

**ASSESSING THE STAKEHOLDER PERCEPTION ON ORGANIZATIONAL
READINESS IN THE IMPLEMENTATION OF SUSTAINABLE PROCUREMENT
AT JOINT MEDICAL STORE IN UGANDA**

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M23B12/005

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

May, 2026




**UGANDA CHRISTIAN
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DECLARATION

I, ENYEU GONZA, hereby affirm that this research dissertation is my work of originality, and has not been submitted to any university or institution of higher learning, to obtain any degree. All the information sources such as published and unpublished works of other authors have been credited properly and referenced.

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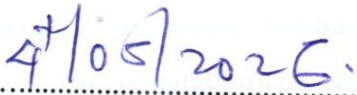
APPROVAL

This is to confirm that this research dissertation by ENYEU GONZA, registration number M23B12/005, entitled “Assessing The Stakeholder Perception On Organizational Readiness In Implementation Of Sustainable Procurement At Joint Medical Store In Uganda” has been presented to be examined with my consent that is the supervisor.

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ACKNOWLEDGEMENT

I want to take this opportunity to thank God because his grace and favor have helped me to effectively accomplish my studies. My deepest gratitude is to the faculty of Business and above all, my supervisor, Mr. Kabanda Martin, who has been of great help and support in my entire research process. Your time and efforts are highly valued and God bless you with bountiful blessings and give you another strength to serve the university.

I also want to hearten my thanksgiving to everyone whose support and contributions have been of great importance in my academic life. I owe much to my family in that they have been very supportive and encouraging during my studies. I would like to take this opportunity to give a special acknowledgment to my mother, Acom Sarah, and my sister, Akiror Jennifer, who have been instrumental in this journey.

I also enjoy the fact that Joint Medical Store has provided me with the chance to complete my internship in 2024 and 2025, and access my research there. I found it to be an appreciating experience, as I was able to interact and work with a supportive team, which provided a friendly and conducive working environment. Specifically, I would like to express my gratitude to my supervisor at JMS, Ms. Jean Zikusooka, Senior Procurement Officer, who has been instrumental, supportive, and encouraging in my learning process.

I also owe my friends, Benjamin Nahamya and Mrs. Hope, and Tuza Grace who helped me in this journey, gave me all the technical assistance, support, and guidance.

Lastly, I would like to congratulate my lecturers, my course mates, my friends, and my respondents, who contributed to my learning and provided a conducive environment in which I learned. God bless you all.

LIST OF ABBREVIATIONS

ESG	Environmental, Social, and Governance
SDGs.....	Sustainable Development Goals
SP.....	Sustainable Procurement
OP.....	Organizational Procurement
OR.....	Organizational Readiness
SPP.....	Sustainable Public Procurement
CSR.....	Corporate Social Responsibility
MoH.....	Ministry of Health
NDP.....	National Development Plan
NGOs.....	Non-Governmental Organizations
JMS.....	Joint Medical Stores
WHO.....	World Health Organization
PPDA.....	Public Procurement and Disposal of Public Assets Authority
USAID.....	United States Agency for International Development
ISO.....	International Organization for Standardization

ABSTRACT

This study was set to establish whether or not the management of Joint Medical Stores (JMS) was ready to adopt sustainable practices in procurement. The aim of the research was to explore the perception of the degree of organisational preparedness by the stakeholders, to identify the key enablers and to identify the main barriers to implementing **sustainable procurement**.

The research adopted a hybrid method of data collection that entailed both quantitative and qualitative data collection methodology. The research collected quantitative data that was done using a questionnaire that was given to 53 individuals of which 50 could be analyzed further. The data were analyzed by using Statistical Package of the Social Sciences (SPSS) software and responses of the Likert-scale questions were coded and interpreted using descriptive statistics, such as mean, standard deviation and percentages. The interviews with key informants were held and the information was thematically analyzed.

The findings indicate that JMS is fairly prepared to adopt sustainable procurement. The management commitment was considered the strongest enabler of JMS, and the staff training and skills, and the financial resources were the weaker enablers. The major challenges were related to finances, skills and awareness of sustainable procurement.

The study finds that, although JMS has a high management commitment to sustainable procurement, there are feasible obstacles to its complete implementation. It recommends enhancing financial resources, staff training and awareness and institutionalizing management support on sustainable procurement, to increase preparedness.

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CHAPTER ONE

1.0. Introduction

Sustainable procurement is gaining traction as a strategic process that incorporates environmental, social and economic factors into procurement practices, beyond cost-based approaches. This is part of a global trend driven by initiatives like the United Nations Sustainable Development Goals (SDGs) that advocate for sustainable consumption and production. But readiness for sustainable procurement, in terms of resources, skills and support, is essential. In Uganda, especially in health care, there are issues with lack of awareness and capacity. The Joint Medical Stores (JMS) is responsible for procurement of medical supplies, but is it ready to implement sustainable procurement? This research therefore explores stakeholder perceptions to determine the enablers and constraints for sustainable procurement.

1.1. Background to the study

Sustainable procurement has emerged as a critical focus for organizations around the world as they strive to achieve economic, environmental and social sustainability. Sustainable procurement builds on the sustainability and Environmental, Social, and Governance (ESG) movement, and requires organizations to embed social, environmental and ethical factors in procurement practices along the supply chain. The global shift towards sustainability has been supported by international agreements such as the United Nations Sustainable Development Goals (SDGs) Goal 12, which calls for sustainable consumption and production. The United Nations Environment Programme (UNEP 2017) estimates that public procurement represents a substantial proportion of global GDP, and has the potential to drive sustainable development. But while policies and international initiatives set the stage, successful implementation of sustainable procurement is heavily reliant on the readiness of organizations, in terms of resource availability, organization capacity, governance and stakeholder buy-in.

Regionally, Africa has seen increasing awareness of sustainable procurement as a tool for driving inclusive economic development, environmental sustainability and social inclusion. Regional organizations like the African Union have called for sustainable development strategies that incorporate green procurement practices in the public sector. However, empirical studies indicate

that the uptake of sustainable procurement practices in Africa remains limited and patchy. Researchers like Stephen Brammer and Helen Walker (2011) suggest that barriers to implementation in developing countries are often related to weak institutional frameworks, lack of financial support and technical capacity. Likewise, the World Bank (2020) notes that many African countries' public procurement systems lack capacity, enforcement and awareness of sustainability principles. This hampers the capacity of organizations to shift from cost-based procurement to more sustainable procurement practices.

In Uganda, sustainable procurement is still in its infancy, despite well-established public procurement frameworks. Public procurement bodies like the Public Procurement and Disposal of Public Assets Authority offer guidelines to achieve transparency, accountability and value for money in procurement. But these have traditionally focused on ensuring compliance and cost-effectiveness, with little explicit attention to sustainability. This has left organizations with several challenges, including funding shortfalls, lack of training for procurement staff, awareness-raising and policy implementation mechanisms. These issues are crucial in the healthcare industry, given the important role procurement plays in delivering medical supplies, while ensuring quality and cost-effective operations.

The Joint Medical Stores (JMS) plays a critical role in the healthcare supply chain in Uganda, procuring and distributing essential medicines and health supplies. As a critical institution, sustainable procurement at JMS has the potential to impact environmental and social outcomes in the health sector. Yet, the readiness of JMS to adopt sustainable procurement practices is unknown. Organizational readiness is a complex construct that depends on factors such as management support, employee skill levels, culture and access to financial and technological resources. Bryan Weiner (2009) defines organizational readiness as the collective psychological and behavioral preparedness to implement change, which is essential for the successful implementation of initiatives.

Moreover, the attitudes, perceptions and awareness of stakeholders i.e. employees, managers and vendors can influence the success of sustainable procurement. Their attitudes, perceptions and awareness either support or inhibit the move to sustainability. Despite the significance of these

factors, there is scarcity of empirical studies exploring stakeholder perceptions of organizational readiness for sustainable procurement in the healthcare sector in Uganda, including at JMS.

As such, this research aims to evaluate stakeholder perceptions of organizational readiness for implementing sustainable procurement strategies at JMS. Through exploring the key facilitators and barriers, the study seeks to fill the existing knowledge gap and offer valuable insights to inform the successful adoption and institutionalization of sustainable procurement practices within JMS and other organizations in Uganda.

1.2. Statement of the problem

Sustainable procurement is gaining momentum worldwide as a means to achieve environmental, social and economic sustainability, as outlined in the United Nations Sustainable Development Goals (SDGs). Yet, despite the global trends, organizations, especially in developing countries, face challenges in implementing sustainability due to the low level of organizational readiness, such as lack of resources, capacity and stakeholder buy-in (United Nations Environment Programme, 2017). In Africa, sustainable procurement practices are not uniformly adopted, with barriers such as awareness, financial constraints and weak policy frameworks for implementation (as identified by Stephen Brammer and Helen Walker, 2011, and the World Bank, 2020). These barriers highlight the importance of examining the factors influencing organizational readiness in different institutional environments.

In Uganda, while procurement is governed by the Public Procurement and Disposal of Public Assets Authority, sustainable procurement practices are not well adopted, especially in vital sectors like healthcare. The Joint Medical Stores (JMS) are a critical supplier of medical supplies and operate under such limited circumstances. Yet there is a dearth of empirical information on its readiness to implement sustainable procurement, particularly with reference to stakeholder perceptions, driving factors and challenges. Since organizational readiness is based on stakeholder readiness (Bryan Weiner, 2009), it is a major gap in knowledge.

This research, therefore, aims to understand stakeholder views on the level of organizational readiness for sustainable procurement implementation at Joint Medical Stores (JMS) in Uganda. It assesses readiness in terms of readiness for resources, capacity building, leadership and

institutional support. It also examines stakeholders' perceptions and awareness, as well as the enabling factors and barriers to implementation. It seeks to provide insights that can help in the successful implementation of sustainable procurement at JMS.

1.3. Objectives of the study

1.3.1. General objective

To assess stakeholder perceptions of organizational readiness in the implementation of sustainable procurement at Joint Medical Stores (JMS), Uganda.

1.3.2. Specific objectives

- i. To examine stakeholder perceptions regarding organizational readiness for the implementation of sustainable procurement at Joint Medical Stores (JMS).
- ii. To identify the key enabling factors that influence organizational readiness to implement sustainable procurement practices at Joint Medical Stores (JMS).
- iii. To identify the barrier factors that influence organizational readiness to implement sustainable procurement practices at Joint Medical Stores (JMS)

1.4. Research questions

- i. What are the stakeholder views on the joint medical stores' (JMS) readiness to implement sustainable procurement?
- ii. Which of enabling factors are the most important in relation to organizational preparedness to implement sustainable procurement at Joint Medical Stores (JMS).
- iii. Which are the barriers factors that make organizational preparedness in implementing sustainable procurement at Joint Medical Stores (JMS)?

1.5. Scope of the study

This paper seeks to assess the stakeholders' perception of the readiness of the Joint Medical Stores (JMS) implementation of sustainable procurement in Uganda. The paper focuses on the

factors of support, barrier factors and the stakeholders' perceptions which will influence the preparedness of the organization towards sustainable procurement.

The research is also limited to the Joint Medical Stores (JMS) which is a leading health supply chain in Uganda. The reason for this is because JMS plays a critical role in the supply and distribution of medical products to all the health facilities in Uganda and is thus an ideal case study in procurement practices for the health sector.

In terms of the content, the study is limited to readiness of organizations to sustainable procurement and the various internal dimensions of organizational readiness like the organizational support, availability of resources, skills and capacity of the staff, organizational culture and stakeholder participation. It does not focus much on other areas of procurement such as in contract management and financial procurement performance other than their relevance to the sustainability readiness.

Time-wise, the research will focus on the current practices and perceptions of information during the time of data gathering, and focus on the readiness now and not the past. Hence, the study will only focus on the stakeholders' perceptions on the readiness of the organization and the factors encouraging and hindering the implementation of sustainable procurement at JMS.

1.6. Significance of the study

The study on perceptions of stakeholders on readiness of the organization for implementing sustainable procurement at Joint Medical Stores (JMS) is important for a range of stakeholders, policy development and research.

For JMS management and employees, the study offers insights on the readiness of the organization to implement sustainable procurement. The study will assist management to identify the critical enablers and challenges to the adoption of sustainable procurement practices, which will help them to understand gaps in internal skills, resources, leadership and culture. This will help them make informed decisions to enhance procurement efficiency, institutional capacity and alignment to sustainability objectives.

To policymakers, and regulatory authorities such as the Public Procurement and Disposal of Public Assets Authority (PPDA), the study provides insights into the operational challenges and gaps in adopting sustainable procurement for the implementing institutions. This can guide the development or refinement of procurement guidelines and policies that better incorporate environmental, social and governance (ESG) considerations into Uganda's public procurement policy.

To the health sector in Uganda, especially medical supply institutions, the study can inform better understanding of the benefits of sustainable procurement in improving service delivery, minimizing negative environmental effects and ensuring the availability of medical supplies for the future. JMS is a pivotal institution in the health supply chain - therefore, enhanced procurement systems can trickle down to improve efficiency and service delivery in the healthcare system in Uganda.

Scholars and future researchers, the study adds to the few empirical studies on sustainable procurement and readiness for sustainable procurement in developing countries, including the Ugandan healthcare sector. It offers a platform for future studies on integration of environmental, social and governance (ESG) considerations into procurement transformation and institutional readiness of public and private organizations.

1.7. Justification of the study

This study is based on the growing global and national emphasis on the need to include the notion of sustainability in the procurement of goods and services. As institutions are increasingly expected to make sure that their operations are in harmony with Sustainable Development Goals (SDGs), there is a need to understand the readiness of institutions to have sustainable procurement practices. However, the question of capacity, resources and stakeholder participation is a problem in many organizations in the developing world including Uganda.

Joint Medical Stores (JMS) in health care sector is vital in the provision of medical supplies in Uganda. Given its role in health supply chain, the adoption of sustainable procurement practices at JMS is crucial for efficiency, effectiveness and sustainability. However, there's little empirical evidence on the level of readiness of JMS to implement such practices.

And the stakeholders' perceptions are also crucial in determining the success of organizational change initiatives. Understanding stakeholders' perception on readiness and factors that may facilitate or hinder implementation is essential for good decision-making and policy development. However, this is not much studied in the case of health supply chain organizations in Uganda.

Therefore, this research is justified as it seeks to fill this knowledge gap by reporting on the stakeholders' perceptions of readiness of JMS to implement sustainable procurement. We hope that the insights will inform the management, policymakers and practitioners to improve institutional capacities, better stakeholder relationships and improve the implementation of sustainable procurement.

1.8.Theoretical framework.

The research is based on the Organizational Readiness for Change (ORC) theory proposed by Armenakis, Harris and Mossholder. This is a theory of an organisation's readiness to successfully initiate and sustain change. It argues that for change to be successful, it does not rely solely on material resources but also on the psychological readiness of the organisation's members. This includes collective perceptions, feelings and intentions about change. The theory suggests when organizational members believe change is needed and will be beneficial, they will be more likely to endorse and actively engage in the change process (Armenakis et al., 1993).

The ORC theory suggests that two factors, change commitment and change efficacy determine the level of readiness for change. Change commitment is the shared willingness of employees and other stakeholders to implement a change; change efficacy is the perceived capability of the organization to successfully implement a change (Armenakis et al., 1993). High levels of commitment and efficacy among stakeholders increase the chances of successful implementation. In contrast, insufficient commitment and efficacy can result in rejection, low adoption and even failure of change initiatives (Weiner, 2009). These elements are especially important in the context of new practices, such as sustainable procurement.

The theory also underscores that the organizational readiness is influenced by a number of structural and contextual factors, such as leadership and communication, organizational culture,

financial and human resource allocation and stakeholder engagement. These elements affect the acceptance of change within the organization. For Joint Medical Stores (JMS), such factors play a significant role in the readiness of the organization to adopt sustainable procurement practices. For example, strong commitment from managers and staff training can increase readiness, while lack of resources and poor communication can decrease readiness.

The ORC theory is relevant to this study because it helps to explain the link between stakeholder perceptions and readiness. Given the focus of this study on analyzing stakeholder perceptions at JMS, the theory offers an appropriate lens through which to explore stakeholder views on perceived management support, availability of resources, and institutional capacity, and its impact on readiness. Through the use of this theory, this study is able to explore both the facilitators and barriers to the implementation of sustainable procurement, thus providing a holistic view of readiness for change in the context of a healthcare supply chain.

1.9. Limitations of the study

There are some constraints that can limit this study and affect the results and analysis. First, the study is based on survey data from stakeholders of Joint Medical Stores (JMS). As a result, the responses can be influenced by opinions, fear of bias or criticism and this can affect the validity of the information provided.

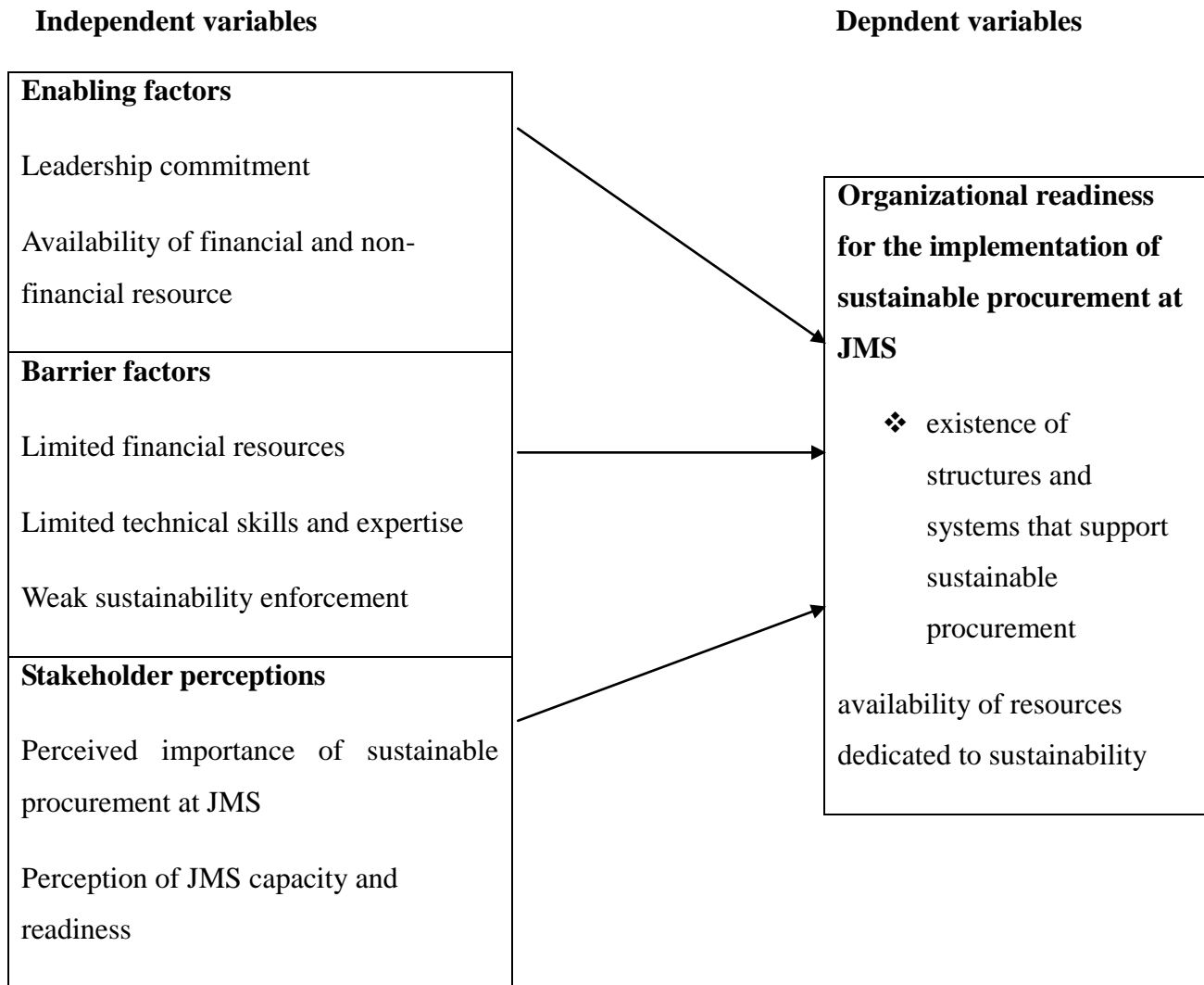
The study is focused on a single case study (JMS) and this may not be sufficient to draw conclusions that can be applied to other institutions in Uganda or even beyond. However, the findings can also be informative to such healthcare supply chain organizations.

The research might be limited by time and money that may limit the data collection and number of respondents that can be reached during the research. Also, there might be limited documented sources of information on sustainable procurement practices in the organization and this might limit secondary data analysis.

Despite the limitations, the research will apply appropriate data collection and data analysis methods to ensure that the findings are valid and can be effective in shifting the stakeholders' mindset towards the readiness to sustainable procurement in JMS.

1.10. Conceptual framework

Fig. 1. Conceptual framework.



The conceptual framework illustrates the relationship between the key variables of the study, which is stakeholder perceptions to sustainable procurement, barrier factors and enabling factors.

CHAPTER TWO

LITERATURE REVIEW

2.0.Introduction

The world is moving towards sustainability, and environmental, social and governance (ESG) practices are on the rise, particularly in procurement. Yet, in the developing world, there is poor adoption due to poor organizational readiness, including lack of resources and capacity.

This paper explores the literature on, sustainable procurement, and organizational readiness to inform the research and to identify the knowledge gap.

2.1. The perceptions of the stakeholders on the readiness of the organization to adopt sustainable procurement at Joint Medical Stores (JMS), Uganda.

It is a well-known fact that stakeholder perceptions are a very important aspect of organizational readiness to sustainable procurement, especially in the institutional context like in the health sector, where there are multiple stakeholders that influence organizational processes and outcomes (Donaldson and Preston, 1995). The stakeholder theory argues that organizations exist within a larger social environment and that their success is determined by how well they meet the needs and expectations of stakeholders, such as employees, suppliers, government regulators and the community (Donaldson and Preston, 1995). This view is also supported by the stakeholder salience theory, which assumes that the extent of the stakeholders influence is determined by their power, legitimacy, and urgency, and thus shape organizational priorities, such as adopting sustainable procurement practices (Mitchell, Agle, and Wood, 1997). The stakeholder perception is especially important in the context of the organization operating in the public sector because of the necessity to balance rival interests and guarantee transparency and accountability in the process of procurement (Bryson, 2004).

The willingness of an organization to engage in sustainable procurement is not just an internal characteristic of an organization but also a factor that is influenced by how the stakeholders perceive the commitment of the leadership, the policy frameworks, and resource allocation (Al Haj and Maher, 2025). In the healthcare industry, where procurement is the major component of

service provision, stakeholder perceptions affect trust, partnership, and involvement in sustainability programs, which ultimately leads to the effectiveness of implementation (Al Haj and Maher, 2025). Empirical research indicates that the implementation of technologies like enterprise resource planning systems can promote transparency and efficiency, thus leading to improved stakeholder views on the organizational preparedness and procurement performance (Al Haj and Maher, 2025). Moreover, sustainable procurement can necessitate a major organizational change, which can be possible only in case stakeholders can realize its value and act together to support the goals of sustainability (Santos, Hilletoft, and von Haartman, 2025). It has been cited that the stakeholder collaboration, specifically, has been identified as a key driver of the sustainable procurement perspective, as it promotes sharing of knowledge, innovation, and problem-solving skills that are considered vital in achieving sustainability (Santos, Hilletoft, and von Haartman, 2025).

Nonetheless, in most emerging economies, the contextual factors that impact the perceptions of stakeholders regarding their readiness are financial constraints, limited institutional support, and low levels of awareness and understanding of sustainable procurement (Mayavo, 2024). In the healthcare sector, these challenges are further compounded by supply chain inefficiencies and resource limitations, which may negatively affect stakeholders' perceptions of the feasibility of implementing sustainable procurement practices (Mayavo, 2024). Stakeholder acceptance is crucial in integrating the principles of a circular economy in healthcare procurement, and the creation of awareness and capacity building are important in shaping positive perceptions (Vederhus, Saha, and Nath, 2025). At the organizational level, employee engagement is an important aspect of organizational preparedness, with the perception that the sustainability initiative has on employees influencing the desire to engage in procurement reforms (Sharma, Darnall, and Iverson, 2026). Employee positive perceptions have been associated with an increase in commitment and support of sustainable procurement initiatives (Sharma, Darnall, and Iverson, 2026).

Moreover, organizational learning is also a significant aspect of the stakeholder perception shaping, as it allows institutions to adjust to the expectations of stakeholders and constantly improve their practices in terms of sustainability (Tuffour et al., 2023). The learning processes and knowledge dissemination help to improve the capacity of the organization to respond

efficiently to the demands of the stakeholders to sustainable procurement (Tuffour et al., 2023). The Uganda evidence further underscores the significance of stakeholder engagement to enhance the success and sustainability of health-related initiatives, with effective engagement contributing to the establishment of trust, collaboration, and resilience (Kyambade et al., 2026). Likewise, collaborations between governmental bodies, non-governmental organizations, and players in the private sector have been demonstrated to overcome systemic issues in health supply chains and, as a result, improve perceptions of organizational capability and preparedness (Rubango et al., 2020). Stakeholder engagement and partnerships at the regional level have been highlighted as some of the most important tools that could be used to promote sustainable procurement and institutional preparedness in Africa (Health Procurement Africa et al., 2025).

Furthermore, the main drivers of sustainable procurement such as leadership support, stakeholder awareness, and institutional capacity are highly influenced by the perceptions of the stakeholders on the benefits and viability of sustainability initiatives (Ameyaw, Asante, and Ababio, 2025). The more the stakeholders perceive sustainable procurement as a beneficial and feasible concept, the more likely they are to support the implementation of sustainable procurement, thus, increasing the organisational preparedness (Ameyaw, Asante, and Ababio, 2025). Although the number of studies on sustainable procurement has increased, there remains a significant gap in the understanding of how the perceptions of the stakeholders, specifically, impact the organizational readiness, as many studies have focused on the general drivers, barriers, and outcomes, but not on the dynamics that depend on the perception of the stakeholders (Al Fath et al., 2024). Moreover, the majority of the available literature is also based in developed countries or the selected African contexts of Ghana and Zimbabwe, with little empirical evidence coming out of the institutions within the Uganda health sector, especially Joint Medical Stores (JMS), therefore creating a contextual gap (Mayavo, 2024). Also, the scarcity of quantitative data on the topic due to the prevalence of qualitative research methods in the literature limits the access to quantitative information about the subject and its impact on the readiness of organizations (Kyambade et al., 2026).

Theoretical gap is also significant as, limited studies have implemented the perspectives of the stakeholder theory, such as stakeholder salience and stakeholder engagement, in the empirical research of the readiness of sustainable procurement (Mitchell, Agle, and Wood, 1997). In

addition, the views of the various stakeholder groups, including employees, suppliers, and regulators, have not been given adequate attention, thus limiting a comprehensive perspective of the stakeholder influence (Bryson, 2004). Thus, this research aims to fill in these gaps by studying the perceptions of stakeholders on whether an organization is ready to engage in sustainable procurement at the Joint Medical Stores in Uganda to provide context-specific and empirically-grounded evidence. Making the combination of the stakeholder theory and empirical analysis, the study will help to produce greater insights into how the perception of stakeholders influences the readiness and successful implementation of sustainable procurement initiatives in the health sector (Donaldson and Preston, 1995; Mitchell, Agle, and Wood, 1997)

2.1.2. The enabling factors that affect the organizational preparedness to adopt sustainable procurement practices at Joint Medical Stores (JMS).

In hospitals and other health facilities, sustainable procurement is becoming an increasingly strategic priority to health systems seeking to promote environmental sustainability, social responsibility, and economic efficiency in supply chains, especially in developing countries where health systems are faced with significant resource and operational constraints (Ameyaw, Asante, and Ababio, 2025). Organizational readiness in implementing sustainable procurement can be defined as how well an institution is ready to adopt such practices based on resource availability, capabilities and enabling systems (Dugle, Kutina, and Dawdi, 2025). Leadership commitment is one of the most significant enablers of this preparedness, as the senior management is at the center of prioritizing sustainability goals, allocating resources, and supporting sustainability initiatives related to procurement (Ameyaw, Asante, and Ababio, 2025). The level of leadership commitment also plays a role in creating a clear sustainability vision and in the attitudes and behaviors of employees towards adopting sustainable procurement practices (Smith, Bhutta, Malone, and Williams, 2025).

Closely associated with leadership is a sufficient amount of financial and material resources, which are needed to support investments into new technologies, systems, and development of suppliers that are necessary to have sustainable procurement implementation (SWITCH-Asia, 2020). In most sub-Saharan African settings, where monetary resources are frequently restricted, organizations with better endowment of resources are more likely to show willingness to engage in sustainable procurement (Nsawah et al., 2024).

Along with financial capacity, the availability of enabling policy and regulatory frameworks is also essential in terms of ensuring organizational readiness (SWITCH-Asia, 2020). These frameworks also guarantee functionality in terms of alignment with national and international sustainability goals, which also ensure strengthening the commitment and preparedness of institutions (Dugle, Kutina, and Dawdi, 2025). Technical expertise and institutional capacity are also crucial because the professionals involved in procurement must have the skill and knowledge required to incorporate sustainability considerations in procurement activities (Higenyi, 2020). The capacity-building measures, such as training and continuous professional development, consequently play a vital role in developing the competencies of the employees in the implementation of sustainable procurement (Higenyi, 2020). Moreover, the implementation of information technology and electronic procurement systems have been cited as one of the enabling factors, as the systems enhance transparency, efficiency, and accountability in the procurement operations (Al Haj and Maher, 2025). The application of information technology e-logistics management information systems have been shown to positively impact supply chain responsiveness and decision-making, therefore, contributing to procurement efficiency and innovation readiness (Wasswa et al., 2023), and broader applications of information technology contribute to sourcing flexibility and supply chain agility, both of which are also necessary in accommodating sustainable procurement practices (Watera et al., 2023).

Collaboration and involvement of stakeholders are also crucial to facilitate sustainable procurement, as the effective coordination among suppliers, government entities, and development partners improves communication, trust, and joint problem-solving skills that can overcome implementation barriers (Meryem and Salma, 2025). In this respect, the implementation of the principles of a circular economy has become a significant enabling factor, that facilitates resource efficiency, waste reduction, and sustainable consumption within healthcare procurement systems (Vederhus, Saha, and Nath, 2025). Nonetheless, to integrate these principles, organizational capacity, stakeholder awareness, and the redesign of procurement systems are required to align with sustainability objectives (Di Virgilio et al., 2025). The readiness is also further influenced by organizational culture and behavior as a culture that supports innovation and sustainability will encourage the employees to engage in new procurement practices (Smith, Bhutta, Malone, and Williams, 2025). Because the procurement staff is directly engaged in the decision-making process, the willingness and capability of the

procurement staff to implement sustainability considerations are critical to success (Smith, Bhutta, Malone, and Williams, 2025).

In addition, organizational preparedness largely depends on the supply chain performance and infrastructure, where effective logistics systems enable the implementation of sustainable procurement processes (USAID Global Health Supply Chain Program, 2023). Joint Medical Stores evidence has shown that improvement in the warehousing, distribution, and inventory management lead to an increase in supply chain efficiency (USAID Global Health Supply Chain Program, 2023). Also, the ecosystems of sustainable supply chains enhance preparedness by facilitating organizations to respond to the emerging challenges and changing healthcare needs through the collaboration of stakeholders and the inclusion of sustainability requirements in procurement and supply chain strategies (Meryem and Salma, 2025).

Although these enabling factors have been identified, the available literature has a number of gaps. Most studies enable factors in a generalized manner without properly examining the specific way they impact organizational readiness in the context of a specific institutional context such as Joint Medical Stores in Uganda, thus limiting contextual applicability (Dugle, Kutina, and Dawdi, 2025). Moreover, a considerable percentage of the literature is founded on the research carried out in the developed world or a sample of African settings such as Ghana, where the empirical evidence of the procurement systems in the Ugandan healthcare sector is limited, which highlights a contextual gap (Nsawah et al., 2024). Moreover, current studies tend to analyze enabling factors separately and do not investigate their interactions and synergies to understand their overall impact on organizational preparedness (Di Virgilio et al., 2025). In numerous studies, methodologically, many studies are either descriptive or conceptual in nature and lacks strong quantitative evidence to compare the relative impact of various enabling factors (Dugle, Kutina, and Dawdi, 2025).

It also lacks the integration of practical knowledge of working institutions on the issue like Joint Medical Stores in the planning of sustainable procurement preparedness which leads to the gap between theory and practice (USAID Global Health Supply Chain Program, 2023). In its turn, this study attempts to fill those gaps by looking at the enabling factors that shape the preparedness of Joint Medical Stores in Uganda to implement sustainable procurement and by

providing context-specific, empirically based insights to inform the academic research and policy development (Ameyaw, Asante, and Ababio, 2025)

2.1.3. The barrier factors that influence organizational readiness to implement sustainable procurement practices at Joint Medical Stores (JMS).

Barrier factors play a major role in organizational preparedness to embrace sustainable procurement practices, especially in organizations in the public sector and in healthcare where procurement systems are often complex and constrained by limited resources (Dugle, Kutina, and Dawdi, 2025). In this respect, organizational readiness is not merely predetermined by enabling factors, but also limited by a complex of structural, institutional, behavioral challenges that impede the effective implementation of sustainable procurement initiatives (Alali et al., 2022). Weak stakeholder engagement is one of the biggest barriers that have been identified in the literature as it limits the cooperation and communication processes, as well as the decision-making process, that are necessary to effectively implement sustainable procurement practices (Agyekum et al., 2023). This disengagement has usually been fuelled by conflicting priorities of stakeholders, low awareness levels, and poor communication amongst actors engaged in procurement processes (Boakye and Adanu, 2022). These issues are exacerbated in emerging economies, especially in sub-Saharan Africa, by having weak institutional frameworks and limited capacity to coordinate multi-stakeholder in procurement systems (Dugle, Kutina, and Dawdi, 2025).

Financial constraints are also a significant obstacle as not all institutions in the public sector have the resources needed to reorganize their procurement processes to make them more sustainable, which in most cases requires higher initial investments (SWITCH-Asia, 2020). Less financial capacity hinders the capacity of organizations to invest in sustainable products, technologies and developing suppliers therefore weakening preparedness of sustainability initiatives (Nsowah et al., 2024). Close to financial constraints is the absence of proper infrastructure and the capacity to support logistics, which influence the efficiency and effectiveness of procurement systems in healthcare organizations (USAID Global Health Supply Chain Program, 2023).

As it has been with Joint Medical Stores, even though there have been improvements in warehousing and distribution, gaps in infrastructure continue to limit the optimal supply chain

performance and its readiness to sustainability programs (USAID Global Health Supply Chain Program, 2023). Moreover, the current capacity gaps that have to be addressed in order to facilitate the implementation of sustainable procurement are evidenced by the ongoing infrastructure development initiatives which include the construction of regional medical storehouses (Uganda Radio Network, 2026).

The absence of technical and institutional capacity is another major barrier because the procurement staffs might not have the required skills and expertise to incorporate the sustainability concept into procurement processes (Bhattarai and Tamrakar, 2026). This is a challenging issue especially in developing countries where there are few opportunities to train and build capacity in sustainable procurement (Boakye and Adanu, 2022). Moreover, the lack of adequate adoption and integration of information technology systems is also a significant barrier since such technologies are necessary to improve transparency, efficiency, and evidence-based decision-making during procurement processes (Al Haj and Maher, 2025). Even though there have been efforts in Uganda to digitize the supply chain systems, issues surrounding system integration and effective use of the system continue to limit their effects (Watera et al., 2023).

The behavioral and organizational factors also play an important role in the obstacles in adopting sustainable procurement. To implement the sustainability initiatives, resistance to organizational change and negative attitudes of employees are likely to be the obstacles to the adoption of sustainability initiatives (Smith, Bhutta, Malone, and Williams, 2025). Employee resistance happens due to factors such as low awareness, perceived complexity of the practices, and concerns about an increase in workload (Smith, Bhutta, Malone, and Williams, 2025).

In addition, the lack of clear policies and enforcement mechanisms brings uncertainty and discourages the adoption of sustainable procurement practices in institutions of the public sector (SWITCH-Asia, 2020). Weak regulatory frameworks might not be sufficient in providing the necessary incentives or mandatory requirements to organizations to enable them to integrate sustainability in procurement processes (Dugle, Kutina, and Dawdi, 2025). These challenges are further worsened by corruption and lack of transparency in the public procurement systems especially where there is a governance constraint (Oluka, 2008). Corruption destroys confidence, misrepresentation of procurement decisions, and the ineffectiveness of sustainability initiatives in procurement systems (Oluka, 2008). Besides that, ineffective supply chains, which are typified

by ineffective coordination and lack of flexibility in sourcing, decrease the supply chain responsiveness of organizations to market demands and sustainability pressures (Watera et al., 2023). In the Ugandan healthcare sector, financial issues, fiscal space, and last-mile distribution remain limiting to supply chain effectiveness and limit preparedness to sustainable procurement (Kiwanuka, 2024). Moreover, the lack of connection between the sustainability-related agendas and the procurement practices presents a considerable barrier most of the time, which is due to the insufficient planning and the inability to effectively integrate the sustainability-related agendas into the organizational strategies (Alali et al., 2022).

Although the existence of these barriers has been identified in the existing literature, a number of gaps still exist. Most of the existing literature discusses obstacles to sustainable procurement in a generalized form without focusing on a specific institutional context (such as Joint Medical Stores in Uganda) which limits their practical applicability (Dugle, Kutina, and Dawdi, 2025). Also, a significant percentage of the study has been carried out in developed nations or in selected developing environments like Ghana and Nepal with little empirical evidence in Uganda healthcare procurement systems (Nsawah et al., 2024).

The existing body of research, methodologically, is based on qualitative methods and, as a result, lacks quantitative data to determine the relative impact of various barriers on organizational preparedness (Bhattarai and Tamrakar, 2026). Moreover, there is little research on the interplay of various obstacles and the effect of their synergies on readiness to sustainable procurement (Agyekum et al., 2023). It also lacks much integration of practical knowledge of institutions like Joint Medical Stores to theoretical discussions on procurement barriers, which creates a gap in theory and practice (USAID Global Health Supply Chain Program, 2023). Thus, the proposed research aims to fill these gaps by investigating the factors of barriers that influence organizational readiness to implement sustainable procurement practices at the Joint Medical Stores in Uganda in order to generate context-specific and empirically grounded evidence to inform both academic research and policy formulation (Ameyaw, Asante, and Ababio, 2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research design, population, sample, data collection and data analysis to assess readiness for sustainable procurement at Joint Medical Stores (JMS). This chapter will outline the approach, population, sample, data collection and data analysis. The design aims to evaluate perceptions, enablers and barriers. It allows valid and reliable data collection. It also takes into account ethical aspects.

3.1. Research design

This study will be descriptive, cross-sectional and mixed methods. This will be descriptive as the study will explore stakeholder views and the enablers and barriers to readiness of Joint Medical Stores (JMS) for sustainable procurement.

A cross-sectional design will enable data to be gathered from respondents at one point in time to determine organizational readiness and stakeholder perceptions without the temporal element.

The study will adopt a mixed method design to allow for the collection of rich data. A questionnaire will be used to gather quantitative data to ascertain stakeholder perceptions and key informant interviews will be used to gain data to illustrate aspects of organizational practice, institutional processes and contextual factors identified from the literature.

This is an appropriate approach for this study because the conceptual framework considers stakeholder perceptions, enablers and barriers as part of readiness. The quantitative and qualitative (mixed methods) approach and a cross-sectional design will allow the study to be broad and deep and therefore provide a holistic understanding of sustainable procurement readiness at JMS

3.2. Study population

The population for this study will be procurement and supply chain personnel and stakeholders at Joint Medical Stores (JMS). This encompasses procurement officers, logistics, finance and management. We will target this population because they are part of the procurement process and practices that affect sustainable procurement.

3.3. Sample size and sampling techniques

The sample for this study will be around 25-80 Joint Medical Stores (JMS) employees. This is deemed sufficient for the relatively small geographic space of the study and to gather quantitative and qualitative information from the study respondents who are the main stakeholders in procurement, logistics, finance and other related areas.

The sample will be divided into the quantitative and qualitative strands of the study. In the quantitative and qualitative component, all the 25-80 respondents will be chosen to be surveyed through questionnaire. These will be from the departments that are involved in procurement to ensure they are able to assess their organization's readiness for sustainable procurement.

This will use both stratified and purposive sampling. For the quantitative part, stratified sampling of different departments - procurement, logistics and finance - will be used. This will afford equitable representation of all departments.

However, the purposive sampling will be used to sample key informants for interviews. This method will enable the researcher to select participants with knowledge, experience and power in procurement to offer in-depth insights into procurement. This combination of sampling approaches will provide triangulation, data accuracy and validity of outputs

3.4. Data collection methods

The current study will use a mixed method of data collection, which involves quantitative and qualitative methods, to assess the sustainability readiness of Joint Medical Stores (JMS).

We will carry out primary data collection using questionnaires to some procurement, logistic, finance and other related staff. This will provide us with quantitative information on attitudes, enablers and challenges of sustainable procurement.

We will also interview a selected number of managers and procurement officers as a key informants to get qualitative data on practices, decision making and implementation issues on sustainable procurement.

This will allow us to triangulate data to enhance the quality and provide richness of the data collected in order to meet the objectives of the study.

3.5. Data collection instruments

The research will gather quantitative data from a sample of employees with roles in procurement, logistics, finance and other related areas at the Joint Medical Stores (JMS) through a questionnaire. The questionnaire will be developed based on a five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), which is suitable for quantifying attitudes, opinions and perceptions. Likert scale allows respondents to indicate their level of agreement with a statement, making it convenient for comparison, statistical analysis and interpretation of findings. It also increases the questionnaire's reliability and validity and reduces researcher bias.

The questionnaire will include major sections. The first section will include demographic data on age, department, position and years of service to describe the characteristics of the respondents. The second section will assess enabling factors of sustainable procurement, such as financial and human resources, management support, skills and training, and policies. The third section will capture constraints for sustainable procurement, such as financial resources, lack of awareness and skills, and poor regulatory systems. These sections will provide quantitative data that will be used to establish JMS's level of readiness.

A semi-structured guide to qualitative data on stakeholder attitudes towards sustainable procurement will also be developed at section D. This will facilitate a better understanding of perceptions, experiences and opinions that may not be captured by the questionnaire

3.6. Validity and Reliability

Validity

Validity will ensure that the study instruments will assess what they are designed to do in terms of stakeholder views, enabling and hindering factors for sustainable procurement at Joint Medical Stores (JMS). Content validity will be achieved by reviewing the questionnaire and interview guide with the supervisor and other academic experts to confirm that the instruments are clear, relevant and consistent with the research objectives. Instruments will be refined based on feedback for data collection.

Reliability

Reliability will ensure the research instruments are consistent and will produce reliable results. The questionnaire will be pilot tested on a small sample of people who are similar to the sample of the study but who have not been included in the sample. The internal reliability of the questionnaire will be assessed using Cronbach's Alpha coefficient, a value of 0.7 or more will be acceptable, showing the questionnaire is reliable.

3.7. Data analysis

The study will adopt a mixed-methods approach where quantitative data from questionnaires will be analysed using SPSS and the Likert scale responses (Strongly Agree to Strongly Disagree) will be given a number to calculate frequencies, percentages and mean scores. These will be used to determine the enabling factors and barriers to sustainable procurement at JMS, and mean scores will show the degree of agreement or disagreement.

Qualitative data collected from interviews will be subjected to a thematic analysis, where responses will be grouped into themes related to stakeholder views on sustainable procurement, enabling factors and barriers. Data will be complemented with quotations.

The integration of both analyses will give a holistic view of JMS's readiness for sustainable procurement.

3.8. Ethical considerations

The study will adhere to ethical guidelines by securing approval from academic authorities and JMS' permission to collect data. Participants will be given clear information and their consent will be obtained to ensure voluntary and non-coerced participation and the right to withdraw. Anonymity and confidentiality will be ensured, and data will only be used for research. Data will be kept confidential and secure.

3.9. Limitations of the study

The study may encounter challenges such as difficulty in accessing some of the key respondents for time constraints, which could impact response rates. There may also be a risk of respondent bias, as respondents may not always give completely honest answers. There may also be constraints on the amount of data collected due to time and resources. But these will be addressed by planning, maintaining confidentiality and employing various data collection techniques to improve data quality.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0. Introduction

This section provides the analysis of the quantitative data which was gathered among 53 respondents at Joint Medical Stores (JMS). The analysis addresses the perception of organizational sustainability in procurement by the stakeholder, the key enabling factors and the major barriers. The responses to the Likert scales were summarized using descriptive statistics (means, standard deviations, and percentages), whereas composite indices were calculated to evaluate overall readiness. After data cleaning, 50 responses could be utilized in the Likert-scale analysis.

4.1. Demographic information of the respondents.

The section shows the demographics of the respondents who took part in the research at Joint Medical Stores (JMS). The analysis included gender, age distribution, department/position and years of service. The data have been summarized with the help of descriptive statistics in the form of frequencies and percentages. The number of questionnaires that were returned was 53 but only 50 could be fully usable to analyze.

4.1.1 Gender of respondents

Table of respondents gender

Gender	Frequency (N)	Percentage (%)
Male	29	58.0%
Female	21	42.0%
Missing	3	-
Total	53	100%

The findings indicate that the majority of the respondents were male (58) and female (42). This implied a fairly equitable gender ratio though with a minor male preponderance. The inclusion of the two sexes was a guarantee that the research results were going to represent a variety of opinions on the readiness of sustainable procurement at JMS.

4.1.2 Age distribution of respondents

Table of age distribution

Age Group	Frequency (N)	Percentage (%)
Below 25 years	8	15.1%
25 – 34 years	32	60.4%
35 – 44 years	9	17.0%
45 years and above	4	7.5%
Total	53	100%

Most of the respondents who were 60.4% in number were placed in the age bracket ranging between 25-34 years. Such age structure implied a potentially flexible and receptive workforce to new procurement reforms including sustainable procurement. But a relatively small percentage of older workers might have suggested a lack of senior experiential contribution to the answers.

4.1.3. Department of respondents

Table showing departments at JMS

Department	Frequency (N)	Percentage (%)
Procurement	22	44%
Logistics	8	16%
Finance	12	24%
Warehouse	8	16%
Total	50	100%

The results indicate that the Procurement department had the majority of the respondents of 44% with the next group being the Finance department with 24%. The other departments were the Logistics and Warehouse departments which had 16 each. This distribution was suitable to the study since these departments were directly related to procurement and supply chain activities at JMS. Thus, the answers were believed to be useful in determining whether an organization is ready to implement sustainable procurement or not.

4.1.4. Position of respondents

Table showing position of respondents at JMS

Position	Frequency (N)	Percentage (%)
Management	12	24%
Officer	23	46%
Support Staff	15	30%
Total	50	100%

Majority of the respondents were officers who had 46 percent followed by support staff with 30 percent and management at 24 percent. This implies that the research study captured to a large extent operational level and mid-level level, which was vital in interpretation of the practical challenges of the implementation of sustainable procurement. The management respondents were also a source of strategic information on organizational preparedness

4.1.5. Years of service at JMS

Table showing employee work experience at JMS

Years of Service	Frequency (N)	Percentage (%)
Less than 1 year	12	24%
1–5 years	31	62%
6–10 years	7	14%
Above 10 years	0	0%
Total	50	100%

The findings show that 62 percent of the respondents had worked in JMS between 1-5 years, with 24 percent having a working experience of less than one year. Only 14 percent of them have worked between 6-10 years and none of them had over 10 years of working experience. This implies that JMS had a relatively youthful workforce with little long term institutional learning. Nonetheless, the preponderance of mid-tenure workers makes sure that the answers will represent not only recent experience of the operation but also certain familiarity with the organization.

4.2. Qualitative analysis of organizational preparedness to sustainable implementation of procurement at JMS.

This qualitative data was collected from key informant interviews which were analyzed using thematic analysis. Responses were coded, categorized and grouped into themes that reflected how the stakeholders viewed sustainable procurement preparedness at JMS.

4.2.1. Stakeholder opinion in terms of organizational preparedness over implementation of sustainable procurement at Joint Medical Stores (JMS).

Coding, categorizing, and grouping of the responses into themes reflected the perception of the stakeholders regarding the preparedness of JMS in terms of sustainable procurement. There were three principal themes that arose and they were perceived readiness to sustainable procurement, enabling factors and barriers to implementation of sustainable procurement. The findings are thus complemented by real quotations in order to bring out the genuine nature of the findings and the depth of interpretation.

4.2.1.1. Theme 1: Perceived preparedness to sustainable procurement at JMS

The participants broadly outlined JMS as being at a moderate level of maturity towards incorporating sustainable procurement. Although there is awareness, complete institutionalization has yet to be realized. One respondent explained: “We are in the process of learning about sustainable procurement but this has not been fully incorporated into our day-to-day activities. This implies that sustainable procurement is yet to have the awareness to implementation.

4.2.1.2. Theme 2: Enabling factors to sustainable procurement at JMS.

One enabling factor that was dominant was the aspect of management support, as it was always mentioned in the interviews. Respondents observed that the commitment to leadership offers a base on which the implementation will occur in the future. One respondent wrote: “The management is receptive to new procurement strategies and that gives us the assurance that sustainable procurement can be practiced. Other facilitating conditions were noted to be the presence of the current procurement systems and partial awareness of the staff although this was reported as not even across departments.

4.2.1.3. Theme 3: Barriers to implementation of sustainable procurement at JMS.

A number of obstacles were found to hamper complete preparedness to sustainability in procurement. The most mentioned ones were low financial resources, lack of staff training and skills and lastly low awareness and understanding of the principles of sustainability. One interviewee pointed out, insufficiency of training and availability of limited budget to fund sustainability programs. Another participant added that there are still many staff members who are yet to grasp what sustainable procurement entails. These reactions imply that resource and capacity limitations are significant challenge. On the whole, the thematic analysis showed that JMS is at the initial stage of preparation. Though leadership support offers a good platform, obstacles to full adoption of sustainable procurement practices persist due to skills and awareness barriers, and fund barriers.

4.3. Quantitative analysis of organizational readiness to implement sustainable procurement at JMS.

Organizational readiness was quantitatively measured whereby data was gathered and evaluated using the Statistical Package to the Social Sciences (SPSS). The responses in Likert scale, between strongly agree and strongly disagree, were numerically coded as 5-1 respectively in order to have an opportunity to statistically analyze the results. The SPSS program was employed to produce the descriptive statistics such as frequencies, percentages, mean scores, and standard deviations.

The level of agreement towards each enabling and barrier factor was determined using mean scores. The variability of responses was measured using standard deviations. The items were then ranked in terms of their average values in order to determine the strongest and the weakest factors. The findings are thus backed with direct quotes to give the genuineness and depth of interpretation

4.3.1. Facilitating conditions or factors to sustainable procurement at JMS.

This is supported as (Items 6-9) as per structured questionnaire as explained earlier above where items were ranked based on their mean values so as to identify the weakest and strongest enabler factors.

4.3.1.1. Management support

The mean score of approximately 3.98 out of 5, with approximately 79% of the respondents stating that they agreed or strongly agreed with the statement, was registered on the item 7 which stated that the Management of JMS supports the adoption of sustainable procurement. The management support turn out to be the best enabling factor that has an influence on organizational readiness on the issue of sustainable procurement. Such a high rate of consensus means that leadership commitment is a common understanding among all staff groups. This simply implies that JMS may have a solid strategic basis of adopting sustainable procurement practices. Leadership support is a key success factor in organizational change processes and procurement transformation processes as it has an influence on policy direction, resource allocation and institutional commitment. Thus, good management support factors are placing JMS in a good position to adopt sustainable procurement practices.

4.3.1.2. Staff skills and training

Questions 8 and 9, which tested staff competence and the delivery of training on sustainable procurement, had moderate levels of agreement, with the mean scores of the mid-to-high 3 range. The results suggest that the respondents admit that there are certain skills and training programs in JMS. Nonetheless, the findings also show discrepancies in the capacity development between various departments. This means that in as much as JMS has taken the initiative to develop staff capacity, such initiatives are not fully developed, systematic or adequate to support comprehensive implementation of sustainable procurement practices. Skills and training therefore, are an enabling factor of moderate but not strong power

4.3.1.3. Financial resources

The Item 6: “JMS has sufficient financial means to facilitate sustainable procurement. With a Mean $\approx 3.60 / 5$ and about 53% of the respondents said they agreed or strongly agreed. Though the mean score is slightly higher than the neutral point, financial resources turned out to be the weakest enabling factor among the ones that were evaluated. This implied that the establishment of sustainable procurement projects may not be fully established due to budgetary constraints. The comparatively moderate degree of agreement suggests that even though there is some level of financial support within the JMS, it might not go as far as to fully fund large-scale or fully integrated sustainability initiatives within all departments

4.3.1. Barriers to adoption of sustainable procurement at JMS.

Referred to as the (Items 10-12) based on the questionnaire, Just as the enabling factors to sustainable procurement, the quantitative data collected too was analyzed following the same criteria and below were the findings of barrier factor analysis.

4.3.2.1. Financial constraints

With reference to the questionnaire which highlighted that due to the limited financial resources, sustainable procurement is not implemented. Appealed to an average of 3.9/5 respondent had a majority of respondents who agreed or strongly agreed. Financial constraints turned out to be the greatest impediment to the implementation of sustainable procurement at JMS. The high rate of

agreement is a pointer that respondents view inadequate funding as a significant constraint in procurement planning and implementation of sustainability initiatives. This can imply that in spite of the potential supportiveness of the management, financial constraints do not allow the organization to fully incorporate sustainable procurement practices.

4.3.2.2. Skills gaps

The Item 12: The staff does not have enough skills and knowledge on sustainable procurement practices. According to the structured questionnaire with a mean $\approx 3.6 / 5$ there was a moderate agreement between the respondents. Results show that skill gaps are a major yet moderate impediment to the adoption of sustainable procurement. Respondents recognized that not every staff has sufficient knowledge or technical expertise in sustainable procurement. This means that there are capacity constraints across departments, which could influence the application of sustainable procurement principles in the decision-making process in procurement and contract management.

4.3.2.3 Limited awareness

The barrier item 10: There is limited awareness of sustainable procurement practices within JMS had a mean $\approx 3.5 / 5$ that highlighted mixed responses with moderate agreement. The fact that little has been done in terms of sustainable procurement was also seen as an obstacle, although not as high as financial constraints do. The results indicate that although a portion of the staff is conversant with the concepts of sustainable procurement, the overall knowledge is yet to be fully institutionalized throughout the organization. This implies that there is the need to have constant sensitization and internal communication to enhance comprehensiveness and internalization of sustainability principles in the procurement processes.

4.3.2.4. General quantitative organizational preparedness scale of sustainable procurement implementation at JMS.

Table 6: The quantitative indices of organizational readiness.

Index	Mean (M)	Standard-deviation (SD)	Interpretation
Enabling index	3.745	0.572	Moderately high enabling conditions
Barrier-adjusted index	2.480	0.732	Moderate-to-high barriers
Overall readiness index	3.113	0.515	Moderate readiness

The findings reveal that JMS is at a medium stage of preparedness to sustainable procurement. Although enabling conditions are fairly high, the fact that there are significant barriers diminishes general preparedness to JMS enact sustainability in her purchasing.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the overview of major findings, conclusions made after the study, recommendations, and suggestions of the further research. The study examined the perceptions of the stakeholders on the readiness of the organisation to implement sustainable procurement at the Joint medical stores (JMS), perceptions, enabling factors and barriers to readiness.

5.1. Summary of the results.

This paper looked at the organizational readiness in the implementation of sustainable procurement within Joint Medical Stores (JMS), in terms of stakeholder perception, enabling factors and barriers. The results of qualitative and quantitative studies give a consistent picture of moderate readiness, which is still the result of the interaction between the conducive conditions and the constant limitations.

5.2. Discussion of findings

5.2.1. Demographic characteristics

The findings of the study have indicated that the respondents were selected in areas of relevance with regard to the procurement practices, with the procurement being the highest ranking area of relevance, followed by the other areas of relevance. Most respondents were officers (46%), followed by management (24%), support staff (30%), and captures all operational and strategic perspectives. Regarding experience, the majority of respondents (62) work at JMS 1-5 years, and it can be assumed that the workforce is rather young, and the exposure to the organization is moderate. Also, the sample was quite well balanced in its gender composition with a slight predominance of males 58% males 42% females. In general, the demographic factors suggest that the results can be generalized to the employees who actively participate in the procurement and supply chain activities.

5.2.2. Qualitative findings

5.2.2.1 Perceptions of stakeholders and organizational preparedness in implementing sustainable procurement at Joint Medical Stores (JMS), Uganda.

Qualitative thematic analysis showed that the stakeholders view JMS as being at the middle of the preparation to implement sustainable procurement. Although there has been an increased awareness and understanding of sustainable procurement it has not yet been fully institutionalized in organizational practices. As strength, management support was always found to be a major strength giving it a good base to adopt. Nonetheless, respondents highlighted that the implementation has yet to become fully integrated, with gaps in capacity, awareness, and resource allocation limiting the full implementation. These impressions mean that JMS is at a transitional stage whereby it has not gone beyond the awareness stage to the implementation stage.

5.2.3. Quantitative findings

5.2.3.1. Facilitating variables to sustainable procurement practices implementation at Joint Medical store (JMS), Uganda.

Analysis of enabling factors (Items 6-9) reveals that the strongest enabler is the management support (Mean \approx 3.98), which shows strong commitment of the management to ensure sustainable procurement initiatives. This is an indication that JMS has a strong strategic base on which it can roll out. Staff skill and training were reported as moderate enablers both in the presence of certain capacity-building activities and in the presence of discrepancies in different departments. The financial resources were found to be the weakest enabling factor (Mean \approx 3.60), which implies that the budgetary constraints might limit the magnitude of implementation. The results show that although JMS is strategically placed to use sustainable procurement, the operational readiness is constrained due to resources and capacity limitations.

5.2.3.2. Obstacles to the implementation of sustainable procurement at Joint Medical store (JMS), Uganda.

The barrier factors (Items 10-12) were analyzed, with the barriers being assessed based on their means (Mean 3.9). Financial constraints were identified as the most significant barrier (Mean 3.9), which indicates that insufficient funds are the biggest limitation to implementation. Moderate barriers were also identified as skills gaps and limited awareness, which imply that the lack of knowledge and widespread ignorance about sustainable procurement practices are moderate barriers that might impede the adoption process. All of these barriers constitute a capacity-resource-awareness constraint cluster which, to any large extent, diminishes organizational readiness despite high levels of management support.

5.2.3.3. General quantitative organizational readiness index sustainable implementation of the procurement process at JMS.

The Overall Readiness Index (Mean = 3.113) shows that JMS has moderate level of readiness to implement sustainable procurement. Although the enabling conditions are comparatively high (Enabling Index = 3.745) the existence of significant barriers (Barrier-Adjusted Index = 2.480) lowers the overall level of readiness. This implies that JMS is not yet ready to move towards full implementation but is in a developing phase, where some progress is being made but is limited by the challenge of operation.

5.3. Conclusions

The results show that JMS is moderately prepared, with a high level of strategic base but low level of operational capability. Management support was found to be the enabling factor, as they show leadership commitment to sustainable procurement. But this willingness is limited by financial constraints, skills shortage, and a lack of awareness, which prevents successful implementation.

JMS is at a transitional phase, during which some strides have been made but comprehensive integration of sustainable procurement has not been attained yet. To achieve the complete

preparedness, the organization is to enhance its financial capacity, personnel and awareness to correspond strategic intentions and practical implementation.

5.4. Recommendations

Based on the findings of the research, the following suggestions are given in order to increase organizational preparedness towards implementation of sustainable procurement in Joint Medical Stores (JMS).

5.4.1. Enhance financial ability to purchase sustainably.

As the financial constraints had been reported as the most essential barrier, JMS should focus on setting up specific budgets to allocate to sustainable procurement programs. This is comprised of the funding of the green procurement practices and supplier development, training programs, and compliance activities related to sustainability. Enhancement of financial commitment will help the organization to convert strategic intentions to actual implementation.

5.4.2. Development of capacity and skills of staff.

The research found out that the staff skills and training are not highly developed. JMS should as such, introduce structured and ongoing training programs on sustainable procurement to all the concerned personnel. This will enhance technical competence, consistency in application and internal expertise that is necessary in effective application.

5.4.3. Increase awareness and sensitization

Since there is some lack of awareness in various departments, JMS must step up efforts to sensitize on the issue of sustainable procurement. This can be done by internal workshops, policy briefs and regular communications so that all staff is aware of the concept, benefits and practical implementation of sustainable procurement.

5.4.4. Institutionalize management commitment

The management support is good but further should be translated into formal policies, guidelines and performance targets. JMS need to establish clear organizational structures that entrench sustainable procurement in organizational processes and procedures so that the commitment of the leadership is transferred into the day-to-day operations.

5.4.5. Enhance monitoring and evaluation systems.

JMS should put in place effective monitoring and evaluation systems to monitor the progress made in the implementation of sustainable procurement. This will assist in closing the gaps early, performance measurement and accountability across departments.

5.4.6. Promote cross-departmental collaboration

To enhance uniformity in implementation, JMS ought to promote cooperation between the procurement, finance, logistics, and warehouse departments. This will improve the level of coordination, decrease the level of knowledge gaps, and contribute to the presence of a unified approach towards sustainable procurement.

5.5. Areas for further research

According to the results of this research, the following aspects can be suggested as the further study:

Effect of sustainable procurement on organizational performance. Future research needs to investigate the effects of implementation of sustainable procurement on the operational efficiency, cost savings, and the outcome of service delivery in the public organizations.

Comparative research within the institutions of the population. Future studies may compare the organizational preparedness to sustainable procurement in various public sector organizations to determine patterns and variations in the sector.

Digital procurement systems, and their role in improving sustainability. Research the role of electronic procurement systems (e-procurement) in enhancing transparency, efficiency and sustainability in the procurement process should be explored.

Longitudinal readiness and implementation studies. The longitudinal research methodology could be implemented in future studies to determine how the organizational preparedness towards sustainable procurement will change over time.

These sections will assist in enhancing the knowledge on sustainable procurement practices and give more comprehensive insights on how the policies should be formulated and executed in the organizations in the public sector.

5.6. Conclusive remarks

This research has given a detailed evaluation of organizational preparedness towards sustainable implementation of procurement activities at Joint Medical Stores (JMS). The results indicate that though the organization is showing a clear commitment especially through strong management support, complete readiness is yet to be achieved.

The research paper highlights that attaining sustainable procurement does not only rely on strategic intent, but also on the presence of sufficient resources, human resources capacity and organizational consciousness. The need to address these gaps is critical in translating intentions of the policy to effective practice.

On the whole, the study has led to a better comprehension of the factors that can influence sustainable procurement in the organizations of the public sector and provided a practical basis on how to improve the implementation at JMS. The insights that will be produced are expected to help decision-makers to enhance procurement systems and promote sustainability in the organization.

6.0. APPENDICES.

QUESTIONNAIRE

ASSESSING THE STAKEHOLDER PERCEPTION ON ORGANIZATIONAL READINESS IN IMPLEMENTATION OF SUSTAINABLE PROCUREMENT AT JOINT MEDICAL STORE IN UGANDA

Dear respondent,

My name is GONZA Enyeu, a student at Uganda Christian University, pursuing a Bachelor's Degree in Procurement and Logistics Management. I am conducting a research study titled:

“Assessing stakeholder perceptions on organizational readiness for the implementation of sustainable procurement at Joint Medical Stores (JMS) in Uganda.”

The purpose of this questionnaire is to gather your valuable insights on organizational readiness for sustainable procurement at Joint Medical Stores (JMS). Specifically, the study seeks to:

- i. Examine stakeholder perceptions regarding organizational readiness for the implementation of sustainable procurement at JMS.
- ii. Identify the enabling factors that influence the adoption of sustainable procurement practices at JMS.
- iii. Assess the challenges affecting the implementation of sustainable procurement at JMS.

Your participation in this study is entirely voluntary, and all the information you provide will be treated with strict confidentiality. The data collected will be used strictly for academic purposes only and will not be disclosed in any way that could identify you or your department.

I kindly request you to spare a few minutes to complete this questionnaire by ticking (✓) the most appropriate responses. Your honest and thoughtful responses will greatly contribute to the success and quality of this study.

SECTION A: Demographic Information

(Please tick where appropriate)

1. Gender:

Male Female

2. Age:

Below 25 25–34 35–44 45 and above

3. Department:

Procurement Logistics Finance Warehouse

4. Position:

Management Officer Support Staff

5. Years of Service at JMS:

Less than 1 year 1–5 years 6–10 years Above 10 years

SECTION B: Enabling Factors for Sustainable Procurement at JMS

Scale: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree

Statement	SA	A	N	D	SD
6. JMS has adequate financial resources to support sustainable procurement practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Management at JMS supports the adoption of sustainable procurement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Staff at JMS have sufficient skills and knowledge on sustainable procurement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Training on sustainable procurement is regularly provided to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: Barriers to sustainable procurement at JMS

Scale: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree

Statement	SA	A	N	D	SD
10. Lack of awareness limits implementation of sustainable procurement at JMS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Insufficient funding hinders sustainable procurement practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Employees lack adequate skills in sustainable procurement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: General Views (Open-ended)

- 13. In your opinion, what can JMS do to improve sustainable procurement implementation?
- 14. What challenges do you think are most critical in implementing sustainable procurement at JMS?

Respondents link

<https://docs.google.com/forms/d/e/1FAIpQLScKNuTCJJ2tiT4wgsRqZq7tSIy7dEajITziYcZYA5A4NtD50Q/viewform?usp=header>

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