmental certifications (e.g., ISO 14001) are a mandatory	16	28.6	24	42.9	2	3.6	4	7.1	10	17.9

requirement when evaluating new suppliers.										
c). BIDCO utilizes third-party certifications (e.g., RSPO) to validate the sustainability of its palm oil supply chain	8	14.3	26	46.4	3	5.4	6	10.7	13	23.2
d). Procurement decisions are based on Life-Cycle Costing (LCC) rather than just the lowest initial purchase price	15	26.8	21	37.5	2	3.6	5	8.9	13	23.2
e). The company conducts regular environmental audits to monitor supplier compliance with sustainability standards.	17	30.4	25	44.6	3	5.4	4	7.1	7	12.5
f).BIDCO invests in supplier development to build their capacity for green production.	10	17.9	28	50	2	3.6	3	5.4	13	23.2
g). Internal procurement focuses on energy-efficient processing equipment to minimize resource consumption.	13	23.2	23	41.1	1	1.8	4	7.1	15	26.8
h). The company has implemented robust systems for waste segregation and the conversion of by-products into resources.	10	17.9	25	44.6	3	5.4	4	7.1	14	25

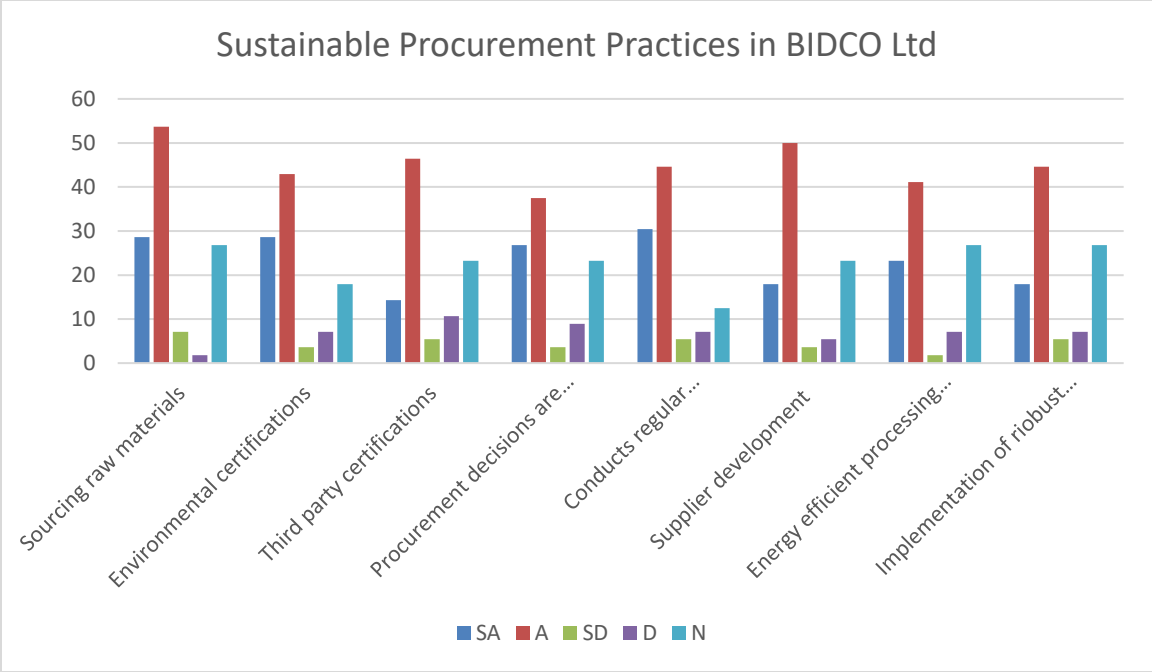
This table shows that 28.6% strongly Agreed, 35.7% Agreed, 7.1stongly Disagreed, 1.8% Disagreed and 26.81% neutral were BIDCO Uganda Ltd priorities sourcing raw materials that are biodegradable, recycled and locally produced and 26.8% strongly agreed, 42.9%

agreed, 3.6% strongly Disagreed, 7.1% Disagreed and 17.9% neutral were Environmental certifications (e.g., ISO 14001) are a mandatory requirement when evaluating new suppliers. Also 14.3% strongly agreed, 46.4% agreed, 5.4% strongly disagreed, 10.7% disagreed and 23.2% neutral that BIDCO utilizes third-party certifications (e.g., RSPO) to validate the sustainability of its palm oil supply chain.

According to the table it shows that 26.8% strongly agreed, 37.5% agreed, 3.6% strongly disagreed, 8.9% disagreed and 23.2% neutral that Procurement decisions are based on Life-Cycle Costing (LCC) rather than just the lowest initial purchase price.30.4% strongly agreed, 44.6% agreed, 5.4% strongly disagreed, 7.1% disagreed and 12.5% neutral that The company conducts regular environmental audits to monitor supplier compliance with sustainability standards. Also 17.9% strongly agreed, 50% agreed, 3.6% strongly disagreed, 5.4% disagreed and 23.2% neutral that BIDCO invests in supplier development to develop their capacity to produce green.

Based on this table it indicates that 23.2% strongly agreed, 41.1% agreed, 1.8% strongly disagree, 7.1% disagree and 26.8% neutral that internal procurement emphasizes energy efficient processing equipment to reduce resource use. The table also reveals that 17.9% strongly agreed, 44.6% agreed, 5.4% strongly disagreed, 7.1% disagreed and 25% neutral with the fact that the company has in place robust systems to segregate the waste and convert the by-products into resources.

BIDCO Uganda Limited has to a great extent adopted sustainable procurement practices, especially in green sourcing, supplier certification, environmental audits, and life-cycle costing. Certification, environmental audits, and life-cycle costing. The levels of agreement are high which indicates that sustainability has been incorporated in procurement decisions and supplier management. Nonetheless, the comparably significant neutral answers suggest that the implementation process might not be completely uniform in all regions, particularly in more advanced practices, such as the usage of the third-party certifications and the waste-to-resource systems.



4.3 Findings on Organizational Environmental Performance in BIDCO Uganda Limited Company

Statements	SA		A		SD		D		N	
	F	%	F	%	F	%	F	%	F	%
a). There has been a significant reduction in energy intensity (energy used per unit of output) in our operations.	11	19.6	19	33.9	1	1.8	6	10.7	19	33.9
b). The company has successfully decreased its total water consumption through efficient usage and recycling.	13	23.2	28	50	4	7.1	2	3.6	9	16.1

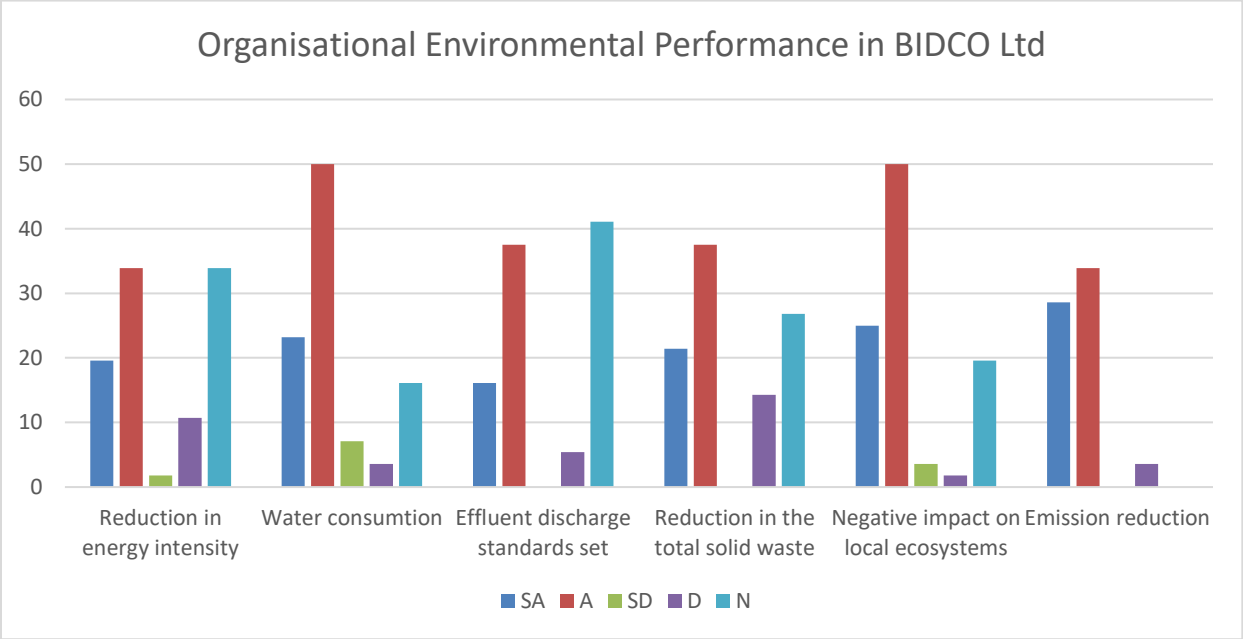
c). BIDCO consistently meets or exceeds the effluent discharge standards set by NEMA.	9	16.1	21	37.5	-	-	3	5.4	23	41.1
d). There is a visible reduction in the total solid waste generated by the manufacturing plants.	12	21.4	21	37.5	-	-	8	14.3	15	26.8
e). The company has effectively minimized its negative impact on local ecosystems (e.g., the Masese industrial area).	14	25	28	50	2	3.6	1	1.8	11	19.6
f). BIDCO has achieved its documented environmental goals for greenhouse gas (GHG) emission reduction.	16	28.6	19	33.9	-	-	2	3.6	19	33.9

The table shows that 19.6% strongly agreed, 33.9% agreed, 1.8% strongly disagreed, 10.7% disagreed and 33.9% neutral that there has been a significant reduction in energy intensity (energy used per unit of output) in our operations. Also 23.2% strongly agreed, 50% agreed, 7.1% strongly disagreed, 3.6% disagreed, 16.1% neutral that the company has successfully decreased its total water consumption through efficient usage and recycling. The table also shows that 16.1% strongly agreed, 37.5% agreed, 5.4%disagreed, and 41.1% neutral that BIDCO consistently meets or exceeds the effluent discharge standards set by NEMA.

According to the table it shows that 21.4% strongly agreed, 37.5% agreed, 14.3% disagreed, and 26.8% neutral that there is a visible reduction in the total solid waste generated by the manufacturing plants. 25% strongly agreed, 50% agreed, 3.6% strongly disagreed, 1.8% disagreed, and 19.6% the company has effectively minimized its negative impact on local ecosystems (e.g., the Masese industrial area). The table also shows that 28.6% strongly agreed,

33.9% agreed, 3.6% disagreed, and 33.9% neutral that BIDCO has achieved its documented environmental goals for greenhouse gas (GHG) emission reduction.

BIDCO has realised moderate to high performance in the environmental performance particularly water efficiency, protection of ecosystems and reduction of emissions. However, high levels of neutral responses in other areas like energy intensity, effluent compliance, and waste reduction imply that the performance outcomes are not equally displayed or reported throughout the organization, which means that monitoring and reporting systems may be enhanced.



4.4 Findings on Influence of Sustainable Procurement Practices on Organizational Environmental Performance in BIDCO Uganda Limited Company

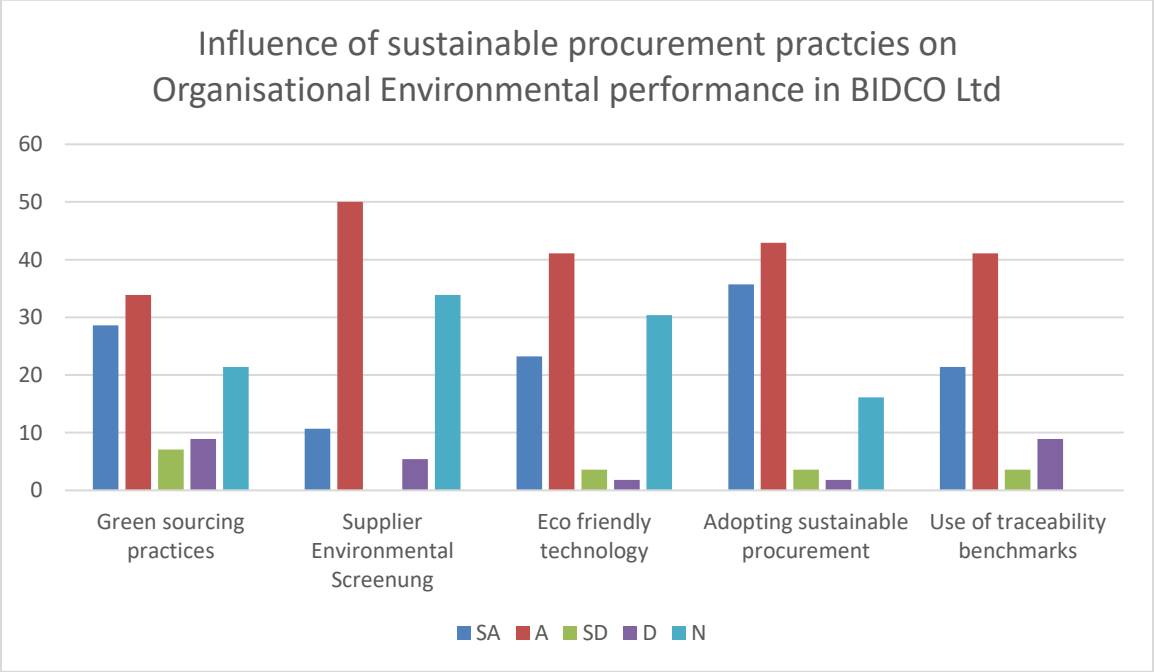
Statements	SA		A		SD		D		N	
	F	%	F	%	F	%	F	%	F	%
a). Green sourcing practices have directly contributed to a	16	28.6	19	33.9	4	7.1	5	8.9	12	21.4

lower ecological footprint for BIDCO's products										
b). Rigorous supplier environmental screening has led to a decrease in supply chain-related pollution.	6	10.7	28	50	-	-	3	5.4	19	33.9
c). Internal investments in eco-friendly technology have been the primary driver for our waste reduction success.	13	23.2	23	41.1	2	3.6	1	1.8	17	30.4
d). Adopting sustainable procurement has improved our compliance levels with Ugandan environmental laws (NEMA).	20	35.7	24	42.9	2	3.6	1	1.8	9	16.1
e). The use of traceability benchmarks has successfully reduced deforestation risks in our agricultural sourcing.	12	21.4	23	41.1	2	3.6	5	8.9	14	25

According to the table it shows that 28.6% strongly agreed, 33.9% agreed, 7.1%strongly disagreed, 8.9%disagreed, and 21.4% neutral that Green sourcing practices have directly contributed to a lower ecological footprint for BIDCO's products. 10.7% strongly agreed, 50% agreed, 5.4% disagreed and 33.9% neutral that Rigorous supplier environmental screening has led to a decrease in supply chain-related pollution. Also the table shows that 23.2% strongly agreed, 41.1% agreed, 3.6%strongly disagreed, 1.8% disagreed, 30.4% neutral that internal investments in eco-friendly technology have been the primary driver for our waste reduction success.

The table also shows that 35.7% strongly agreed, 42.9% agreed, 3.6% strongly disagreed, 1.8% disagreed and 16.1% neutral that Adopting sustainable procurement has improved our compliance levels with Ugandan environmental laws (NEMA). 21.4% strongly agreed, 41.1% agreed, 3.6% strongly disagreed, 8.9% disagreed and 25% neutral that the use of traceability benchmarks has successfully reduced deforestation risks in our agricultural sourcing.

The results indicate that sustainable procurement practices have a great impact on environmental performance in BIDCO Uganda Limited. The high consensus on compliance, pollution reduction, and ecological impact verifies that procurement is one of the main sources of sustainability. The noteworthy neutral responses however indicate that certain practices like traceability and technology investments are not yet fully comprehended and universally practiced throughout the organization.



CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSION AND RECOMMENDATIONS OF FINDINGS.

5.0 **Introduction**

This chapter includes the discussions, summary, conclusion and recommendations of the findings of the study. The results examine the Sustainable Procurement Practices, Organizational Environmental Performance and the Impact of Sustainable Procurement Practices on Environmental Performance in BIDCO Uganda Limited.

5.1 Discussion of the Findings

5.1.1 Sustainable Procurement Practices in BIDCO Uganda Limited.

The results indicated that BIDCO Uganda Limited has moderately embraced sustainable procurement activities such as green sourcing, supplier certification, environmental audit and life-cycle costing. Sixty-four-point three percent (28.6% strongly and 35.7% agreed) of respondents replied that the company focuses on biodegradable, recycled and local materials. This helps to substantiate the claims of Walker and Jones (2012) who have highlighted green sourcing as an essential element of sustainable procurement to ensure that the environment is less impacted throughout the product life cycle. This means that BIDCO is taking steps to align its procurement practices with sustainability.

The percentage of those who affirmed that environmental certifications like ISO 14001 are taken into account during the evaluation of suppliers was also 71.5 percent (28.6 percent strongly agreed and 42.9 percent agreed), which is in line with Testa, Annunziata, Iraldo, and Frey (2016), who stated that organizations begin to integrate environmental criteria into supplier evaluation to establish compliance and sustain On the same note, 60.7% (14.3% strongly agreed and 46.4% agreed) responded in the affirmative that they use third-party certifications such as RSPO which is consistent with the results of Orfanidou et al. (2023), who concluded that companies implement global sustainability standards to minimize environmental risks and increase transparency in the supply chain.

Life-Cycle Costing (LCC) was adopted by 64.3% (26.8% strongly agreed and 37.5% agreed) of respondents, which is in agreement with Preuss (2009), who posits that sustainable procurement entails considering total lifecycle costs and not just initial price. Also, 75% (30.4% strongly agreed and 44.6% agreed) responded that they have environmental audits and 67.9% (17.9% strongly agreed and 50% agreed) responded that they have supplier development initiatives. These results are in agreement with Agyapong et al. (2024), who note the significance of evaluating suppliers and building capacity.

In addition, 64.3% (23.2% strongly agreed and 41.1% agreed) responded that procurement is concerned with energy-efficient equipment, and 62.5% (17.9% strongly agreed and 44.6% agreed) affirmed that there are waste management systems. Nevertheless, the fact that there are also prominent neutral answers of between 23.2 and 26.8 justifies Akampa (2023) who points out that sustainable procurement implementation in developing nations is in many cases limited by the lack of supplier capacity as well as, insufficient enforcement strategies.

5.1.2 Organization Environmental performance in BIDCO Uganda Limited.

The results show there is moderate increase in the environmental performance, especially the water efficiency and ecosystem protection. As a whole, 73.2% (23.2% strongly agreed and 50% agreed) of the participants affirmed that the firm has decreased water consumption, which is an indicator of efficient resource use and in agreement with Zhu, Sarkis, and Lai (2013).

Regarding energy efficiency, 53.5% (19.6% strongly agreed and 33.9% agreed) admitted that there were improvements, though only 33.9% were neutral, which is consistent with Agyapong et al. (2024), who observe that it takes time and investment to achieve improvements in energy efficiency. On the same note, 53.6% (16.1% strongly agreed and 37.5% agreed) were of the opinion that the company complies with environmental standards imposed by NEMA with 41.1% remaining neutral hence disparity in the levels of awareness within the entire company.

Findings on waste reduction reveal that 58.9% (21.4% strongly agreed and 37.5% agreed) of the respondents noticed that there was a reduction of solid waste, with 26.8% being neutral, which supports Al-Maaitah et al. (2018), who note that waste management is a major environmental performance indicator. Besides, 75 percent (25 percent strongly agreed and 50 percent agreed) affirmed that the company has reduced its effects on the local ecosystems, which is consistent with results by Mwirigi (2020).

Moreover, 62.5% (28.6% strongly agree and 33.9% agree) responded that the company has met its greenhouse gas (GHG) emission reduction targets, but 33.9% stayed neutral, which means that the environmental performance gains are slow. These ambivalent reactions confirm Akampa (2023), who observes that compliance tends to dominate environmental performance in developing economies, rather than proactive approaches.

5.1.3 Impact of Sustainable Procurement Practices on the Environmental Performance.

The results show that sustainable procurement practices and environmental performance have a positive correlation. Sixty-two-point five percent (28.6% strongly agreed and 33.9% agreed) of the respondents reported that green sourcing practices have led to a reduced ecological footprint, which is in line with Walker and Jones (2012).

Likewise, 60.7 percent (10.7% strongly agree and 50 percent agree) said that the screening of suppliers has decreased pollution in the supply chain, which is consistent with Agyapong et al. (2024). Moreover, 64.3% (23.2% strongly agreed and 41.1% agreed), affirmed that the investments in environmentally friendly technology have helped to reduce waste, which is corroborated by Langat and Otieno (2022).

Mwirigi (2020) is supported by a significant majority of 78.6% (35.7% strongly agreed and 42.9% agreed) of the respondents who agreed that sustainable procurement has enhanced adherence to environmental legislations. Moreover, 62.5% (21.4% strongly agree and 41.1% agree) replied that traceability systems have assisted in mitigating the risk of deforestation, which is in line with CAO (2017) and World Rainforest Movement (2009).

In general, these results align with those of Testa et al. (2016) and Liu (2024) who state that sustainable procurement has a beneficial effect on the environmental performance. Nevertheless, the fact that the neutral answers between 16.1% and 33.9% are present contributes to Akampa (2023) who states that the contextual factors like the expensive costs and regulatory restrictions can dilute the entire effects of these practices.

5.2 Summary of the findings

The paper has established that BIDCO Uganda Limited has embraced moderately sustainable procurement practices especially in green sourcing, supplier environmental appraisal, and internal sustainability programs. Most of the respondents affirmed that the company uses environmental certifications like ISO 14001 (71.5%), carrying out environmental audits (75%), and green sourcing (64.3%). Moreover, 64% of respondents supported Life-Cycle Costing and energy efficient technologies investment. The results align with those of Walker and Jones (2012), Preuss (2009), and Testa et al. (2016), who note the importance of introducing environmental considerations in the procurement processes. Nevertheless, the existence of neutral answers (approximately 23-27 percent) speaks in favor of Akampa (2023), who states that the implementation in developing countries is usually incomplete because of capacity and enforcement issues.

In terms of organizational environmental performance, the research found moderate changes, especially in water efficiency (73.2%), and ecosystem protection (75%). Nonetheless, energy efficiency (53.5) and environmental standards (53.6) performance exhibited less agreement, and high neutral scores. These results are consistent with Zhu Sarkis and Lai (2013) and Al-Ma'aitah et al. (2018), who mention resource efficiency and waste management as the main indicators of environmental performance. They also take sides with Mwirigi (2020) and Akampa (2023), who report that the improvement of environmental performance in developing economies is slow and depends on contextual constraints.

The paper has also determined that there is a positive correlation between the organizational environmental performance and sustainable procurement practices. The findings indicate that

compliance enhancement (78.6%), green sourcing (62.5%), supplier environmental screening (60.7%), and environmentally friendly technology investments (64.3%) help to ensure better environmental performance. These results align with Agyapong et al. (2024), Liu (2024), and Walker and Jones (2012), who show that sustainable procurement has a significant impact on environmental performance. Nonetheless, neutral answers (around 16-34) mean that the entire effects of these practices are not realized in the entire organization yet and that more powerful implementation and awareness should be adopted.

5.3 Conclusion

The results indicated that sustainable procurement practices in BIDCO Uganda Limited positively affect the environmental performance in an organization, but the practice is not at an advanced stage. Embracing environmentally responsible sourcing and supplier management, as well as internal sustainability efforts, have seen the company make advances, and this has led to an increase in resource efficiency, environmental protection, and regulatory compliance. Nevertheless, the results also show inconsistencies, lack of awareness, and complete integration of these practices within the organization. In general, although sustainable procurement is playing its role in improving the environmental results, there is a necessity to implement it more, coordinate it, and constantly monitor it to attain more efficient and sustainable environmental performance.

5.4 Recommendations

- Enhance the use of Sustainable Procurement Practices. To make sure that green sourcing, supplier assessment, and the internal sustainability are implemented throughout all departments, BIDCO must make sure that these practices are consistently applied.

- Increase Employee Awareness and Training. Training programs must be carried out regularly so that the staff can gain more awareness on sustainable procurement, and its influence on environmental performance.

- Enhance Monitoring and Reporting Systems. The Company must develop strong monitoring and reporting of sustainability initiatives to gauge how effective the sustainability initiatives are and where to improve.

- Participate Suppliers in Sustainability Programs. BIDCO is supposed to engage in and establish the ability of the suppliers to respond to environmental standards and certifications.

- Invest in Environmentally-Friendly Technologies. The constant investment in the energy-efficient devices, waste management, and resource-saving technologies will also minimize the environmental impact and enhance the operational efficiency.

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QUESTIONNAIRE

I am Kwagala Agatha, a final-year student pursuing a Bachelor of Procurement and Logistics Management at Uganda Christian University. I am conducting this research as part of the requirements for my degree. The purpose of this study is to investigate the relationship between Sustainable Procurement Practices and Organizational Environmental Performance at BIDCO Uganda Limited.

Your honest and accurate responses are invaluable to the success of this study. All information provided will be treated with the strictest confidentiality and used only for academic purposes. There are no right or wrong answers; please respond based on your knowledge and experience within the organization.

The relationship between Sustainable Procurement Practices and Organizational Environmental Performance at BIDCO Uganda Limited.

The items are organized into a clear sections, using a 5-point Likert scale
(Please tick in the box that best describes you and your level of agreement with the following statements. 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

Section A: Demographic Information

1. **Gender**

☐ Male

☐ Female

2. **Age**

☐ 20-30

☐ 31-40

☐ 41-50

☐ 51 and above

3. Department/Functional Area

☐ Procurement /Supply Chain

☐ Production /Operations

☐ Environmental Management /HSE

☐ Finance /Accounts

☐ Logistics /Warehouse

☐ Other: _____

4. How long have you worked at BIDCO Uganda Limited?

☐ Less than 2 years

☐ 2-5 years

☐ 6-10 years

☐ More than 10 years

Section B: Sustainable Procurement Practices

Rate how BIDCO manages its supply chain and purchasing (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

statement	1	2	3	4	5
1. The company prioritizes sourcing raw materials that are biodegradable, recycled, or locally produced.					
2. Environmental certifications (e.g., ISO 14001) are a mandatory requirement when evaluating new suppliers.					
3. BIDCO utilizes third-party certifications (e.g., RSPO) to validate the sustainability of its palm oil supply chain					
4. Procurement decisions are based on Life-Cycle Costing (LCC) rather than just the lowest initial purchase price.					
5. The company conducts regular environmental audits to monitor supplier compliance with sustainability standards.					
6. BIDCO invests in supplier development to build their capacity for green production.					
7. Internal procurement focuses on energy-efficient processing equipment to minimize resource consumption.					
8. The company has implemented robust systems for waste segregation and the conversion of by-products into resources.					

Section C: Organizational Environmental Performance

Please rate BIDCO's recent success in the following areas (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

statement	1	2	3	4	5
1. There has been a significant reduction in energy intensity (energy used per unit of output) in our operations.					
2. The company has successfully decreased its total water consumption through efficient usage and recycling.					
3. BIDCO consistently meets or exceeds the effluent discharge standards set by NEMA.					

4. There is a visible reduction in the total solid waste generated by the manufacturing plants.					
5. The company has effectively minimized its negative impact on local ecosystems (e.g., the Masese industrial area).					
6. BIDCO has achieved its documented environmental goals for greenhouse gas (GHG) emission reduction.					

Section D: Influence of Sustainable Procurement Practices on Environmental Performance

Rate how much you believe procurement choices drive our environmental results (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

statement	1	2	3	4	5
1. Green sourcing practices have directly contributed to a lower ecological footprint for BIDCO's products.					
2. Rigorous supplier environmental screening has led to a decrease in supply chain-related pollution.					
3. Internal investments in eco-friendly technology have been the primary driver for our waste reduction success.					
4. Adopting sustainable procurement has improved our compliance levels with Ugandan environmental laws (NEMA).					
5. The use of traceability benchmarks has successfully reduced deforestation risks in our agricultural sourcing.					
6. Despite the high cost of green alternatives, our sustainable procurement policies have yielded positive environmental results.					

THANK YOU FOR UR TIME