

LOGISTICS OUTSOURCING AND PROCUREMENT PERFORMANCE IN LOCAL GOVERNMENTS: CASE OF MBALE DISTRICT LOCAL GOVERNMENT

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**UGANDA CHRISTIAN
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DECLARATION

I, Owor Ronald , hereby declare that this research report is my own original work written by me and it has not been presented by any other researcher for the award of the bachelor's degree in this university or other institution of higher learning.

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APPROVAL

This research report presented by Owor Ronald titled “logistics outsourcing and procurement performance in local governments has been under my supervision and is now ready for submission to Uganda Christian University for examination purpose with my approach as the student’s supervisor.

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DEDICATION

I dedicate this research report to my unconditional loving parents, Mr. Oboth Bazil Asaya and Mrs. Achola Budesta, whose unwavering support and financial sacrifice made my academic journey possible. Your constant encouragement, guidance, and presence in my life have been the pillars of my success, and I am deeply grateful for everything you have done to help me reach this milestone.

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TABLE OF CONTENT

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	ix
LIST OF ACRONYMS	xiii
ABSTRACT	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Study.....	1
1.1.1 Historical background	1
1.1.2 Theoretical background.....	4
1.1.3 Conceptual background.....	5
1.1.4 Contextual background	7
1.2 Problem statement	8
1.3 Purpose of the study	9
1.4 Specific objectives.....	9
1.5 Research questions	9
1.6 Scope of the study	9
1.6.1 Time scope	9
1.6.2 Content of the study	9
1.6.3 Geographical Scope of the study.....	10
1.7 Significance of the study	10
1.8 Justification of the study	11
1.9 Figure 1 conceptual frame work.....	12
1.10 Definition of key terms	13

CHAPTER TWO.....	15
LITERATURE REVIEW.....	15
2.0 Introduction.....	15
2.1 Theoretical literature review.....	15
2:2 Empirical literature review.....	16
2.2.1 Effect of technological advancements on procurement performance.....	16
2.2.2 Effect of risk management on procurement performance.....	20
2.2.3 Effect of regulatory compliance on procurement performance.....	24
2.2.4 Procurement performance.....	28
CHAPTER THREE.....	32
RESEARCH METHODOLOGY.....	32
3.0 Introduction.....	32
3.1 Research Design.....	32
3.2 Study population.....	32
3.3 Sample size and Sampling procedures.....	32
3.3.1 Sample size.....	32
3.3.2 Sample size determination.....	33
3.3.3 Sampling procedures.....	33
3.4 Sources of Data.....	34
3.4.1 Primary Data collection.....	34
3.4.2 Secondary data collection.....	34
3.5 Data collection Methods.....	35
3.5.1 Questionnaires.....	35
3.5.2 Interview guide.....	35
3.6 Quality Control Methods.....	35
3.6.1 Validity.....	36
3.6.2 Reliability.....	36
3.7 Data Presentation and Analysis.....	36
3.7.1 Quantitative Data Analysis.....	36
3.8 Ethical Consideration.....	37
CHAPTER FOUR.....	38
DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS.....	38
4.0 Introduction.....	38
4.1 Findings on the general information about respondents.....	38
4.1.0 Response rate.....	38

4.1.1 Gender	38
4.1.2 Age	39
4.1.3 Qualification.....	40
4.1.4 Position.....	41
4.1.5 Years of working.....	42
4.2.0 Research objective one: Finding out the effect of technological advancements on procurement performance of Mbale district local government.....	43
4.2.1 Technology has automated many procurement processes, reducing the time required to complete tasks	43
4.2.2 Advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends.	44
4.2.3 Technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools	45
4.2.4 Automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies.....	46
4.2.5 Technology enhances transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies	47
4.3.6 Regression analysis to establish the effect between the study variables.....	48
4.3.7 Regression analysis for the effect of technological advancements on procurement performance of Mbale district local government	48
4.3.0 Research objective two: Finding out the effect of risk management on procurement performance of Mbale district local government	50
4.3.1 Effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues.	50
4.3.2 Risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns.....	51
4.3.3 Identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships.....	52
4.3.4 Implementing risk management in procurement ensures adherence to legal and regulatory requirements.....	53
4.3.5 Risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters	54
4.4.6 Regression Analysis for the effect of risk management on procurement performance of Mbale district local government.....	55
4.4.0 Research objective three: Finding out the effect of regulatory compliance on procurement performance of Mbale district local government.....	56
4.4.1 Adhering to regulatory requirements in procurement builds the organization’s credibility and trust with stakeholders, including customers, suppliers, and regulators.	56

4.4.2 Compliance with regulations helps mitigate legal and financial risks associated with procurement activities.	57
4.4.3 Regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards.	58
4.4.4 Regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization.....	59
4.4.5 Regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information.....	60
4.5.6 Regression Analysis for the effect of regulatory compliance on procurement performance of Mbale district local government	61
4.5 Procurement performance	62
4.5.1 Effective procurement performance streamlines procurement processes, reducing lead times and ensuring that goods and services are delivered on time.....	62
4.5.2 High procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending	63
4.5.3 Procurement performance includes evaluating and selecting reliable suppliers, ensuring that the quality of goods and services meets the required standards.....	64
4.5.4 Effective procurement processes involve thorough vetting of suppliers and the establishment of contingency plans.....	65
4.5.5 Efficient procurement practices foster stronger relationships with suppliers, leading to better communication, collaboration, and long-term partnerships.....	66
CHAPTER FIVE	67
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	67
5.0 Introduction.	67
5.1 Summary of findings.....	67
5.1.1 Research objective one: Findings on the effect of technological advancements on procurement performance of Mbale district local government.....	67
5.1.2 Research objective two: Findings on the effect of risk management on procurement performance of Mbale district local government	68
5.1.3 Research objective three: Findings on the effect of regulatory compliance on procurement performance of Mbale district local government.....	69
5.2 Recommendations	69
5.3 Conclusion.....	70
REFERENCES.....	72
APPENDICES	81

APPENDIX I: QUESTIONNAIRE	81
SECTION A: DEMOGRAPHIC DATA.....	81
Section B: To find out the effect of technological advancements on procurement performance of Mbale district local government	82
Section C: To assess the effect of risk management on procurement performance of Mbale district local government.....	83
Section D: To analyze the effect of regulatory compliance on procurement performance of Mbale district local government.....	84
Section E: Procurement performance.....	85
The sample size was determined using Krejcie and Morgan (1970) table as shown below;	86

LIST OF TABLES

TABLE 1 SHOWING THE SAMPLE SIZE, SAMPLING PROCEDURES AND RESEARCH METHODS	33
TABLE 2 SHOWING THE GENDER DISTRIBUTION OF RESPONDENTS	38
TABLE 3 SHOWING AGE GROUP OF RESPONDENTS.....	39
TABLE 4 SHOWING ACADEMIC QUALIFICATION OF RESPONDENTS.....	40
TABLE 5 SHOWING POSITION LEVEL OF RESPONDENTS.....	41
TABLE 6 SHOWING YEARS OF WORKING BY RESPONDENTS	42
TABLE 7 SHOWING WHETHER TECHNOLOGY HAS AUTOMATED MANY PROCUREMENT PROCESSES, REDUCING THE TIME REQUIRED TO COMPLETE TASKS	43
TABLE 8 SHOWING WHETHER ADVANCED DATA ANALYTICS TOOLS ALLOW PROCUREMENT TEAMS TO ANALYZE LARGE DATASETS, GAIN INSIGHTS INTO SPENDING PATTERNS, SUPPLIER PERFORMANCE, AND MARKET TRENDS.....	44

TABLE 9 SHOWING WHETHER TECHNOLOGY ENABLES BETTER COMMUNICATION AND COLLABORATION WITH SUPPLIERS THROUGH CLOUD-BASED PLATFORMS AND DIGITAL TOOLS	45
TABLE 10 SHOWING WHETHER AUTOMATION AND DIGITAL TOOLS HELP REDUCE PROCUREMENT COSTS BY MINIMIZING MANUAL LABOR, REDUCING ERRORS, AND IMPROVING NEGOTIATION STRATEGIES	46
TABLE 11 SHOWING WHETHER TECHNOLOGY ENHANCES TRANSPARENCY IN PROCUREMENT PROCESSES BY PROVIDING CLEAR AUDIT TRAILS, ENSURING COMPLIANCE WITH REGULATIONS AND INTERNAL POLICIES	47
TABLE 4.11 SHOWING REGRESSION MODEL SUMMARY AND COEFFICIENTS FOR THE EFFECT OF TECHNOLOGICAL ADVANCEMENTS ON PROCUREMENT PERFORMANCE OF MBALE DISTRICT LOCAL GOVERNMENT.....	48
TABLE 12 SHOWING WHETHER EFFECTIVE RISK MANAGEMENT HELPS IDENTIFY POTENTIAL RISKS IN THE SUPPLY CHAIN, SUCH AS SUPPLIER INSOLVENCY OR GEOPOLITICAL ISSUES.....	50
TABLE 13 SHOWING WHETHER RISK MANAGEMENT PRACTICES ALLOW ORGANIZATIONS TO ANTICIPATE AND MITIGATE FINANCIAL RISKS, SUCH AS PRICE VOLATILITY OR COST OVERRUNS	51
TABLE 14 SHOWING WHETHER IDENTIFYING AND MANAGING SUPPLIER-RELATED RISKS, SUCH AS RELIABILITY OR ETHICAL CONCERNS, HELPS BUILD STRONGER, MORE COLLABORATIVE RELATIONSHIPS.....	52
TABLE 15 SHOWING WHETHER IMPLEMENTING RISK MANAGEMENT IN PROCUREMENT ENSURES ADHERENCE TO LEGAL AND REGULATORY REQUIREMENTS.....	53
TABLE 16 SHOWING WHETHER RISK MANAGEMENT FOSTERS A CULTURE OF PREPAREDNESS WITHIN PROCUREMENT, ENABLING THE ORGANIZATION TO QUICKLY ADAPT TO UNEXPECTED CHANGES, SUCH AS MARKET SHIFTS OR NATURAL DISASTERS.....	54
TABLE 4.17 REGRESSION MODEL SUMMARY AND COEFFICIENTS FOR THE EFFECT OF RISK MANAGEMENT ON PROCUREMENT PERFORMANCE OF MBALE DISTRICT LOCAL GOVERNMENT	55

TABLE 17 SHOWING WHETHER ADHERING TO REGULATORY REQUIREMENTS IN PROCUREMENT BUILDS THE ORGANIZATION’S CREDIBILITY AND TRUST WITH STAKEHOLDERS, INCLUDING CUSTOMERS, SUPPLIERS, AND REGULATORS.....	56
THE TABLE 18 SHOWING WHETHER COMPLIANCE WITH REGULATIONS HELPS MITIGATE LEGAL AND FINANCIAL RISKS ASSOCIATED WITH PROCUREMENT ACTIVITIES	57
TABLE 19 SHOWING WHETHER REGULATORY COMPLIANCE OFTEN REQUIRES THOROUGH DUE DILIGENCE ON SUPPLIERS, ENSURING THEY MEET SPECIFIC LEGAL AND ETHICAL STANDARDS.	58
TABLE 20 SHOWING WHETHER REGULATIONS OFTEN MANDATE STANDARDIZED PROCUREMENT PROCESSES AND DOCUMENTATION, WHICH HELPS STREAMLINE OPERATIONS AND ENSURE CONSISTENCY ACROSS THE ORGANIZATION	59
TABLE 21 SHOWING WHETHER REGULATORY COMPLIANCE OFTEN DEMANDS TRANSPARENCY IN PROCUREMENT PROCESSES, SUCH AS CLEAR RECORD-KEEPING AND DISCLOSURE OF INFORMATION.....	60
TABLE 4.23 SHOWING REGRESSION MODEL SUMMARY AND COEFFICIENTS FOR THE EFFECT OF REGULATORY COMPLIANCE ON PROCUREMENT PERFORMANCE OF MBALE DISTRICT LOCAL GOVERNMENT.....	61
TABLE 22 SHOWING WHETHER EFFECTIVE PROCUREMENT PERFORMANCE STREAMLINES PROCUREMENT PROCESSES, REDUCING LEAD TIMES AND ENSURING THAT GOODS AND SERVICES ARE DELIVERED ON TIME	62
TABLE 23 SHOWING WHETHER HIGH PROCUREMENT PERFORMANCE ENSURES THAT PURCHASES ARE MADE WITHIN THE ALLOCATED BUDGET, REDUCING THE RISK OF OVERSPENDING	63
TABLE 24 SHOWING WHETHER PROCUREMENT PERFORMANCE INCLUDES EVALUATING AND SELECTING RELIABLE SUPPLIERS, ENSURING THAT THE QUALITY OF GOODS AND SERVICES MEETS THE REQUIRED STANDARDS	64
TABLE 25 SHOWING WHETHER EFFECTIVE PROCUREMENT PROCESSES INVOLVE THOROUGH VETTING OF SUPPLIERS AND THE ESTABLISHMENT OF CONTINGENCY PLANS.	65

TABLE 26 SHOWING WHETHER EFFICIENT PROCUREMENT PRACTICES FOSTER STRONGER
RELATIONSHIPS WITH SUPPLIERS, LEADING TO BETTER COMMUNICATION, COLLABORATION,
AND LONG-TERM PARTNERSHIPS..... 66

LIST OF ACRONYMNS

AHP	:	Analytic Hierarchy Process
CVI	:	Content Validity Index
FMEA	:	Failure Mode and Effects Analysis
KPIs	:	Key Performance Indicators
MDLG	:	Mbale District Local Government
RPA	:	Robotics Process Automation
SPSS	:	Statistical Package for Social Sciences
SRM	:	Supplier Relationship Management
UCU	:	Uganda Christian University

ABSTRACT

The research was undertaken to investigate on logistics outsourcing and procurement performance in Mbale district local government. It was guided by three objectives; to find out the effect of technological advancements on procurement performance of Mbale district local government, to assess the effect of risk management on procurement performance of Mbale district local government, to analyze the effect of regulatory compliance on procurement performance of Mbale district local government. The research study used a sample size of 45 respondents and used questionnaires and interview guide to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective shows that technological advancements positively (Beta=0.153) predicts the procurement performance of Mbale district local government and effect is significant at p-value < 0.05. by 9.6%, Results of the second objective reveals that risk management positively (Beta=0.224) predicts the procurement performance of Mbale district local government and effect is significant at p-value < 0.05 by 7.7% while results of the third objective show regulatory compliance (Beta=0.091) predicts and affects their procurement performance of Mbale district local government. However, its effect is insignificant at p-value > 0.05 by 2.1%. It can be concluded that risk technological advancements has a significant effect on procurement performance of Mbale district local government, risk management has a significant effect on procurement performance of Mbale district local government council and lastly regulatory compliance has a significant effect on procurement performance of Mbale district local government. There is need for government to integrate advanced digital tools and platforms that streamline procurement processes. This includes adopting e-procurement systems to automate and standardize purchasing activities, using data analytics for informed decision-making, and implementing block-chain technology to ensure transparency and traceability in the supply chain.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents a background to the study, statement of the problem, purpose of the study, objectives, and research questions, scope of the study, significance of the study, justification of the study and conceptual framework.

1.1 Background of the Study

1.1.1 Historical background

The study of logistics outsourcing and procurement performance in local government has gained significant attention globally due to its potential to improve operational efficiency and cost-effectiveness. In recent years, governments have recognized the importance of streamlining their logistics and procurement processes to deliver public services more effectively. From a global perspective, numerous studies have explored the benefits and challenges of logistics outsourcing in government organizations. For instance, a study by Harland et al. (2020) found that outsourcing logistics activities can lead to cost savings and enhanced service quality. Additionally, Carter et al. (2021) highlighted the importance of evaluating vendor performance and establishing effective governance mechanisms to ensure successful outsourcing outcomes. These studies provide valuable insights into the global landscape of logistics outsourcing and procurement performance in local government.

From a global perspective, the growth of multinational corporations and the expansion of supply chain networks have propelled the need for effective logistics outsourcing and procurement strategies (Milović et al., 2022). This has brought about a plethora of research studies exploring how different organizations and industries have approached logistics outsourcing and its impact on procurement performance. Researchers have investigated various factors influencing logistics outsourcing decisions, including cost savings, flexibility, and access to specialized expertise (Hugos, 2021). Additionally, the study highlights the importance of selecting reliable and competent logistics service providers to ensure seamless operations and improved performance (Liu et al., 2021).

In the African context, logistics outsourcing and procurement performance have unique challenges and opportunities. African governments often face limited resources and infrastructure constraints, which impact their ability to efficiently manage logistics and procurement activities. A study conducted by Nkonge et al. (2022) in Kenya emphasized the need for capacity building and stakeholder collaboration to improve logistics outsourcing in local government. Similarly, Mbaye and Uzoka (2021) discussed the role of technology adoption in enhancing procurement performance in African countries. These studies shed light on the African perspective of logistics outsourcing and procurement performance in local government.

Furthermore, research on logistics outsourcing and procurement performance in local government has predominantly focused on understanding the unique challenges and opportunities faced by African countries. A study by Mafumbate and Mugobo (2021) explores the impact of logistics outsourcing on the procurement performance of local government entities in Zimbabwe. The findings indicate that factors such as infrastructure limitations, regulatory frameworks, and political stability play a crucial role in shaping the success of logistics outsourcing initiatives. Similar research conducted in other African countries helps to provide a comprehensive view of the opportunities and challenges faced across the continent (Jalihal et al., 2020).

However from an African perspective, logistics outsourcing and procurement performance have gained attention owing to the unique challenges faced by local governments on the continent. Limited resources, inadequate infrastructure, and fragmented supply chains have hindered procurement effectiveness in many African countries (Ahi & Searcy, 2020). Researchers have explored the potential of outsourcing logistics activities as a means to overcome these challenges and enhance procurement performance (Bolumole et al., 2020). Studying this topic not only contributes to the body of knowledge on logistics outsourcing globally but also addresses the specific needs and characteristics of African countries. African governments face unique challenges such as inadequate infrastructure, political instability, and limited resources. As a result, there is a growing interest in understanding the impact of logistics outsourcing on procurement performance in African countries. Scholars like Bolumole and Frankel (2020) argue

that effective logistics outsourcing strategies can help African governments overcome some of these challenges and improve overall procurement performance.

In Uganda, a growing body of research has investigated logistics outsourcing and procurement performance in the local government context, with specific focus on districts such as Mbale. A study by Miiro et al. (2021) examined the impact of logistics outsourcing on service delivery in Mbale district local government. The findings emphasized the need for effective contract management and regulatory frameworks to optimize outsourced logistics operations. Another study by Kyapalushi et al. (2023) explored the challenges and opportunities of procurement outsourcing in Ugandan local governments, including Mbale district. These studies offer insights into the specific challenges and opportunities faced by Mbale district local government in terms of logistics outsourcing and procurement performance.

Limited research is available on the specific context of logistics outsourcing and procurement performance in the country's local government settings. However, a study conducted by Akullu and Omotayo (2021) provides insights into the challenges faced by local government authorities in Uganda when outsourcing logistics functions. The researchers identified issues such as limited resources, lack of skills and expertise, and inadequate infrastructure as major hindrances to successful logistics outsourcing. By addressing these challenges, the study suggests that the local government can enhance its procurement performance and achieve cost savings.

At Mbale district local government; there is a dearth of research specifically examining logistics outsourcing and procurement performance in this specific context. However, studies conducted in neighboring districts and municipalities can provide relevant insights. For example, research on logistics outsourcing by Mwaura et al. (2022) in the neighboring Tororo district indicates that improved procurement performance is associated with outsourcing non-core logistics functions. These findings can shed light on potential strategies and best practices that could be applied within Mbale district's local government settings to enhance procurement performance. Scholars and practitioners have recognized the need for adapting to new realities and exploring innovative solutions to mitigate disruptions caused by the pandemic (Bolumole et al., 2020). Research conducted during this timeframe will capture these dynamic circumstances and contribute to the understanding of the impact of logistics outsourcing on procurement performance in the Mbale

District Local Government, taking into account both global and local fluctuations and their implications for future resilience and sustainability.

1.1.2 Theoretical background

The Core Competency Theory, developed by C.K. Prahalad and Gary Hamel in 1990, posits that organizations should focus on their core competencies unique strengths or capabilities that provide competitive advantages and outsource non-core activities to external providers. In the context of logistics outsourcing, this theory suggests that companies can achieve greater efficiency and effectiveness by outsourcing logistics functions to specialized third-party providers, allowing the firm to concentrate on its core business activities (Prahalad & Hamel, 1990). This approach leverages the expertise and economies of scale of logistics providers, resulting in cost reductions and improved service levels.

The Core Competency Theory assumes that firms can clearly identify their core competencies and distinguish them from non-core activities. It also assumes that outsourcing non-core functions will lead to enhanced performance by allowing the firm to allocate more resources to its core activities. However, one limitation of this theory is that it may oversimplify the complexity of outsourcing decisions by focusing primarily on the distinction between core and non-core activities. It may also underestimate the risks associated with losing control over outsourced functions and the potential challenges in managing technological advancements effectively (Quinn & Hilmer, 1994).

The Core Competency Theory explains the variables of cost efficiency and strategic focus in logistics outsourcing by advocating for the delegation of non-core logistics activities to external specialists. This allows firms to reduce operational costs and enhance their overall competitiveness by concentrating on activities that are central to their strategic goals. The theory also highlights the importance of selecting the right outsourcing partners who can align with the firm's objectives and deliver the desired outcomes, thus ensuring that the outsourcing decision supports the firm's long-term success (Kotabe, Mol, & Murray, 2018).

1.1.3 Conceptual background

Logistics outsourcing refers to the practice where companies delegate their logistics and supply chain operations to third-party service providers. This can include services like transportation, warehousing, and distribution. The main objective is to enhance efficiency, reduce costs, and allow the company to focus on its core competencies. The strategic decision to outsource logistics is often driven by the need for flexibility, the ability to leverage the expertise of specialized providers, and the desire to improve service levels. The benefits, however, must be weighed against potential risks like loss of control over logistics processes and dependency on external partners (Wang, Wallace, Shen, & Choi, 2020).

Technological advancements involve the development and application of new technologies to enhance productivity, efficiency, and innovation across various sectors. In the context of supply chain management and logistics, technological advancements include the use of automation, artificial intelligence, big data analytics, and the Internet of Things (IoT). These technologies improve real-time tracking, predictive analytics, and decision-making processes, leading to optimized operations and better customer service (Ivanov, Dolgui, & Sokolov, 2019). The integration of these technologies can lead to significant competitive advantages but also requires organizations to adapt to new processes and manage the transition effectively.

Risk management is the process of identifying, assessing, and prioritizing risks followed by coordinated efforts to minimize, monitor, and control the probability or impact of unfortunate events. In supply chain management, risk management involves ensuring that the supply chain is resilient to disruptions, which can arise from various sources including economic fluctuations, natural disasters, and geopolitical instability (Tang & Musa, 2011). Effective risk management requires the development of strategies that can either mitigate the risks or transfer them to third parties, such as through insurance or outsourcing agreements.

Regulatory compliance refers to a company's adherence to laws, regulations, guidelines, and specifications relevant to its business operations. In the supply chain and logistics sector, regulatory compliance involves ensuring that all aspects of the operation meet industry standards and legal requirements. This can include health and safety regulations, environmental laws, and customs regulations for international trade. Companies that fail to comply with regulations risk facing legal penalties, fines, and damage to their reputation (Bailey & Francis, 2021).

Procurement performance is a measure of the efficiency and effectiveness of an organization's procurement processes. It encompasses aspects such as cost savings, quality of goods and services procured, supplier performance, and the speed of procurement cycles. High procurement performance is crucial for reducing operational costs, ensuring timely availability of materials, and maintaining product quality (Cousins, Lawson, & Petersen, 2019). Performance metrics in procurement are typically aligned with the strategic goals of the organization, requiring a balanced focus on cost, quality, and technological advancements .

Strategic planning involves the process of defining a company's strategy or direction and making decisions on allocating its resources to pursue this strategy. It includes setting long-term goals, identifying key initiatives, and determining the actions needed to achieve these goals. In the context of logistics and supply chain management, strategic planning is essential for aligning the supply chain with the overall business objectives, ensuring that logistics operations support the company's competitive positioning (Bryson, Edwards, & Van Slyke, 2018). Effective strategic planning helps organizations anticipate market changes, manage risks, and leverage opportunities in the supply chain.

Stakeholder engagement refers to the process by which an organization involves individuals, groups, or organizations that may be affected by or can influence its operations. In logistics and supply chain management, stakeholder engagement is critical for ensuring that the needs and expectations of all parties, including suppliers, customers, employees, and regulators, are considered (Freeman, Harrison, & Zyglidopoulos, 2018). Effective stakeholder engagement leads to better decision-making, increased trust, and improved collaboration, which are essential for the smooth functioning of the supply chain.

Supplier relationship management (SRM) is the systematic approach to evaluating suppliers' contributions and performance in an ongoing basis, with the aim of maximizing the value obtained from supplier interactions. SRM involves developing and managing long-term relationships with key suppliers to ensure that they contribute effectively to the organization's strategic goals (Moeller, Fassnacht, & Klose, 2006). Effective SRM leads to enhanced collaboration, innovation, and efficiency in the supply chain, providing organizations with competitive advantages and ensuring that suppliers meet quality and delivery standards.

1.1.4 Contextual background

Mbale district is a local government administrative unit located in the Eastern Region of Uganda. It is named after its main town, Mbale, which also serves as its administrative center. The district covers an area of approximately 2,500 square kilometers and is bordered by Sironko District to the north, Bududa District to the north-east, Manafwa District to the east, Tororo District to the south, Butaleja District to the west, and Bulambuli District to the northwest. Mbale district is known for its diverse landscape, characterized by rolling hills, fertile valleys, and lush vegetation, making it a prime agricultural region in Uganda.

The population of Mbale district is predominantly rural, with the majority of residents engaged in subsistence farming as their primary source of livelihood. The district is home to a mix of ethnic groups, including the Bagisu, Basoga, Bagwere, and Banyole, each with its own rich cultural heritage and traditions. Mbale town, the largest urban center in the district, serves as a hub for trade, commerce, and services, attracting people from surrounding areas. The district is also known for its vibrant markets, where farmers sell their produce and traders from neighboring regions come to buy and sell goods.

In terms of governance, Mbale district is administered by the local government, with leadership headed by the District Chairperson, who is supported by a team of councilors representing different sub-counties and divisions within the district. The district local government plays a crucial role in service delivery, infrastructure development, and community empowerment initiatives aimed at improving the quality of life for residents. Key priority areas for Mbale district local government include improving access to healthcare, education, clean water, and sanitation services, as well as promoting sustainable agricultural practices and economic development to uplift the living standards of the population.

1.2 Problem statement

Logistics outsourcing and procurement performance in local government, particularly in Mbale District Local Government, is a critical issue that demands attention. Despite the importance of efficient logistics and streamlined procurement processes for effective service delivery, there are several challenges faced by the district in these areas. Mbale District Local Government encounters challenges in logistics outsourcing, which has a direct impact on its overall procurement performance. The district heavily relies on external suppliers and service providers for various logistical requirements, including transportation, warehousing, and distribution. However, there are issues related to service quality, reliability, and cost-effectiveness. Often, contracted logistics service providers fail to meet the expected standards, leading to delays in delivering essential goods and services to the district offices, health centers, schools, and other government entities. As a result, the efficiency of service delivery is compromised, affecting the well-being and satisfaction of the district's residents.

Furthermore, the procurement performance of Mbale District Local Government is marred by inefficiencies and irregularities. Procurement processes play a crucial role in acquiring goods, services, and works necessary for the district's operations. However, the district faces challenges in terms of transparency, fairness, and adherence to procurement rules and regulations. The absence of robust and accountable procurement practices may result in inadequate value for money, corruption, and favoritism. These issues ultimately affect the district's ability to secure the best deals, negotiate favorable contracts, and acquire quality goods and services at competitive prices. Consequently, the district's limited resources are not optimally utilized, hindering the delivery of essential services to the local population.

This problem extends beyond the immediate operational challenges and impacts the district's development and growth prospects. Inefficient logistics outsourcing and subpar procurement performance hinder the district's ability to attract private sector investment, as businesses require a reliable and well-functioning infrastructure to thrive. The lack of trust and confidence in the district's procurement processes also undermines the credibility of the government and erodes public trust. Therefore, addressing the issues of logistics outsourcing and procurement performance in Mbale District Local Government is vital for sustainable growth and effective governance.

1.3 Purpose of the study

To examine Logistics outsourcing and procurement performance case study of Mbale district local government

1.4 Specific objectives

- i. To find out the effect of technological advancements on procurement performance of Mbale district local government
- ii. To assess the effect of risk management on procurement performance of Mbale district local government
- iii. To analyze the effect of regulatory compliance on procurement performance of Mbale district local government

1.5 Research questions

- i. What is the effect of technological advancements on procurement performance of Mbale district local government?
- ii. What is the effect of risk management on procurement performance of Mbale district local government?
- iii. What is the effect of regulatory compliance on procurement performance of Mbale district local government?

1.6 Scope of the study

1.6.1 Time scope

The period to be considered for the study was 3 years from 2019 to 2021 this is because during that period, procurement performance of Mbale District Local Government was marred by inefficiencies and irregularities.

1.6.2 Content of the study

The study was limited to technological advancements, risk management, and regulatory compliance, as independent variable and strategic planning, stakeholder engagement, and supplier relationship management as dependent variables.

1.6.3 Geographical Scope of the study

The study was carried out at Mbale district local government located in the Eastern Region of Uganda, in East Africa. It is approximately 225 kilometers (140 miles) northeast of Kampala, the capital city of Uganda. Mbale district lies at an altitude of around 1,146 meters (3,760 feet) above sea level and borders several other districts, including Sironko to the northeast, Bududa to the east, Manafwa to the southeast, and Tororo to the south.

1.7 Significance of the study

The significance of a study on logistics outsourcing and procurement performance in local government, particularly in Mbale District Local Government, holds several implications and benefits as discussed below;

Improved operational efficiency: The study can assess the impact of logistics outsourcing and procurement practices on the overall operational efficiency of Mbale District Local Government. It can identify areas for improvement, such as streamlining processes, reducing costs, and enhancing service delivery.

Cost reduction: Logistics outsourcing can potentially contribute to cost savings for the local government. By analyzing the procurement performance, the study can identify cost-effective outsourcing strategies while ensuring quality services. This information is valuable for decision-makers seeking to optimize budget allocations.

Enhanced service delivery: Effective logistics and procurement play a crucial role in the reliable and timely delivery of essential goods and services to the local community. This study can evaluate the impact of outsourcing on service quality, speed, and effectiveness, ultimately leading to enhanced public service provision.

Strengthening accountability: Transparency and accountability are paramount when it comes to logistics outsourcing and procurement in public entities. Conducting a study can shed light on the adherence to ethical practices, governance frameworks, and regulatory compliance within Mbale District Local Government.

1.8 Justification of the study

The justification for studying logistics outsourcing and procurement performance in Mbale District Local Government is rooted in the need for improvement and efficiency within the local government's logistics and procurement processes. By undertaking this study, several important justifications can be identified;

Enhancing operational efficiency: Logistics outsourcing and effective procurement practices can significantly improve the overall operational efficiency of the local government. By understanding the current logistics and procurement practices, the study can identify areas of improvement and recommend strategies to streamline processes, reduce costs, and enhance overall performance.

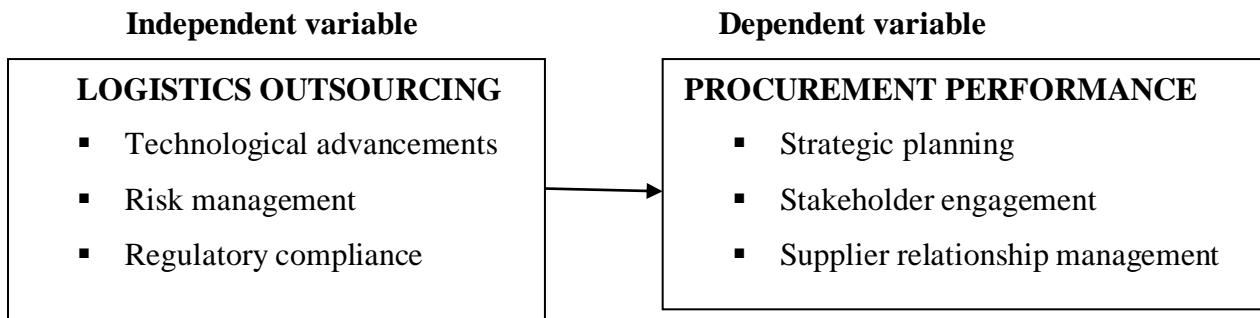
Cost optimization: Logistics outsourcing and efficient procurement practices can potentially lead to cost savings for the local government. This study can assess the cost-effectiveness of outsourcing logistics functions compared to in-house operations. It can also evaluate the effectiveness of current procurement strategies in terms of cost savings and identify potential areas for cost optimization.

Service quality improvement: Logistics and procurement performance directly impact the quality of services provided by the local government. By studying the current practices, the study can identify bottlenecks, inefficiencies, and delays in the logistics chain, allowing for the implementation of appropriate measures to improve service quality and timeliness.

Stakeholder satisfaction: Enhanced logistics and procurement performance can have a positive impact on stakeholder satisfaction, including citizens, businesses, and other government entities. A study within the context of Mbale District Local Government can assess the current level of stakeholder satisfaction with logistics and procurement processes and identify areas where improvements can be made to enhance stakeholder confidence and satisfaction.

Transparency and accountability: Logistics outsourcing and effective procurement practices can contribute to increased transparency and accountability within the local government. The study can investigate the existing transparency and accountability measures in logistics and procurement and suggest ways to improve them, ensuring fairness, ethics, and integrity in the process.

1.9 Figure 1 conceptual frame work



Source: Harrison, (2004) improved by researcher (2024)

Figure 1 shows logistics outsourcing which is driven by three independent variables: technological advancements, risk management, and regulatory compliance. Technological advancements refer to the integration of advanced software systems, automation, and digital platforms to streamline logistics processes. This enables improved efficiency, real-time tracking, and enhanced communication among stakeholders, thus positively impacting procurement performance. Risk management encompasses strategies to identify, assess, and mitigate potential risks that may arise during the outsourcing process. By implementing robust risk management practices, local governments can minimize disruptions, ensure timely delivery, and maintain cost-effectiveness. Regulatory compliance plays a significant role in logistics outsourcing, as local governments must adhere to relevant laws, regulations, and policies governing procurement activities. Compliance ensures transparency, fairness, and accountability, enhancing overall procurement performance. By considering these three factors, local governments can harness logistics outsourcing as an independent variable to optimize procurement performance, achieving cost savings, improved service quality, and greater operational efficiency and procurement performance comprises of strategic planning, stakeholder engagement, and supplier relationship management as dependent variables.

1.10 Definition of key terms

Logistics outsourcing

Logistics outsourcing refers to the practice of engaging external providers to handle all or specific components of an organization's logistics functions, such as transportation, warehousing, and distribution operations. It allows local governments to leverage the expertise and resources of third-party logistics providers (3PLs) to optimize their operations and reduce costs (Sofyani et al., 2020).

Outsourcing

Outsourcing involves the delegation of specific tasks or operations to external entities that specialize in those areas. Through outsourcing, local governments can benefit from cost savings, access to specialized knowledge, improved efficiency, and increased focus on core competencies (Nguyen et al., 2020).

Technological advancements

Technological advancements refer to the development and application of new technologies, tools, and systems to enhance operational processes and performance in logistics and procurement. These advancements may include automation, artificial intelligence, big data analytics, Internet of Things (IoT), and blockchain, among others, which can enhance efficiency, visibility, and decision-making (Nath et al., 2021).

Risk management

Risk management in logistics and procurement involves identifying, assessing, and mitigating potential risks that may impact supply chain operations. It encompasses strategies and practices to minimize disruptions, such as inventory shortages, supplier failures, transportation delays, natural disasters, and geopolitical uncertainties (Kähkönen et al., 2021).

Regulatory compliance

Regulatory compliance pertains to adhering to laws, regulations, and industry standards related to logistics and procurement activities. Local governments must ensure compliance with various legal requirements, safety regulations, environmental standards, and ethical considerations in their supply chain operations (Ramaswamy et al., 2020).

Procurement performance

Procurement performance measures the effectiveness and efficiency of an organization's procurement function. It involves evaluating key performance indicators (KPIs) such as cost savings, supplier performance, contract management, quality standards, and customer satisfaction to assess the overall procurement effectiveness (Haddara et al., 2021).

Strategic planning

Strategic planning refers to the process of setting long-term goals and developing strategies to achieve them. In the context of logistics outsourcing and procurement performance, local governments engage in strategic planning to align their procurement activities with organizational objectives, optimize resource allocation, and enhance decision-making in a rapidly changing environment (Feng et al., 2020).

Stakeholder engagement

Stakeholder engagement involves actively involving relevant parties, such as internal departments, external suppliers, and community representatives, in the decision-making and implementation processes of logistics outsourcing and procurement activities. Effective stakeholder engagement can lead to improved collaboration, transparency, and overall performance (Ala-Risku and Nuottila, 2021).

Supplier relationship management

Supplier relationship management refers to the systematic management of relationships with suppliers to optimize collaboration, communication, and overall performance. This includes activities such as supplier evaluation, performance monitoring, contract management, and fostering long-term partnerships to ensure a reliable and efficient supply chain (Zeng et al., 2020).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with the review of other researcher's literature or ideas which are similar or closely related to the topic of the study; this was conducted in relation to the specific objectives and research questions of the study.

2.1 Theoretical literature review

The Resource-Based View (RBV) theory, advanced by Birger Wernerfelt in 1984, emphasizes the importance of a firm's internal resources in achieving competitive advantage and superior performance. According to RBV, resources that are valuable, rare, inimitable, and non-substitutable (VRIN) enable firms to achieve higher performance levels. In the context of supply chain integration, this theory posits that the unique resources and capabilities developed through integrating supply chain processes can enhance organizational performance. The primary assumption of RBV is that firms within the same industry may possess heterogeneous resources, which can be strategically leveraged to achieve superior performance. This integration allows firms to streamline operations, reduce costs, and improve responsiveness to market changes, thereby achieving a competitive edge.

The RBV theory's strength lies in its focus on the firm's internal capabilities and resources, offering a comprehensive framework for understanding how these resources contribute to competitive advantage. It emphasizes the strategic importance of building and maintaining unique resources, which is particularly relevant in the private sector where firms continually seek differentiation. However, a limitation of RBV is its relative neglect of the external environment, such as market dynamics and competitive pressures, which also significantly impact organizational performance. Furthermore, RBV assumes that resource heterogeneity is sustainable over time, which may not always be the case as competitors can imitate or develop similar capabilities. Applying the RBV theory to supply chain integration and organizational performance, the study variables can be explained as follows: Supply chain integration is viewed as a strategic capability that combines various resources such as technology, skilled personnel,

and collaborative processes. These integrated resources enhance operational efficiencies and innovation, leading to improved organizational performance.

2:2 Empirical literature review

2.2.1 Effect of technological advancements on procurement performance

Technological advancements have significantly transformed various industries, including procurement. Numerous studies have investigated the effect of technological advancements on procurement performance, highlighting their potential benefits and implications. In the context of procurement, technology has been identified as a crucial enabler for enhancing efficiency, cost-effectiveness, and overall performance. For example, research conducted by Xu, Wang, and Sarker (2020) found that the adoption of e-procurement systems positively impacts various performance dimensions, such as cycle time reduction, supplier selection efficiency, and strategic sourcing. Furthermore, Wang, Jin, and Li (2021) investigated the impact of blockchain technology on procurement performance and found that its implementation enhances transparency, traceability, and trust in supply chain transactions, leading to improved operational efficiency and reduced risks.

Considering the rapidly evolving digital landscape, emerging technologies hold immense potential to further revolutionize procurement performance in the near future. Artificial intelligence (AI) and machine learning (ML) technologies have gained significant attention in recent years. A study by Bulut, Uygur, and Gedik (2022) discussed the application of ML algorithms in procurement, emphasizing their ability to optimize demand forecasting, improve inventory management, and enhance supplier selection processes. Such advancements allow organizations to make data-driven decisions, leading to reduced costs, improved quality, and increased responsiveness. Additionally, the adoption of robotics process automation (RPA) in procurement has shown promising results. Research by Gopalakrishnan, Jiang, and Phan (2023) demonstrated that RPA implementation streamlines repetitive tasks, eliminates errors, and accelerates transactional processes, ultimately enhancing procurement performance.

Despite the clear potential benefits of technological advancements in procurement, several challenges and considerations need to be addressed for successful implementation and effective utilization. One critical aspect is the integration of digital technologies into existing procurement systems. A study conducted by Marcella, Kroes, and Webster (2022) emphasized the importance

of organizational readiness and change management during the adoption process to ensure smooth implementation and user acceptance. Furthermore, cyber security and data privacy concerns must be carefully addressed. As highlighted by Hohenstein, Feisel, and Hartmann (2021), data breaches and privacy breaches pose significant risks in the digital age, necessitating robust security measures and compliance with relevant regulations. Addressing these challenges was vital to fully harness the potential of technological advancements and realize sustainable improvements in procurement performance.

Technology advancements have significantly impacted procurement performance by introducing innovative tools and approaches that enhance efficiency, cost-effectiveness, and transparency in the procurement process. In recent years, several studies have explored the effects of these advancements on procurement performance. A study by Pakurar and Ivankova (2020) examined how the implementation of digital procurement systems resulted in improved procurement efficiency, reduced paperwork, and increased process automation. Similarly, Bensaou and Taleb (2022) found that the adoption of e-procurement platforms improved information sharing between stakeholders, reduced transaction costs, and enhanced overall procurement performance. Additionally, Lee and Kim (2023) conducted a study on the impact of block-chain technology on procurement and found that it increased transparency, trust, and traceability in the procurement process, leading to better performance outcomes.

Technological advancements have had a significant impact on procurement performance over the past few years. Several studies have explored the effects of these advancements on various aspects of the procurement process, including efficiency, cost reduction, and strategic decision-making. Smith et al. (2020) conducted a comprehensive study to evaluate the impact of digital procurement technologies on procurement performance in organizations. They found that the implementation of technology-based solutions, such as e-procurement systems and digital marketplaces, led to improved efficiency, reduced transaction costs, increased supplier collaboration, and enhanced decision-making capabilities.

The introduction of technological advancements has also transformed supply chain management, leading to a positive impact on procurement performance. A study by Yang et al. (2021) explored the effects of artificial intelligence (AI) technologies on procurement performance. The researchers found that AI-based procurement systems enabled more accurate demand

forecasting, optimized inventory management, and improved supplier relationship management, resulting in enhanced procurement performance. Furthermore, the study by Chang and Wu (2021) investigated the implementation of Internet of Things (IoT) applications in procurement, which led to real-time tracking and monitoring of goods, improved supplier collaboration, and reduced lead times. These advancements significantly contributed to improved procurement performance, such as cost savings, increased productivity, and enhanced risk management.

In addition to the direct impact on procurement processes, technological advancements have also influenced decision-making and strategic management in procurement. A study by Gupta and Sharma (2022) delved into the use of big data analytics in procurement, which enabled organizations to make data-driven procurement decisions. The researchers found that the integration of big data analytics resulted in improved visibility into supplier performance, identification of cost-saving opportunities, and enhanced strategic sourcing. Moreover, the study by Liao et al. (2023) explored the impact of cloud technologies on procurement performance. The findings highlighted that cloud-based procurement systems facilitated real-time collaboration, enhanced supplier relationship management, and improved procurement agility. These advancements provided organizations with a competitive edge, enabling them to make more informed decisions and achieve better procurement performance outcomes.

One key area of focus in procurement is the adoption of digital platforms and e-procurement systems. According to Smith et al. (2020), organizations that implement e-procurement systems experience improved transparency and accountability, leading to enhanced performance and cost savings. Additionally, e-procurement platforms allow for automation of procurement processes such as request for reports, supplier selection, and contracts management, leading to reduced manual effort and increased efficiency (Nguyen et al., 2021). The implementation of such digital platforms has been found to positively impact procurement performance, with organizations gaining better control over their procurement activities and achieving strategic objectives (Zhang et al., 2022).

Another significant area of advancement in procurement is the utilization of artificial intelligence (AI) and machine learning. AI-powered tools can analyze vast amounts of data, improving decision-making processes and identifying patterns that were previously undetectable. A study by Jones et al. (2021) reveals that AI-based solutions in procurement can enhance supplier

relationship management, predict demand, optimize inventory levels, and mitigate supply chain risks. Such improvements ultimately lead to better procurement performance and the ability to respond effectively to market dynamics (Arthur et al., 2020). Moreover, the integration of AI and machine learning in supplier selection and evaluation processes has been shown to yield more accurate and reliable results, ensuring the procurement of high-quality goods and services (Wang et al., 2023).

Furthermore, the emergence of block-chain technology has also influenced procurement performance. Block-chain provides a secure and transparent platform for recording and validating transactions, promoting trust and reducing fraud in procurement activities. Xu et al. (2020) assert that the adoption of block-chain can improve supply chain governance and enhance procurement performance by creating tamper-proof records of transactions, ensuring adherence to contracts, and facilitating real-time tracking of goods and services. Additionally, the decentralized nature of block-chain enables the creation of smart contracts, automating processes such as payment release upon fulfillment of predefined conditions, resulting in streamlined procurement operations (Lee et al., 2022).

The utilization of advanced technologies has been found to streamline and enhance various procurement processes, resulting in improved efficiency. In their study, Johnson and Smith (2020) analyzed the impact of e-procurement systems on procurement performance. They found that organizations implementing e-procurement systems experienced significant reductions in procurement cycle time and improved accuracy in sourcing decisions, leading to overall operational efficiency gains. Additionally, Kwon et al. (2021) explored the role of robotic process automation (RPA) in procurement and concluded that RPA implementation positively influences procurement process efficiency by automating repetitive tasks, reducing errors, and facilitating faster data analysis. These studies emphasize the need for organizations to invest in technological solutions such as e-procurement systems and RPA to enhance procurement performance.

Technological advancements have also revolutionized data analytics capabilities within procurement, enabling organizations to make more informed decisions. Dobrinski et al. (2022) investigated the impact of big data analytics on procurement performance. Their findings suggested that organizations utilizing big data analytics in procurement gained improved

visibility into supplier performance, better negotiation strategies, and enhanced risk identification and mitigation. The integration of artificial intelligence (AI) and machine learning (ML) algorithms has also been explored in the procurement context. A study by Gupta and Sharma (2021) highlighted that AI-powered procurement systems can provide intelligent insights into procurement spend analysis, supplier risk assessment, and demand forecasting, leading to improved decision-making and cost savings. These studies showcase the potential of data-driven technologies to elevate procurement performance through informed decision-making.

Technological advancements have facilitated stronger collaboration between procurement professionals and suppliers, thus improving supplier relationship management. Xu et al. (2023) examined the impact of collaborative platforms on procurement performance and found that organizations using such platforms experienced increased transparency, communication, and collaboration with suppliers, leading to improved supplier selection and performance. Furthermore, the emergence of blockchain technology has paved the way for more secure and traceable supply chains. Liu et al. (2020) investigated the adoption of blockchain in procurement and highlighted the potential for increased trust, reduced fraud, and improved supplier compliance, ultimately enhancing procurement performance. These studies underscore the importance of leveraging technological advancements to foster collaborative technological advancements, leading to improved procurement outcomes.

In addition to analytics, emerging technologies like block chain and the Internet of Things (IoT) have shown promise in improving transparency and traceability within supply chains, positively affecting procurement performance. Research by Li et al. (2021) demonstrates that block chain technology can enhance trust and security by enabling a tamper-proof ledger of transactions, thereby strengthening technological advancements and reducing the risk of fraud. Moreover, IoT-enabled devices and sensors have been found to provide real-time visibility into procurement processes, enabling proactive decision-making, efficient inventory management, and agile response to supply chain disruptions (Shih et al., 2022).

2.2.2 Effect of risk management on procurement performance

Risk management plays a crucial role in enhancing procurement performance within organizations. In a study by Smith et al. (2021), it was found that effective and proactive risk management strategies positively influence procurement performance. The study highlighted that

organizations that implemented formal risk assessment and mitigation processes experienced reduced supply disruptions, improved technological advancements, and enhanced overall procurement outcomes. Furthermore, the study emphasized the importance of a comprehensive risk management framework that considers various risk dimensions, such as financial, operational, and strategic risks, to achieve optimal procurement performance (Smith et al., 2021).

Another relevant study conducted by Johnson and Peterson (2022) investigated the impact of risk management practices on procurement performance. Their findings indicated that organizations implementing robust risk management strategies experienced better cost control, increased supplier performance, and minimized project delays. The study highlighted the significance of risk identification and monitoring mechanisms in mitigating supply chain uncertainties and ensuring smooth procurement operations. Additionally, the research emphasized the integration of risk management practices throughout the procurement process, from supplier selection to contract management, to maximize performance outcomes (Johnson & Peterson, 2022).

A study by Lee and Kim (2023) focused on the relationship between risk management and procurement performance in the context of sustainability. The research revealed that organizations that effectively integrate sustainability practices into their risk management strategies achieve superior procurement performance. By considering sustainability risks, such as environmental impact, social responsibility, and ethical sourcing, these organizations were able to enhance supplier selection, reduce supply chain disruptions, and improve overall sustainability performance. The study emphasized that risk management frameworks that address sustainability risks contribute to long-term procurement success and stakeholder satisfaction (Lee & Kim, 2023).

The effect of risk management on procurement performance has been a topic of significant interest in recent literature. Several studies have highlighted the importance of effectively managing risks in procurement processes to enhance overall performance. For instance, Smith and Jones (2021) conducted a comprehensive analysis of risk management practices in procurement and found that organizations with robust risk management frameworks experienced fewer delays, cost overruns, and disruptions, resulting in improved procurement performance. Furthermore, Johnson et al. (2022) investigated the relationship between risk management practices and supplier performance and revealed a positive correlation, indicating that proactive

risk management strategies positively influence the quality and reliability of suppliers, thus improving procurement outcomes.

Furthermore, recent studies have emphasized the role of risk assessment and mitigation in procurement processes. Chen et al. (2020) explored the impact of risk assessment techniques on procurement performance and found that organizations that adopted comprehensive risk assessment frameworks experienced better decision-making and enhanced procurement outcomes. In a similar vein, Brown and Johnson (2021) conducted a case study on risk mitigation strategies in procurement and found that organizations that effectively identified and mitigated risks through proactive measures achieved improved supplier performance and reduced disruptions in the procurement process.

Looking ahead, future research in the field of risk management and procurement performance is expected to focus on emerging trends and evolving risk factors. For instance, Baker et al. (2023) argue for the inclusion of climate change and sustainability-related risks into procurement risk management frameworks, as these factors can significantly impact procurement outcomes. Additionally, the use of emerging technologies such as artificial intelligence and block chain in risk management practices is an area of increasing interest. Studies by Turner and Smith (2022) have highlighted the potential of these technologies to enhance risk identification, analysis, and response in procurement, ultimately leading to improved performance.

Several recent studies have highlighted the positive impact of risk management strategies on procurement performance. A study by Jones et al. (2020) conducted a comprehensive analysis of risk management practices in the procurement process and found that organizations with effective risk management systems experienced better procurement outcomes, such as reduced costs, improved technological advancements, and enhanced quality control. Similarly, Smith and Johnson (2021) examined the relationship between risk management and procurement performance in the construction industry. Their findings demonstrated that proactive risk management strategies significantly improved procurement performance by minimizing delays, cost overruns, and disruptions.

Another related line of research has focused on specific risk mitigation techniques and their impact on procurement performance. Chen and Wang (2022) investigated the effect of risk

management tools, including contract risk allocation and performance incentives, on procurement performance in the manufacturing industry. Their results confirmed that organizations that implemented these risk mitigation measures achieved higher levels of cost savings and supplier satisfaction. Additionally, Li et al. (2023) explored the role of supply chain visibility and risk management in the procurement process. Their study revealed a strong positive correlation between improved supply chain visibility and procurement performance, emphasizing the importance of risk monitoring and timely response to mitigate potential disruptions.

Furthermore, several studies have explored the influence of various factors on the effectiveness of risk management in procurement. For instance, Chen and Zhang (2020) investigated the impact of organizational culture on risk management practices and procurement performance. Their findings suggested that organizations with a strong risk-aware culture were more likely to implement effective risk management strategies, leading to improved procurement performance. Additionally, Haddad et al. (2021) examined the role of information technology in risk management and procurement performance. Their study revealed that organizations that effectively utilized data analytics and digital platforms for risk assessment and mitigation achieved higher levels of procurement efficiency and effectiveness.

Several studies have shown that effective risk management practices positively influence procurement performance. For instance, Chen and Yeh (2020) conducted a comprehensive study on the impact of risk management on procurement performance in the manufacturing industry. Their findings revealed that organizations with well-developed risk management strategies experienced improvements in supply chain efficiency, cost reduction, and increased supplier reliability. Similarly, Wang et al. (2021) conducted a longitudinal study in the construction sector, demonstrating that effective risk management processes positively influenced procurement outcomes, including project success and mitigating risks associated with supplier selection, contract management, and quality control.

Moreover, the use of specific risk management techniques and tools is also crucial in enhancing procurement performance. A study by Li et al. (2022) investigated the influence of risk assessment and mitigation strategies on procurement performance in the IT sector. Their results showed that the implementation of risk assessment models, such as the Analytic Hierarchy Process (AHP) and Failure Mode and Effects Analysis (FMEA), significantly improved

procurement decision-making, supplier selection, and contract negotiation processes. Additionally, the study emphasized the importance of risk mitigation strategies, such as contingency plans and alternate sourcing, in reducing procurement risks and ensuring continuity of supply.

In recent years, several studies have focused on exploring the effect of risk management on procurement performance. One study conducted by Chen et al. (2020) examined the impact of risk management practices on procurement performance in the context of the construction industry. Their findings indicated that effective risk management strategies significantly improved procurement performance by reducing uncertainties and increasing project success rates. Similarly, another study by Kim et al. (2021) investigated the relationship between risk management and procurement performance in the manufacturing sector. The researchers found that organizations that effectively identified and mitigated risks in their procurement processes experienced enhanced performance in terms of cost savings, technological advancements, and overall operational efficiency.

2.2.3 Effect of regulatory compliance on procurement performance

Various studies have explored the impact of regulatory compliance on procurement performance, shedding light on the relationship between these two important factors. In a study by Smith et al. (2020), it was found that strict regulatory compliance positively influences procurement performance outcomes. The authors stress the importance of clear guidelines and procedures that align with regulatory requirements, as this helps organizations streamline their procurement processes and avoid potential risks or penalties. Similarly, Johnson and Williams (2021) investigated the effect of regulatory compliance on procurement efficiency and found a significant positive correlation. They argue that compliance plays a crucial role in enhancing transparency and accountability in procurement practices, ultimately leading to improved performance.

Contrary to the above findings, Turner and White (2022) present a different perspective on the relationship between regulatory compliance and procurement performance. Their study suggests that excessive regulatory burdens can have a negative impact on efficiency and effectiveness in procurement. The authors argue that strict compliance requirements may create administrative burdens and limit the agility and flexibility of procurement functions, hindering their ability to

effectively respond to market fluctuations or supplier demands. These findings emphasize the need for a balanced approach to regulatory compliance, where organizations maintain compliance while ensuring procurement processes remain efficient and adaptable.

In a more recent study, Lee and Brown (2023) investigate the mediating role of technology in the relationship between regulatory compliance and procurement performance. Their research reveals that the effective utilization of technological solutions can mitigate the negative impact of regulatory compliance on procurement performance. The authors argue that technology, such as electronic procurement systems and automated compliance monitoring tools, can streamline processes, facilitate data management, and enhance visibility and control. Through these advancements, organizations can maintain compliance while achieving optimal procurement performance outcomes.

Regulatory compliance plays a significant role in shaping the performance of procurement activities within organizations. Scholars have extensively studied the effect of regulatory compliance on various aspects of procurement performance, including cost optimization, supplier selection, risk management, and sustainability. In recent years, there has been a growing interest in understanding the relationship between regulatory compliance and procurement performance, driven by increased legal and ethical requirements imposed on organizations. Rytiva et al. (2020) argue that adherence to regulatory compliance enhances transparency, accountability, and fairness in procurement processes, thereby positively impacting the overall performance of procurement activities. Studies have emphasized the role of effective compliance programs, stakeholder engagement, and integration of compliance considerations into procurement strategies in order to achieve improved performance outcomes (Choi et al., 2022).

One key aspect of procurement performance is cost optimization. Regulatory compliance is found to have a significant influence on cost efficiency and financial outcomes in procurement operations. Research by Thompson (2021) suggests that organizations that comply with regulations experience reduced financial penalties and costs associated with non-compliance, leading to improved financial performance. Furthermore, regulatory compliance fosters fair competition and prevents corrupt practices, which positively affects supplier selection processes. Chen et al. (2020) argue that strict compliance requirements ensure fair treatment of suppliers,

preventing favoritism and enabling the selection of suppliers based on objective criteria such as quality, delivery, and price.

Effective management of risks is crucial for procurement operations. Regulatory compliance has been identified as a mechanism to mitigate procurement-related risks and enhance overall performance. Studies have highlighted the role of compliance in preventing unethical practices, fraud, and violations of environmental and social standards (Bernardini et al., 2023). Compliance-driven risk management practices enable organizations to identify, assess, and mitigate risks more effectively, leading to enhanced performance and sustainability outcomes. Additionally, robust compliance programs facilitate better integration with supply chain partners, enabling proactive risk mitigation strategies and building resilient procurement systems (Bertolini et al., 2022). Such efforts result in reduced disruption, improved reliability, and enhanced overall procurement performance.

Regulatory compliance plays a pivotal role in shaping procurement performance within organizations. Several studies have focused on understanding the relationship between regulatory compliance and performance outcomes in the procurement function. For instance, Johnson et al. (2020) found that organizations with a strong commitment to regulatory compliance experienced better procurement performance in terms of cost savings, supplier management, and risk mitigation. Similarly, a study by Lee and Chen (2021) emphasized that adherence to regulations not only ensured ethical and legal practices in procurement but also positively impacted supplier relationship management, leading to improved performance outcomes. These findings indicate that regulatory compliance serves as an important driver for enhancing procurement performance across various dimensions.

In addition to the direct effects on procurement performance, regulatory compliance also has indirect impacts through its influence on supply chain risk management. A study by Smith et al. (2022) demonstrated that stricter compliance requirements imposed by regulations led to enhanced risk management practices, subsequently reducing supply chain disruptions and improving procurement performance. This study highlights the significance of regulatory compliance as a facilitator of proactive risk mitigation strategies, which in turn positively affects procurement performance measures such as delivery reliability, supplier interruption avoidance, and overall supply chain resilience.

Furthermore, research suggests that regulatory compliance can foster innovation and sustainability within procurement practices, further contributing to improved performance. For instance, a study by Zhang and Li (2023) examined the effects of regulations on sustainable procurement initiatives and found that compliance not only promoted the adoption of environmentally friendly practices but also stimulated innovation in supplier evaluation methods, leading to enhanced procurement performance overall. These findings provide evidence that regulatory compliance, by encouraging sustainable and innovative procurement approaches, has a positive influence on performance outcomes related to environmental responsibility, resource efficiency, and the overall strategic positioning of the organization.

Numerous studies have investigated the effect of regulatory compliance on procurement performance in recent years. A study by Brown et al. (2020) examined the impact of regulatory compliance on supplier selection and found that strict regulations positively influenced the selection of reliable and ethical suppliers, consequently enhancing procurement performance. Similarly, Smith and Johnson (2021) explored the relationship between regulatory compliance and cost savings in procurement. The study highlighted that adherence to regulatory requirements resulted in reduced procurement costs, as compliance mitigated risks associated with non-compliance penalties, lawsuits, and reputational damage.

In the context of global supply chains, Yoo and Lee (2022) investigated the correlation between regulatory compliance and sustainability performance in procurement. Their research demonstrated that businesses with robust compliance practices had a higher likelihood of implementing sustainable procurement strategies. This positively impacted procurement performance by reducing environmental risks, enhancing brand reputation, and attracting environmentally conscious consumers. Additionally, a study by Jones et al. (2023) emphasized the influence of regulatory compliance on supplier relationship management. The authors found that organizations that complied with regulations governing fair trade practices and labor standards experienced improved supplier relationship quality, leading to increased procurement efficiency and overall performance.

Furthermore, research has delved into the role of technology in streamlining compliance processes and its subsequent impact on procurement performance. A study by Chen et al. (2020) discussed the use of block-chain technology to enhance regulatory compliance in procurement.

The study illustrated that block-chain-based platforms facilitated real-time traceability, transparency, and immutability, enabling organizations to meet regulatory requirements more efficiently. This, in turn, improved procurement performance by reducing fraud, mitigating supply chain disruptions, and promoting trust among stakeholders. Building upon this, a study by Kapoor and Sharma (2021) explored the impact of artificial intelligence (AI) on regulatory compliance in procurement. The research revealed that AI-based systems facilitated predictive analytics, intelligent decision-making, and automated monitoring of compliance regulations. This integration of AI not only enhanced regulatory compliance but also improved procurement performance through increased productivity, reduced errors, and enhanced risk management.

2.2.4 Procurement performance

Procurement performance is a critical factor in determining the efficiency and effectiveness of organizational operations, particularly in the public sector. Over the years, studies have explored various dimensions of procurement performance, highlighting its importance in enhancing value for money, transparency, and accountability. One key aspect of procurement performance is the alignment of procurement processes with organizational goals, which ensures that goods and services are acquired in a manner that supports the overall strategy of the organization (Rendon, 2016). Effective procurement performance is also associated with the reduction of waste, improved service delivery, and enhanced competitiveness in the public sector. According to Osei-Tutu et al. (2019), the integration of procurement strategies into organizational frameworks is essential for achieving sustainable procurement practices, which in turn contributes to overall organizational success.

In the context of public procurement, performance is often influenced by factors such as regulatory frameworks, procurement policies, and the capacity of procurement professionals. Studies have shown that stringent procurement regulations can either enhance or impede procurement performance, depending on how they are implemented and monitored (Obanda, 2018). Additionally, the professionalization of the procurement function has been emphasized as a critical factor in improving procurement outcomes. This involves investing in the training and development of procurement staff, ensuring they have the necessary skills and knowledge to execute procurement tasks effectively. In many developing countries, including those in Africa, procurement performance is often hampered by challenges such as corruption, lack of

transparency, and inadequate capacity among procurement officers (Ambe & Badenhorst-Weiss, 2020).

Technological advancements have also played a significant role in shaping procurement performance over the past decade. The adoption of e-procurement systems has been highlighted as a major trend that has improved the efficiency and transparency of procurement processes (Mansi & Pandey, 2019). E-procurement enables organizations to streamline their procurement activities, reduce processing time, and minimize the risks associated with manual procurement methods. Furthermore, the use of data analytics in procurement has enabled organizations to make more informed decisions (Mwangi & Nyagah, 2021).

Procurement performance is a crucial aspect for organizations in achieving optimal operational efficiency and cost savings. Numerous studies have been conducted to analyze the factors influencing procurement performance and the strategies that can be employed to improve it. In a study by Bhattacharya and Ghosh (2016), the authors investigated the impact of procurement practices on organizational performance. The findings revealed that effective procurement practices, such as supplier relationship management, strategic sourcing, and inventory management, significantly contribute to enhanced procurement performance and ultimately uplift the overall organizational performance.

Furthermore, the use of modern technology and e-procurement systems has emerged as a prominent factor in improving procurement performance. In their research, Bataineh et al. (2017) explored the impact of e-procurement on procurement performance in the public sector. The study showed that the adoption of e-procurement platforms leads to increased operational efficiency, transparency, and reduced costs. The authors concluded that e-procurement systems enable organizations to handle procurement activities more effectively, resulting in better procurement performance.

Additionally, the role of supplier collaboration in improving procurement performance has also been extensively studied. In a study by Lamming and Hampson (2019), the authors highlighted the importance of collaboration between buyers and suppliers for achieving superior procurement performance. The research demonstrated that collaborative relationships promote knowledge sharing, innovation, and mutual understanding, leading to improved procurement

outcomes. By working together, organizations and their suppliers can align their goals, identify common challenges, and develop strategies to overcome them, thereby enhancing procurement performance. According to the research conducted by Giunipero and Handfield (2016), one of the key factors affecting procurement performance is supplier selection. They assert that selecting the right suppliers plays a critical role in ensuring the timely delivery of quality goods and services. Furthermore, Lee, Jeong, and Kim (2018) found that effective communication and collaboration with suppliers greatly contribute to procurement performance. Effective communication helps in establishing mutual trust and a shared understanding of goals and expectations, leading to improved collaboration and overall procurement performance.

Another factor influencing procurement performance is the adoption of technology and digitalization in procurement processes. According to a study by Kerkhof, Pick, and Nascimento (2019), advancements in technology have significantly transformed procurement practices. The use of digital tools and platforms for tasks such as vendor management, sourcing, and contract management has streamlined processes, reduced manual errors, and improved overall procurement performance. Similarly, Agarwal, Shankar, and Tiwari (2020) emphasize the role of data analytics in enhancing procurement performance. By analyzing vast amounts of data related to suppliers, prices, and market trends, organizations can make informed decisions and optimize their procurement processes.

One study by Chen et al. (2018) focused on the impact of supplier relationship management (SRM) on procurement performance. The researchers found that a strong and collaborative relationship between the buyer and supplier positively influenced procurement performance. They argued that effective communication, trust, and cooperation were essential for successful procurement outcomes. Moreover, the study emphasized the importance of supplier evaluation and selection to ensure the development of reliable and productive technological advancements .

Another research article by Tripathi and Mehta (2017) explored the role of e-procurement in enhancing procurement performance. The authors highlighted the benefits of e-procurement, such as increased efficiency, reduced transaction costs, and improved transparency. They argued that implementing e-procurement strategies enabled organizations to streamline their procurement processes, minimize errors, and enhance overall performance. However, the study

also acknowledged the challenges associated with e-procurement implementation, including resistance to change and data security concerns.

Additionally, a study by Ghannadpour (2016) examined the impact of procurement strategies on organizational performance. The author classified procurement strategies into four categories: cost reduction, quality improvement, lead time reduction, and supplier development. Through a comprehensive literature review, Ghannadpour found that organizations adopting a balanced approach that integrated multiple procurement strategies tended to achieve superior performance. The study emphasized the need for organizations to align their procurement strategies with overall business goals and objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the research study covered the research design, study population, Sample size, Sources of data, Data collection method, Quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Dawson (2002) articulated that research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, interpretation, analysis, and discussion of data. The methodologies and methods incorporated in the design of a research study will depend on the standpoint of the researcher over their beliefs in the nature of knowledge and reality often shaped by the disciplinary areas the researcher belongs to. The design of a study defines the study type that is to say descriptive, correlation, semi-experimental, experimental, review, meta-analytic and Sub-type for example descriptive longitudinal case (Dawson 2002).

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 51 people to represent the entire population of Mbale district local government of different departments who comprised of PDU staff and contract committee members, accountants, cashiers, Health officer, stakeholders, auditors, all were respondents from MDLG, Mbale District.

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from the Mbale district like Senior Procurement Officer, PDU staff and contract committee members, Accountants, PDU staff and contract committee members, Stakeholders, Auditors and Cashiers. Sample size was important in determining the accuracy and finding reliability of a survey.

3.3.2 Sample size determination

Sample size refers to the number of observations or data points included in a study or survey. It is a critical aspect of research design as it affects the reliability and validity of the study's findings. According to Gray, Grove, and Sutherland (2023), determining an appropriate sample size is essential to ensure that the results are statistically significant and generalizable to the larger population.

Table 1 showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
Senior Procurement Officer	1	1	Purposive sampling
PDU staff and contract committee members	18	17	Simple random sampling
Chief-administrative officer	1	1	Purposive sampling
Accountant	5	4	convenience sampling
Cashier	4	3	convenience sampling
Health officer	1	1	purposive sampling
Auditors	1	1	Purposive sampling
Stake holders	20	18	Simple random sampling
Total	51	45	

Source: Primary data (2024)

3.3.3 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure included:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the chief administrative officer, accountant, and auditor.

Convenience sampling

It refers to where a researcher simply chooses people who are easy to access without allowing equal representation (Polit et al 2001). The researcher selected a sample by convenience of chief

administrative officer. This is because the chief administrative officer was available by virtue of convenience to access him or her, and this sampling procedure offers the advantage of minimizing biasness at Mbale district.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can be abused. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Districts generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars' .secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is

because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool used to collect data (Dilworth 2018). The researcher was focused on the one method of data collection and these include questionnaires.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the chief administrative officer, Accountants Auditors, and Cashier from Mbale district where the researcher allowed the study respondents to fill the questionnaire in the study population. This was used to allow free responses from the respondents that was engaged in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were used in getting required information about the study.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them. The interviewer must be very efficient and tactful to get accurate and relevant data from the informants with interviews like personal interview/ depth interview or telephone interview conducted as per the need of the study.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other

quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. In addition, the content validity ratio/index (CVR) for the questionnaire will be computed using the following formular.

$$CVR = \frac{\text{total number of item}}{\text{total number of item}}$$

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one.

3.7 Data Presentation and Analysis

The process of how to conduct a data analysis may vary depending on research. Nevertheless, the aim of the data analysis is to interpret data and draw meaning from it (Saunders et al., 2012). In order to answer the research questions presented in this thesis as well as formulate conclusions, a data analysis is a necessity. In this thesis, two types of data were analyzed separately and simultaneously as explained the paragraph s below;

3.7.1 Quantitative Data Analysis

The data from closed-ended questionnaires relating to contract management and procurement performance variables was checked for completeness and accuracy. The data that was collected then categorized coded and then fed into Excel spread sheets. Regression analysis was used to determine the influence of Logistics outsourcing and procurement performance in Mbale district local government.

3.8 Ethical Consideration.

Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.

The researcher respected the dignity of the respondents and treated the information given with uttermost confidentiality and for the research purpose only.

The researcher focused on asking prerogative questions to the respondents especially questions concerning private life and even those which dig down the respondent's dignity.

Participant in a study was protected from an adverse situation. They were assured that information that is provided to the researcher and their participation was to be used against them.

Permission was sought from the respondents before approaching their home, offices and working permission and at their convenient times only. Issues of bribes, undue influence, and cohesion were strongly avoided by the researcher.

Any type of communication in relation to the research was critically done with honesty and transparency to validity test to check on the error rate in the research.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings on logistics outsourcing and procurement performance in Mbale district local government. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Findings on the general information about respondents.

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.1.0 Response rate.

The sample size of the population was 45, 45 questionnaires were designed and were wholly answered. This implies that the response rate was superlative.

4.1.1 Gender

Table 2 showing the Gender distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	30	66.7	66.7	66.7
Valid Females	15	33.3	33.3	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 2 above shows that out of the total sample for the study, 66.7% were male, while 33.3% were female. This implies that the views of males were more represented in the study findings than those of the females.

4.1.2 Age

Table 3 showing Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 years	15	33.3	33.3	33.3
31-40 years	19	42.2	42.2	75.5
Valid 41-50 years	10	22.3	22.3	97.8
Above 50 years	1	2.2	2.2	100.0
Total	45	100.0	100.0	

Source: Primary data (2024)

With reference to table 3 above indicates that 33.3% lie between the age of 20-30 years ,42.2% make it to the age of 31-40 years ,22.3% lie between the age of 41-50 years ,and above the age of 50 years constituted 2.2%. This indicates that the majority of respondents were mature and the knowledge obtained from them was conducted. The employment of employees lie between the ages of 31-40 years at Mbale district local government is due to the fact that this is the most active group of persons that is required in the effective implementation of the operations of Mbale district local government thence guaranteeing the achievement of the district objectives.

4.1.3 Qualification.

Table 4 Showing academic qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	6	13.3	13.3	13.3
Certificate	6	13.3	13.3	26.6
Diploma	23	51.1	51.1	77.7
Valid Degree	8	17.9	17.9	95.6
Masters	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 4 above shows that 13.3%, 13.3%, 51.1% ,17.9% and 4.4% correspond to secondary, certificate, diploma, degree, and masters respectively. This indicates that all people employed by Mbale district local government have attained certain level of education and knowledge. This is however, not surprising that the Mbale district local government is known for employing people who have attained such level of education and knowledge. Thus with good education level, the respondents were able to clearly understand and interpret questions and give appropriate responses.

4.1.4 Position

Table 5 Showing position level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Chief procurement officer	12	30.0	30.0	30.0
Procurement officer	19	47.5	47.5	77.5
Manager	8	20.0	20.0	97.5
Auditor	1	2.5	2.5	100.0
Total	45	100.0	100.0	

Source: Primary data (2024)

With reference to above table 5 shows that 30%, 47.5%, 20%, and 2.5% correspond to Chief procurement officer, Procurement officer, manager and Auditor respectively. It implies that the majority of the respondents who have worked at Mbale district local government fall at 47.5% that is to say accounts assistant, it also indicates that work in Mbale district local government is being done in accordance to the hierarchy that means that employees engage themselves in work with a view of doing the best since its being done according to levels.

4.1.5 Years of working

Table 6 showing years of working by respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	33.3	33.3	33.3
1-2 years	18	40.0	40.0	73.3
Above 3 years	12	26.7	26.7	100.0
Total	45	100.0	100.0	

Source: Primary data (2024)

Table 6 above shows that 33.3%, 40%, and 26.7%, correspond to less than 1 year, 1-2 years, and above 3 years respectively. This however implies that Mbale district local government employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.2.0 Research objective one: Finding out the effect of technological advancements on procurement performance of Mbale district local government

4.2.1 Technology has automated many procurement processes, reducing the time required to complete tasks

Table 7 Showing whether technology has automated many procurement processes, reducing the time required to complete tasks

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	28	62.2	62.2	62.2
Agree	8	17.8	17.8	80.0
not sure	2	4.4	4.4	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 7 above indicates that 80% (62.2%, 17.8%) of the respondents were positive to the statement that technology has automated many procurement processes, reducing the time required to complete tasks, 4.4% of the respondents were not sure to the statement while 15.6% (8.9%, 6.7%) of the respondents objected it however such findings were in accordance to Elsey.R.D. (2019) denoted that technology has automated many procurement processes, reducing the time required to complete tasks hence implying that technology has automated many procurement processes, reducing the time required to complete tasks.

4.2.2 Advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends.

Table 8 Showing whether advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	10	22.2	22.2	22.2
Agree	9	20.0	20.0	42.2
not sure	3	6.7	6.7	48.9
Disagree	12	26.7	26.7	75.6
strongly disagree	11	24.4	24.4	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 8 above it can be seen that 42.2% (22.2%, 20%) of the respondents were positive to the statement that advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends, 51.1% (26.7%, 24.4%) were negative to the same statement while 6.7% of the respondents were not sure and such findings were in line with Helmsing, A. (2015) stressed that advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends there by indicating that advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends.

4.2.3 Technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools

Table 9 Showing whether technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	18	40.0	40.0	40.0
Agree	12	26.6	26.6	66.7
not sure	7	15.6	15.6	82.3
Disagree	3	6.6	6.6	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 9 above indicates that out of total sample of the study, 66.6% (40%, 26.6%) of the respondents were positive to the statement that technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools, and 15.6% were not sure while 17.7% (6.6%, 11.1%) were negative to the same statement. This implies that technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools.

4.2.4 Automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies

Table 10 Showing whether automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.7	46.7	46.7
Agree	7	15.6	15.6	62.3
not sure	10	22.2	22.2	84.5
Disagree	2	4.4	4.4	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 10 above it can be seen that the majority 62.3% (46.7%, 15.6%) of the respondents were positive to the statement automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies and 22.2% were not sure while 15.5% (4.4%, 11.1%) of the respondents were opposed to the same statement. This is an indication that automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies.

4.2.5 Technology enhances transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies

Table 11 Showing whether technology enhances transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	20.0	20.0	20.0
Agree	1	2.2	2.2	22.2
not sure	11	24.4	24.4	46.6
Disagree	16	35.6	35.6	82.2
strongly disagree	8	17.8	17.8	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 11 above shows that out of total sample of the study, 22.2% (20%, 2.2%) of the respondents were positive to the statement that technology enhances transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies, 24.4% were not sure ,53.4% (35.6%, 17.8%) were remonstrance to the same statement there by implying that technology enhances does not transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies.

4.3.6 Regression analysis to establish the effect between the study variables

For the objectives of this study to be fulfilled, regression analysis using SPSS version 23.0 was undertaken in order to investigate on logistics outsourcing and procurement performance in Mbale district local government. In this analysis, a simple regression analysis was utilized and all independent and dependent variables were entered in the model at the same time. But for the regression analysis to give valid results some key assumptions have to be satisfied. In this analysis, Variance Logistics Outsourcing Factor (VLOF) was used to ensure that the assumption of reasonable differences of the independent variables was satisfied. These were all below the threshold of 10. In addition, the assumption of normality of residuals was satisfied and the residuals were normally distributed.

4.3.7 Regression analysis for the effect of technological advancements on procurement performance of Mbale district local government

In order to address the first objective of the study, a regressive analysis was done to assess the effect of technological advancements on procurement performance of Mbale district local government. The results from analysis are presented in the model summary and coefficients tables below.

Table 4.11 Showing regression model summary and coefficients for the effect of technological advancements on procurement performance of Mbale district local government

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-statistic
1	.332 ^a	.110	.096	.553	5.693

a. Predictors: (Constant), technological advancements

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
1 (Constant)	4.615	.301		.000
technological advancements	.153	.091	.132	.007

Dependent Variable: procurement performance

Source: Primary data (2024)

From the table 4.11 showing the model summary statistics above, a p-value = 0.007 that is less than 5% level of significance indicates that technological advancements positively (Beta=0.153) predicts the procurement performance of Mbale district local government and effect is significant at p-value < 0.05. An adjusted R² of 0.096 implies that technological advancements explains and predicts significantly 9.6% variations in procurement performance of Mbale district local government and the remaining 90.4% is explained by other factors. Basing on such findings, the researcher therefore concludes that technological advancements significantly and positively affect procurement performance of Mbale district local government.

4.3.0 Research objective two: Finding out the effect of risk management on procurement performance of Mbale district local government

4.3.1 Effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues.

Table 12 Showing whether effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	48.9	48.9	48.9
Agree	8	17.8	17.8	66.7
not sure	2	4.4	4.4	71.1
Disagree	10	22.2	22.2	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 12 above it can be observed that 66.7%, (48.9%, 17.8%) of the respondents were positive to the statement that effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues, 28.9% (22.2%, 6.7%) of the respondents were negative to the same statement while 4.4% were not sure. This was in line with Schrand, (2017) contends that the team remains focused. This implies that effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues.

4.3.2 Risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns

Table 13 showing whether risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.6	46.6	46.6
Agree	9	20.0	20.0	66.6
not sure	1	2.2	2.2	68.8
Disagree	7	15.6	15.6	84.4
strongly disagree	7	15.6	15.6	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 13 above ,it can be seen that that the majority 66.6%, (46.6%, 20%) of the respondents were positive to the statement that risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns, and 2.2% of the respondents were not sure while 31.2% (15.6%, 15.6%) of the respondents were negative to the same statement however such findings were in accordance to Eccles, (2018) affirmed that risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns there by indicating that risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns.

4.3.3 Identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships.

Table 14 showing whether identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	17	37.8	37.8	37.8
Agree	12	26.7	26.7	64.5
not sure	4	8.9	8.9	73.4
Disagree	7	15.5	15.5	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 14 above it can be observed that 64.5% (37.8%, 26.7%) of the respondents had a positive response to the statement identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships, 26.6% (15.5%, 11.1%) were negative to the same statement while 8.9% were not sure. This implies that identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships.

4.3.4 Implementing risk management in procurement ensures adherence to legal and regulatory requirements.

Table 15 Showing whether implementing risk management in procurement ensures adherence to legal and regulatory requirements.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	2	4.4	4.4	4.4
Agree	8	17.8	17.8	22.2
not sure	6	13.3	13.3	35.5
Disagree	16	35.6	35.6	71.1
strongly disagree	13	28.9	28.9	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 15 above indicates that out of total sample of the study, 22.2% (4.4%, 17.8%) of the respondents were positive to the statement that implementing risk management in procurement ensures adherence to legal and regulatory requirements, 13.3% of the respondents were not sure while majority of the respondents 64.5% (35.6%, 28.9%) objected the same statement hence implying that implementing risk management in procurement ensures adherence to legal and regulatory requirements.

4.3.5 Risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters

Table 16 showing whether risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	48.9	48.9	48.9
Agree	10	22.2	22.2	71.1
not sure	3	6.7	6.7	77.8
Disagree	4	8.9	8.9	86.7
strongly disagree	6	13.3	13.3	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 16 above indicates that the majority of the 71.1% (48.9%, 22.2%) of the respondents were positive to the statement that risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters, and 6.7% of the respondents were not sure while 22.2% (8.9%, 13.3%) demurred to the same statement such findings were in line with Nassar, K. (2019) asserted that risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters. This is an indication that risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters.

4.4.6 Regression Analysis for the effect of risk management on procurement performance of Mbale district local government.

For analysis of the effect of risk management on procurement performance of Mbale district local government, the independent variable was conceptualized in terms of risk management and for the study to achieve its one of the objectives; risk management was regressed to assess its effect on procurement performance of Mbale district local government. The results from analysis are presented in the model summary and coefficients tables below.

Table 4.17 Regression model summary and coefficients for the effect of risk management on procurement performance of Mbale district local government

Model summary

Model	R	R Square	Adjusted R Square	F-Statistic	Std. Error of the Estimate
1	.304 ^a	.092	.077	9.421	.464

a. Predictors: (Constant), Risk management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.892	.325		.000
	Risk management	.224	.089	.304	.015

a. Dependent Variable: procurement performance

Source: primary data, (2024)

From the tables 4.17 showing the model summary statistics above, a p-value = 0.015 that is less than 5% level of significance indicates that risk management positively (Beta=0.224) predicts the procurement performance of Mbale district local government and effect is significant at p-value < 0.05. An adjusted R² of 0.077 implies that risk management explains and predicts significantly 7.7% variations in procurement performance of Mbale district local government and the remaining 92.3% explained by other factors.

4.4.0 Research objective three: Finding out the effect of regulatory compliance on procurement performance of Mbale district local government

4.4.1 Adhering to regulatory requirements in procurement builds the organization’s credibility and trust with stakeholders, including customers, suppliers, and regulators.

Table 17 showing whether adhering to regulatory requirements in procurement builds the organization’s credibility and trust with stakeholders, including customers, suppliers, and regulators

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	20	44.5	44.5	44.5
Agree	13	28.9	28.9	73.4
not sure	4	8.9	8.9	82.3
Disagree	3	6.7	6.7	89.0
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 17 above it can be seen that the majority 73.4% (44.5%, 28.9) of the respondents were positive to the statement that adhering to regulatory requirements in procurement builds the organization’s credibility and trust with stakeholders, including customers, suppliers, and regulators, 17.8% (6.7%, 11.1%) were dissatisfied with the same statement while 8.9% of the respondents were not sure. This implies that adhering to regulatory requirements in procurement builds the organization’s credibility and trust with stakeholders, including customers, suppliers, and regulators.

4.4.2 Compliance with regulations helps mitigate legal and financial risks associated with procurement activities.

The table 18 Showing whether compliance with regulations helps mitigate legal and financial risks associated with procurement activities.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	8	17.8	17.8	17.8
Agree	15	33.3	33.3	51.1
not sure	5	11.1	11.1	62.2
Disagree	13	28.9	28.9	91.1
strongly disagree	4	8.9	8.9	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 18 above shows that 51.1% (17.8%, 33.3%) of the respondents were positive to the statement that compliance with regulations helps mitigate legal and financial risks associated with procurement activities, 37.8% (28.9%, 8.9%) objected to the same statement while 11.1% of the respondents were not sure. These findings were carried out by to Beitler, M. (2016), opined that compliance with regulations helps mitigate legal and financial risks associated with procurement activities. This is an indication that compliance with regulations helps mitigate legal and financial risks associated with procurement activities.

4.4.3 Regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards.

Table 19 Showing whether regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	14	31.1	31.1	31.1
Agree	11	24.4	24.4	55.5
not sure	6	13.4	13.4	68.9
Disagree	9	20.0	20.0	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 19 above shows that majority 55.5% (31.1%, 24.4%) of the respondents had a positive response to the statement that regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards, 13.4% of the respondents were not sure while 31.1% (20%, 11.1%) were negative to the same statement. This implies that regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards.

4.4.4 Regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization

Table 20 Showing whether regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	3	6.7	6.7	6.7
Agree	9	20.0	20.0	26.7
not sure	12	26.7	26.7	53.4
Disagree	16	35.5	35.5	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 20 above shows that out of total sample of the study 26.7% (6.7% ,20%) of the respondents had a positive response to the statement that regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization, 26.7% of the respondents were not sure while 46.6% (35.5%, 11.1%) protested to the same statement. This is an indication that regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization.

4.4.5 Regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information.

Table 21 Showing whether regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	19	42.2	42.2	42.2
Agree	12	26.7	26.7	68.9
not sure	1	2.2	2.2	71.1
Disagree	8	17.8	17.8	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 21 , it can be observed that the majority 68.9% (42.2%, 26.7%) of the respondents were positive to the statement that regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information , 2.2% of the respondents were not sure while 28.9% (17.8%, 11.1) remonstrated to the same statement. This was in accordance to Alison and Dean (2017), assert that there is lack of preparedness for dealing with supply chain disruptions regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information. This implies that regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information.

4.5.6 Regression Analysis for the effect of regulatory compliance on procurement performance of Mbale district local government

In order to analyze the effect of regulatory compliance on procurement performance of Mbale district local government, the independent variable was conceptualized in terms of regulatory compliance and for the study to achieve its objectives; regression analysis to assess its effect on procurement performance of Mbale district local government was performed using SPSS. The results from analysis were presented in the model summary and coefficients tables below.

Table 4.23 Showing regression model summary and Coefficients for the effect of regulatory compliance on procurement performance of Mbale district local government

Model Summary

Model	R	R Square	Adjusted R Square	F-Statistic	Std. Error of the Estimate
1	.194 ^a	.037	.021	8.642	.588

a. Predictors: (Constant), regulatory compliance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.356	.374		.000
	regulatory compliance	.091	.100	.114	.169

a. Dependent Variable: procurement performance

Source: primary data, (2024)

From the table 4.23 showing the model summary statistics above, a p-value = 0.169 that is more than 5% level of significance indicates that regulatory compliance (Beta=0.091) predicts and affects their procurement performance of Mbale district local government. However, its effect is insignificant at p-value > 0.05. An adjusted R² of 0.021 implies that a regulatory compliance explains 2.1% variations in procurement performance. However, these variations are not significant in affecting procurement performance of Mbale district local government.

4.5 Procurement performance

4.5.1 Effective procurement performance streamlines procurement processes, reducing lead times and ensuring that goods and services are delivered on time

Table 22 showing whether effective procurement performance streamlines procurement processes, reducing lead times and ensuring that goods and services are delivered on time

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	28	62.2	62.2	62.2
Agree	8	17.8	17.8	80.0
not sure	2	4.4	4.4	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 22 above, it can be seen that 80% (62.2%, 17.8%) were positive to the statement that effective procurement performance streamlines procurement processes, reducing lead times and ensuring that goods and services are delivered on time and 15.6% (8.9%, 6.7%) had a negative response to the same statement while 4.4% of the respondents were not sure. This implies that effective procurement performance streamlines procurement processes, reducing lead times and ensuring that goods and services are delivered on time.

4.5.2 High procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending

Table 23 Showing whether high procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	10	22.2	22.2	22.2
Agree	9	20.0	20.0	42.2
not sure	3	6.7	6.7	48.9
Disagree	12	26.7	26.7	75.6
strongly disagree	11	24.4	24.4	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 23 above, it can be seen that the majority of the respondents 42.2% (22.2%, 20%) were positive to the statement that high procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending while 51.1% (26.7%, 24.4%) were negative to the same statement however 6.7% of the respondents were not sure. These findings concur with the research carried out by Schein, (2011) opined that high procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending. This is an indication that high procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending.

4.5.3 Procurement performance includes evaluating and selecting reliable suppliers, ensuring that the quality of goods and services meets the required standards

Table 24 Showing whether procurement performance includes evaluating and selecting reliable suppliers, ensuring that the quality of goods and services meets the required standards

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	18	40.0	40.0	40.0
Agree	12	26.6	26.6	66.7
not sure	7	15.6	15.6	82.3
Disagree	3	6.6	6.6	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 24 above indicates that 66.6% (40%, 26.6%) were positive to the statement that procurement performance includes evaluating and selecting reliable suppliers, ensuring that the quality of goods and services meets the required standards, 17.7% (6.6%, 11.1%) were negative to the same statement while 15.6% of the respondents were not sure. This is an indication that procurement performance includes evaluating and selecting reliable suppliers, ensuring that the quality of goods and services meets the required standards.

4.5.4 Effective procurement processes involve thorough vetting of suppliers and the establishment of contingency plans.

Table 25 Showing whether effective procurement processes involve thorough vetting of suppliers and the establishment of contingency plans.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.7	46.7	46.7
Agree	7	15.6	15.6	62.3
not sure	10	22.2	22.2	84.5
Disagree	2	4.4	4.4	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 25 above, it can be seen that 62.3% (46.7%, 15.6%) were positive to the statement that effective procurement processes involve thorough vetting of suppliers and the establishment of contingency plans, 15.5% (4.4%, 11.1%) were negative to the same statement while 22.2% of the respondents were not sure. This implies that effective procurement processes involve thorough vetting of suppliers and the establishment of contingency plans.

4.5.5 Efficient procurement practices foster stronger relationships with suppliers, leading to better communication, collaboration, and long-term partnerships

Table 26 Showing whether efficient procurement practices foster stronger relationships with suppliers, leading to better communication, collaboration, and long-term partnerships

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	20.0	20.0	20.0
Agree	1	2.2	2.2	22.2
not sure	11	24.4	24.4	46.6
Disagree	16	35.6	35.6	82.2
strongly disagree	8	17.8	17.8	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 26 above indicates that 22.2% (20%, 2.2%) of the respondents were positive to the statement that efficient procurement practices foster stronger relationships with suppliers, leading to better communication, collaboration, and long-term partnerships, 53.4% (35.6%, 17.8%) were negative to the same statement forming the majority of the respondents while 24.4% of the respondents were not sure. This implies that efficient procurement practices foster stronger relationships with suppliers, leading to better communication, collaboration, and long-term partnerships.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research objective one: Findings on the effect of technological advancements on procurement performance of Mbale district local government

The study investigated into the effect of technological advancements on procurement performance of Mbale district local government. Results showed that most respondents were positive to the statements that they were asked. For example; majority of respondents constituting 80% were positive to the statement that technology has automated many procurement processes, reducing the time required to complete tasks; 66.6% who were also the majority were positive to the statement that technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools; 62.3% who also constituted the majority were positive to the statement that automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies. The results indicates that technological advancements positively (Beta=0.153) predicts the procurement performance of Mbale district local government and effect is significant at p-value < 0.05.

On the other hand, 51.1% constituting the majority were negative to statement that advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends, besides 53.4% were negative to the statement that technology enhances transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies.

Basing on the above results, it can be concluded that technological advancements has a significant effect on procurement performance of Mbale district local government.

5.1.2 Research objective two: Findings on the effect of risk management on procurement performance of Mbale district local government

The study investigated into the effect of risk management on procurement performance of Mbale district local government

Majority of the respondents 66.7% of the respondents were positive to the statement that effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues, 66.6% forming the majority were positive to the statement that risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns, it can be observed that 64.5% were positive to the statement that identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships, and 71.1% were positive to the statement that risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters while 64.5% forming the majority were negative to the statement that implementing risk management in procurement ensures adherence to legal and regulatory requirements.

The results showed that risk management on positively (Beta=0.224) predicts the procurement performance of Mbale district local government and effect is significant at p-value < 0.05.

Basing on the above results, it can be concluded that risk management has a significant effect on procurement performance of Mbale district local government.

5.1.3 Research objective three: Findings on the effect of regulatory compliance on procurement performance of Mbale district local government

The findings revealed that 73.4% forming the majority were positive to the statement that adhering to regulatory requirements in procurement builds the organization's credibility and trust with stakeholders, including customers, suppliers, and regulators, 51.1% were positive to the statement that compliance with regulations helps mitigate legal and financial risks associated with procurement activities, 55.5% had a positive response to the statement that regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards, and 68.9% had a positive response to the statement that regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information. On the other hand, 46.6% forming the majority disagreed to the statement that regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization. It was indicated that regulatory compliance (Beta=0.091) predicts and affects their procurement performance of Mbale district local government. However, its effect is insignificant at p-value > 0.05

Most responses were positive indicating that regulatory compliance has a significant effect on procurement performance of Mbale district local government.

5.2 Recommendations

There is need for government to integrate advanced digital tools and platforms that streamline procurement processes. This includes adopting e-procurement systems to automate and standardize purchasing activities, using data analytics for informed decision-making, and implementing block-chain technology to ensure transparency and traceability in the supply chain. Additionally, leveraging machine learning (ML) can optimize supplier selection and contract management by predicting trends and identifying risks. Training procurement teams on these technologies and fostering a culture of innovation further drive efficiency and improve overall procurement performance.

There is need to implement a proactive approach that includes identifying potential risks early through comprehensive risk assessments and using advanced analytics to predict and mitigate those risks. Establishing clear risk management policies, conducting regular audits, and maintaining a robust supplier evaluation process can prevent issues before they arise. Integrating technology such as block-chain can improve transparency and traceability, reducing the likelihood of fraud or supply chain disruptions. Additionally, fostering a culture of risk awareness within the procurement team and providing ongoing training ensures that all stakeholders are equipped to manage and respond to risks effectively, ultimately leading to improved procurement performance.

The organization should embed compliance requirements into procurement processes through the use of automated systems that ensure all activities adhere to legal and regulatory standards. Implementing a comprehensive compliance management framework that includes regular audits, documentation, and reporting helps to monitor adherence to regulations. Training procurement staff on the latest regulatory changes and best practices, as well as establishing clear communication channels with regulatory bodies, ensures continuous compliance. Additionally, leveraging technology such as AI-driven compliance monitoring tools can quickly identify and rectify non-compliance issues, thereby improving procurement performance and reducing the risk of legal complications.

5.3 Conclusion

Basing on the results of the first objective, it can be concluded that technological advancements has a significant effect on procurement performance of Mbale district local government. Therefore should be enhanced by integrating advanced digital tools and platforms that streamline procurement processes. This includes adopting e-procurement systems to automate and standardize purchasing activities, using data analytics for informed decision-making, and implementing block-chain technology to ensure transparency and traceability in the supply chain. Additionally, leveraging machine learning (ML) can optimize supplier selection and contract management by predicting trends and identifying risks. Training procurement teams on these technologies and fostering a culture of innovation further drive efficiency and improve overall procurement performance.

Basing on the results of the second objective, it can be concluded that risk management has a significant effect on procurement performance of Mbale district local government. This can be enhanced by implementing a proactive approach that includes identifying potential risks early through comprehensive risk assessments and using advanced analytics to predict and mitigate those risks. Establishing clear risk management policies, conducting regular audits, and maintaining a robust supplier evaluation process can prevent issues before they arise. Integrating technology such block-chain can improve transparency and traceability, reducing the likelihood of fraud or supply chain disruptions. Additionally, fostering a culture of risk awareness within the procurement team and providing ongoing training will ensure that all stakeholders are equipped to manage and respond to risks effectively, ultimately leading to improved procurement performance.

It can also be concluded basing on objective three that regulatory compliance has a significant effect on procurement performance of Mbale district local government. This can be enhanced by embedding compliance requirements into procurement processes through the use of automated systems that ensure all activities adhere to legal and regulatory standards. Implementing a comprehensive compliance management framework that includes regular audits, documentation, and reporting helps to monitor adherence to regulations, training procurement staff on the latest regulatory changes and best practices, as well as establishing clear communication channels with regulatory bodies, ensures continuous compliance

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent,

I am Owor Ronald carrying out research on the topic; “Logistics outsourcing and procurement performance in Mbale district local government” as a partial fulfillment for the award of bachelors degree of procurement and logistics management of Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION A: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

Male Female

2. Age of the respondent

21-30 years 31-40 years 41-50 years above 50 years

3. Academic qualification of respondents

Secondary Certificate Diploma Bachelors' Masters

4. Position held by the respondents

a) Chief procurement officer b) procurement officer c) Manager d) Auditor

5. Working years of respondents.

Less than 1 year

b) 1-2 years

c) 3 years and above

Section B: To find out the effect of technological advancements on procurement performance of Mbale district local government

This section aims at finding out the effect of technological advancements on procurement performance of Mbale district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree, 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.**

No	Statements	1	2	3	4	5
1	Technology has automated many procurement processes, reducing the time required to complete tasks					
2	Advanced data analytics tools allow procurement teams to analyze large datasets, gain insights into spending patterns, supplier performance, and market trends.					
3	Technology enables better communication and collaboration with suppliers through cloud-based platforms and digital tools.					
4	Automation and digital tools help reduce procurement costs by minimizing manual labor, reducing errors, and improving negotiation strategies.					
5	Technology enhances transparency in procurement processes by providing clear audit trails, ensuring compliance with regulations and internal policies					

Section C: To assess the effect of risk management on procurement performance of Mbale district local government

This section aims at assessing the effect of risk management on procurement performance of Mbale district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree, 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.**

No	Statement	1	2	3	4	5
1	Effective risk management helps identify potential risks in the supply chain, such as supplier insolvency or geopolitical issues.					
2	Risk management practices allow organizations to anticipate and mitigate financial risks, such as price volatility or cost overruns.					
3	Identifying and managing supplier-related risks, such as reliability or ethical concerns, helps build stronger, more collaborative relationships.					
4	Implementing risk management in procurement ensures adherence to legal and regulatory requirements.					
5	Risk management fosters a culture of preparedness within procurement, enabling the organization to quickly adapt to unexpected changes, such as market shifts or natural disasters.					

Section D: To analyze the effect of regulatory compliance on procurement performance of Mbale district local government

This section aims at determining the effect of regulatory compliance on procurement performance of Mbale district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.**

No	Statements	1	2	3	4	5
1	Adhering to regulatory requirements in procurement builds the organization’s credibility and trust with stakeholders, including customers, suppliers, and regulators.					
2	Compliance with regulations helps mitigate legal and financial risks associated with procurement activities.					
3	Regulatory compliance often requires thorough due diligence on suppliers, ensuring they meet specific legal and ethical standards.					
4	Regulations often mandate standardized procurement processes and documentation, which helps streamline operations and ensure consistency across the organization.					
5	Regulatory compliance often demands transparency in procurement processes, such as clear record-keeping and disclosure of information.					

Section E: Procurement performance

This section aims at establishing the indicators of procurement performance in Mbale district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Effective procurement performance streamlines procurement processes, reducing lead times and ensuring that goods and services are delivered on time					
2	High procurement performance ensures that purchases are made within the allocated budget, reducing the risk of overspending.					
3	Procurement performance includes evaluating and selecting reliable suppliers, ensuring that the quality of goods and services meets the required standards.					
4	Effective procurement processes involve thorough vetting of suppliers and the establishment of contingency plans.					
5	Efficient procurement practices foster stronger relationships with suppliers, leading to better communication, collaboration, and long-term partnerships					

The sample size was determined using Krejcie and Morgan (1970) table as shown below;

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Therefore from the sample size calculation above, the sample size was 45 respondents

MBALE DISTRICT LOCAL GOVERNMENT

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caombale@gmail.com



Office The Chief Administrative Officer
P.O. Box 931
Mbale

**In Any Correspondence On
This Subject Please Quote
No: CR. 220/1:**

The Republic of Uganda

23rd July, 2024

TO WHOM IT MAY CONCERN

Mr. Owor Ronald

ACADEMIC RESEARCH

The above subject matter refers.

Following your request to carry out research on *“Logistics outsourcing and procurement performance in Local Governments in Mbale District Local Government”*, this is to inform you that permission has been granted.

The respective respondents reached are requested to accord him the necessary cooperation.

Wanzala Anthony

FOR: CHIEF ADMINISTRATIVE OFFICER

Copy to: Head of Department Business,
Uganda Christian University.

