

**THE ROLE OF SUSTAINABLE PROCUREMENT ON RISK MANAGEMENT IN
MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
MOFPED**

DAISY NANYONJO

J22B12/081

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

September, 2024



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION


As per the university values of integrity and diligence, I have not received any unauthorized assistance while working on this paper. I declare that the work is authentically mine and to the best of my knowledge, it contains no traces of plagiarism or any other unethical practices. The only work used that has already been published by other persons has been purely for reference purposes.

Signature  Date..... 18/09/2024.....

Nanyonjo Daisy

APPROVAL

This is to confirm that Nanyonjo Daisy carried out this research and it's ready for submission for the award of a Bachelor of Procurement and logistics management at Uganda Christian University academic board with due respect.

Signature:.......... Date:..... 18/09/2024

Mrs. Kabugho Mackline

ACKNOWLEDGEMENT

I would like to extend my appreciation to the almighty God for giving me life, knowledge and always being there for me throughout my studies.

I am equally thankful to my supervisor Mrs. Kabugho Mackline whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the subject.

My deep and warmest appreciation extends to my beloved grandmother Nanyonjo Daisy , my Mother Miss. Nabayunga Annet for their financial support and moral encouragement. Also, my paramount appreciation goes to my uncle Mr. Sekyewa Joseph for their financial support and encouragement in all my endeavors in this academic journey.

My thought also goes out to all the friends I met along the course of my study with whom I have shared a lot of memories. Special thanks to Atuhair Victoria and Namara Daphne, for their support, encouragement, and continuous motivation during the course of my study. May the almighty God bless you.

ABSTRACT

This study examined the role of sustainable procurement on risk management in Ministry of Finance, Planning and Economic Development. The study was guided by the following objectives: to examine the role of sustainable procurement on compliance risk management in Ministry of Finance, Planning and Economic Development; to examine how sustainable procurement helps on supplier risk management; and to examine relationship between sustainable procurement and operational risk management.

The respondents of this study were staff of Ministry of Finance, Planning and Economic Development. The respondents were selected on their basis of having crucial roles they play in sustainable procurement and risk management in Uganda. A total of 50 respondents formed the sample size of the study. The study employed a case study design and adopted a mostly quantitative approach. Questionnaires were used for the purpose of data collection and an interview guide was employed for qualitative data. The response rate was 100% of the targeted sample size.

The study therefore provides a crucial insight of the role of sustainable procurement on compliance risk management in MFPEd was established that sustainable procurement helps us manage our organization's exposure to legal or regulatory sanctions, helps us to ensure business continuity and in monitoring changes in regulatory environment to ensure that our organization is well informed and up-to-date on the requirements, as well as enhancing our ability to deal with financial loss in our organization.

The study concluded that the ways in which sustainable procurement helps in supplier risk management were that sustainable purchasing practices enhances our supplier risk management, enhances our organization's ability to significant control costs that come as a result of disruptions and assists us in avoid economic damage. This is coupled with aiding us in managing operational damage and helping in controlling reputational damage.

The study concluded that the relationship between sustainable procurement and operational risk management was established that sustainable procurement assists our capacity to avoid possible failures in operations related directly to financial risk, helping organization's ability to handle eventualities from management and procedures and enhancing the organization's ability to handle eventualities from risks associated with information systems and augmenting the organization's ability to handle eventualities from people and systems.

LIST OF ACRONYMS

1. MOFPEDMinistry of Finance, Planning and Economic Development
2. PPDA..... Public Procurement and Disposal of Assets.
- 3 .SSC..... Sustainable Supply Chain.
4. GDP Gross Domestic Profit.
5. SCRM..... Supply Chain risk management.
- 6 SPSustainable procurement.

TABLE OF CONTENTS

Declaration	1
Approval	ii
Acknowledgement	iii
Abstract	iv
List Of Acronyms	vi
Chapter One	1
Introduction	1
1.0 Introduction	1
1.1 Background	1
Historical Background	1
1.2 Theoretical background	1
1.3 Contextual background	2
1.4 Conceptual background.....	2
1.5 Statement of the problem	2
1.6 Objectives of the study.....	3
1.6.1 general of the study.....	3
1.6.2 Specific objectives	3
1.7 Research questions.....	3
1.8 Scope of the study.....	4
1.9 Significance of the study.....	4
1.10 Limitation and delimitations of the study	5
fig 1: conceptual framework	5
CHAPTER TWO.....	6
Literature Review	6
2.1 Introduction	6
2.2 Role Of Sustainable Procurement On Compliance Risk Management In An Organization.....	6

CHAPTER THREE	15
RESEARCH METHODOLOGY	15
3.1 Introduction	15
3.2 Research Design	15
3.2 Study Area.....	15
3.3 Study Population.....	15
3.4 Sample Size	15
3.5 Sampling Technique	16
3.6 Sources Of Data.....	16
3.6.1 Secondary Data.....	16
3.6.1 Primary Data	16
3.7 Data Collection Instruments	16
3.7.1 Questionnaire.....	16
3.8 Data Collection Procedure	17
3.9 Validity And Reliability Of Data.....	17
3.9.1 Validity Of Data	17
3.9.2 Reliability Of Data.....	17
3.10 Data Presentation And Data Analysis.....	18
3.10.1 Quantitative Data Analysis.....	18
3.11 Ethical Consideration.....	18
CHAPTER FOUR	19
PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION.....	19
4.1 Introduction	19
4.2 Demographic Characteristics Of Respondents.....	19
4.2.1 Gender Of The Respondents	19
4.2.2 Positions Of The Respondents	20
4.3: Role Of Sustainable Procurement On Compliance Risk Management In MFPED	25
4.4: Ways In Which Sustainable Procurement Helps In Supplier Risk Management.....	26

4.5: Relationship Between Sustainable Procurement And Operational Risk	28
Management.....	28
CHAPTER FIVE.....	30
DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS ..	30
5.1 Introduction	30
5.2 Discussion	30
5.2.1 Role Of Sustainable Procurement On Compliance Risk Management In MFPED....	30
5.2.2 Ways In Which Sustainable Procurement Helps In Supplier Risk Management.....	31
5.2.3 Relationship Between Sustainable Procurement And Operational Risk	32
Management.....	32
5.3 Conclusions	34
5.4 Recommendations.....	34
REFERENCES.....	36
APPENDICES.....	39

CHAPTER ONE

INTRODUCCION

1.0 INTRODUCTION

The chapter covered the background of the study, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, limitations and delimitations of the study, conceptual framework.

1.1 BACKGROUND

HISTORICAL BACKGROUND

Victor & John, (2009) define Sustainable procurement as “a holistic approach on that it encompasses organization, people, process and technology.” According to Hans Carl von Carlowitz (1713), sustainable procurement is deeply rooted in the broader concept of sustainability, which traces its origins to early principles of forest management in the 18th century. The idea of sustainability emerged from the forestry sector, where the principle of never harvesting more timber than the forest could regenerate was first articulated by Hans Carl von Carlowitz in 1713. Initially, sustainability was concerned primarily with environmental sustainability, focusing on the careful management of natural resources to ensure their availability for future generations (Simon Symons and Jonathan, 2022). Carlowitz’s ideas laid the foundation for what we now call sustainable forest management. In the 20th century, the concept of sustainability broadened beyond forestry to encompass the preservation of all environmental resources (Hans Carl von Carlowitz, 1713). In recent decades, sustainable procurement has gained significant attention as businesses, governments, and organizations strive to incorporate sustainability into their purchasing decisions (UN, 2015). Sustainable procurement aims to create positive environmental and social outcomes while also achieving economic benefits, ensuring that procurement decisions contribute to a sustainable future (UN, 2015).

1.2 THEORETICAL BACKGROUND

This study was Ajuong Makil guided by the triple bottom theory and resource-based view theory. According to Krajnc & Glavic (2005), “triple bottom line theory is the creation of

goods and services using processes and systems that are non-polluting, conserving energy and natural resources, economically viable, safe and healthful for employees, communities and consumers, socially and creatively rewarding for all working people.” Additionally, resource-based view emphasizes leveraging a firm’s unique internal resources and capabilities to gain competitive advantages while achieving sustainable goals. This approach aligns the procurement strategy with the firm’s broader sustainability objectives enabling firms have value economically, environmentally and also socially (Mashele, 2019).

1.3 CONTEXTUAL BACKGROUND

Ministry of Finance, Planning and Economic Development, located in central Uganda adheres to the PPDA regulations 2014. Sustainable procurement in MOFPED involves various stakeholders like the government, employees and suppliers (PPDA 2014). MOFPED has challenges even there are reforms that have been made, these challenges include corruption, cost implications, resistance from employees (Stawan 2023). This context provides a case study that aims to examine the role of sustainable procurement on risk management in organizations.

1.4 CONCEPTUAL BACKGROUND

The conceptual framework is a one to many, sustainable procurement is the independent variable and risk management with variables such as compliance risk management, supplier risk management and operational risk management. According to d Bishop (2023), sustainable practices in procurement help mitigate various risks hence ensuring compliance with environmental regulations and ethical aspects. By analyzing all the factors in Ministry of Finance, Planning and Economic Development the study will focus on the role of sustainable procurement on risk management (Victor and John, 2009).

1.5 STATEMENT OF THE PROBLEM

According to Victor & John (2009), “sustainable procurement is a holistic approach on that it encompasses organization, people, process and technology.” Risk management is the identification, assessment, and prioritization of risks followed by coordinated efforts to minimize, monitor, and control the probability or impact of unfortunate events to maximize the realization of

opportunities (Hillson, 2010). According to Preuss (2009), organizations face a variety of risks in the quickly changing economic world of today, from supply chain interruptions to reputational harm from unethical behavior. These risks can be increased by using traditional procurement techniques, which frequently put cost and efficiency ahead of sustainability. A viable strategy for reducing such risks is sustainable procurement, which incorporates social, environmental, and economic factors into purchasing decisions. On the other hand, there is little actual data regarding the precise role that sustainable procurement strategies play in risk management (Brammer & Walker, 2011). Organizations are unable to effectively utilize sustainable procurement as a strategic instrument or risk mitigation due to this knowledge gap (Carter & Rogers, 2008). Therefore, in order to give businesses that are working toward long-term sustainability and resilience useful insights, this study aims to investigate and clarify the role that sustainable procurement plays in improving risk management (Brammer & Walker, 2011).

1.6 OBJECTIVES OF THE STUDY

1.6.1 GENERAL OF THE STUDY

To examine the role of sustainable procurement on risk management in Ministry of Finance, Planning and Economic Development.

1.6.2 SPECIFIC OBJECTIVES

1. To examine the role of sustainable procurement on compliance risk management in Ministry of Finance, Planning and Economic Development.
2. To examine how sustainable procurement helps on supplier risk management in Ministry of Finance, Planning and Economic Development.
3. To examine relationship between sustainable procurement and operational risk management in Ministry of Finance, Planning and Economic Development.

1.7 RESEARCH QUESTIONS

1. What is the role of sustainable procurement on compliance risk management in Ministry of Finance, Planning and Economic Development?
2. What extent is sustainable procurement helping on supplier risk management in Ministry of Finance, Planning and Economic Development?

3. What is the relationship between sustainable procurement and operational risk management in Ministry of Finance, Planning and Economic Development?

1.8 SCOPE OF THE STUDY

The study will be conducted at Ministry of Finance, Planning and Economic Development in Kampala District which is located in Nakasero in central Uganda. The study will be on the role of sustainable procurement on risk management with MOFPED being the case study. The study will be focused on the finding the role of green procurement on waste management in MOFPED, to examine whole life costing on financial profitability, to find out the relationship between the community engagement and brand reputation in MOFPED. It is considered that sustainable procurement as the independent variable and risk management as the dependent variable. With the independent variable the study looked at sustainable procurement with categories like green procurement, whole life costing, community engagement and the dependent variable of the study risk management with categories like waste management, financial profitability and brand reputation. The study will focus on literature from 2010 up to current year 2024. It will be done for a period of five months from march to July. this was because it's the period allocated for it to be done.

1.9 SIGNIFANCE OF THE STUDY.

1. The findings will help Ministry of Finance and Economic Development to effectively facilitate for sustainable procurement practices in order to achieve the sustainable development goals for 2030 with the adoption of e-procurement organisation can achieve greater efficiency and transparency in procurement (Hellen Walker et al 2012).
2. The study will guide procurement officials address procurement gaps. It aims to examine what gender selection criteria should be considered when assessing the performance outcomes of consultants in relation to sustainable design (Terence YM Lam et .al 2020)
3. The study will provide fellow researchers with insights on sustainable procurement in the public sector. The field of sustainable supply chain management has seen a rapid expansion of corporate activities as well as academic research over the last years (Hans Haake, Stefan Seuring, et. al, 2009).

1.10 LIMITATION AND DELIMITATIONS OF THE STUDY

1. Limited finances, the research is facing a problem of limited funds to help in getting requirements to use. However, the researcher solicited funds from family relatives and close friends to help during the research.
2. Time constraints, the researcher is facing this challenge because she had other tasks to accomplish for example course works, tests, classes to attend. This however stop the researcher; she tried her best to make time her work to come.
3. Inaccessibility to some information, this is because the case study is a government institution with sensitive information which makes it hard to access some information and the employees in the case study aren't willing to give out some information. The case study is a very strict institution and the research had to present a letter from the university on a daily basis to be able to enter the institution. however, the researcher befriended some employees give finally gave her some information voluntarily, the researcher voluntarily did some work which helped her access some information.

FIG 1: CONCEPTUAL FRAMEWORK

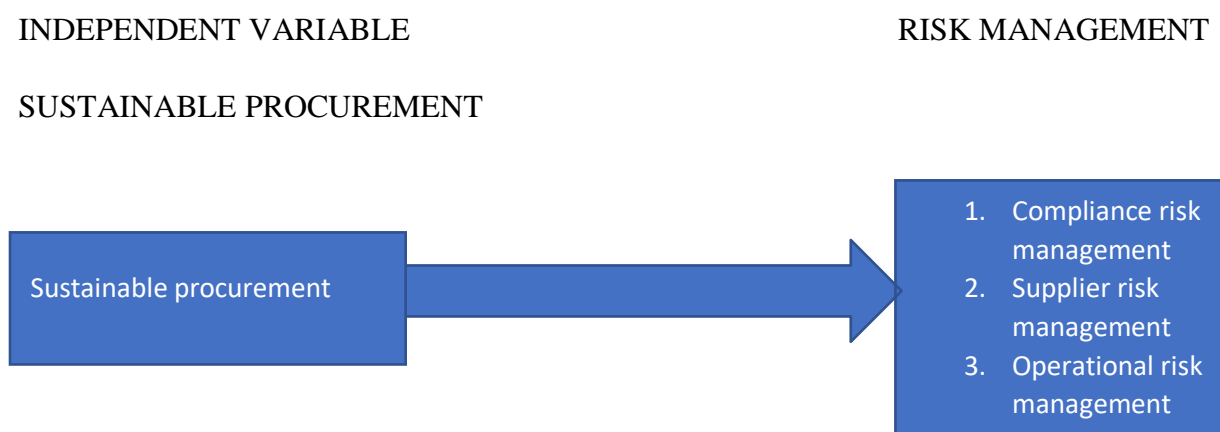


Figure 1 above indicates the conceptual framework illustrates sustainable procurement as the independent variable and risk management as the dependent variable. The conceptual framework is one to many having sustainable procurement as the variable under the independent variable and variables under risk management include compliance risk management, supplier risk management and operational risk management. According to Tate et al (2013), integrating sustainable practices into procurement processes, organizations can mitigate risk related to social, environmental for instance sourcing from environmentally responsible suppliers helps reduce the risk of supply chain disruptions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review focuses on the role of sustainable procurement on risk management in an organization. This literature is based on the knowledge of existing and credited scholars in the field of sustainable procurement and risk management. The literature review is based on the objectives identified above in Chapter One.

2.2 Role of Sustainable Procurement on Compliance Risk Management in an organization

According to Securing and Muller (2018), “SSC is the management of natural resources, funds, and information by members of the supply chain to protect the interests of customers and shareholders by considering the three dimensions of sustainable development: economy, environment, and society.” Carter and Rogers (2018) put the long-term interests into the supply chain. They characterized SSC as the company and its supply chain’s long-term economic performance that can be improved by coordinating, integrating, and managing its key business processes while considering the company’s social, environmental, and financial goals.

In terms of social responsibility, non-compliance with sustainability requirements may lead to consumer boycotts, labor disputes, costly legal proceedings, and other losses (Lee and Vachon, 2016). In terms of economics, financial mechanisms targeting the economy can also lead to environmental and social issues, creating SSC risks (Sinha et al. 2021).

In fact, over the past few years, supply chain managers and academia have been increasingly concerned about SSCRM, as can be seen from the growing amount of studies recently published. As mentioned above, the triple bottom line concept integrates the three dimensions of environmental, social, and economic into the supply chain, defining three aspects of SSC (Seuring and Müller 2018). In particular, environmental regulations, global warming, climate change, and energy shortages affect the achievement of sustainability goals and pose many risks to the supply chain (Ali et al. 2021; Shahzad et al. 2021). Achieving sustainability goals brings new risks to traditional supply chains, and studying these risks is essential. Some scholars have carried out research from an industry perspective. For example, Choirun et al. (2020) studied SSCRM in agriculture.

The review by Chiang et al. (2021) focuses on the application of IT in SSC, with risk management not being the main objective of the review. Among several papers comparatively relevant to SSCRM, the major industries focus on fashion and agriculture (Choirun et al. 2020; Koksall and Strahle 2021; Rafi-Ul-Shan et al. 2018). The above three review articles do not conflict with the content of this review, which focuses on a particular industry in isolation.

Bubicz et al. (2019) and Koeksall et al. (2017) reviewed the social responsibility aspects of SSC, and the limitation of these two articles is that they review only one dimension of SSC. The paper by de Oliveira et al. (2019) is the closest attempt to this paper which discusses the impact of internal and external risk factors regarding environmental risks on a company's supply chain. However, their research is not on SSC, and the risks discussed are not exclusively SSC risks.

Extent to which sustainable procurement helping on supplier risk management in an organization

“The consequences of sustainability misconduct in supply chains can include serious reputational damage to the company’s image and significant costs because of disruptions, delays and low quality” (Roehrich et al., 2014). Therefore, one of the most important tasks of supply management is to prevent and mitigate these risks. “Risk management includes risk assessment and actions that lead to improved performance and minimize supply disruptions.” (Wieland and Wallenburg, 2012). It is a management process starting with identifying risks and defining the mitigation strategies to reduce supply chain vulnerability as a whole (Jüttner, 2005). From a sustainability point of view, companies are responsible for their actions beyond organizational boundaries; hence, increased concern regarding sustainability in the supply chain also increases efforts in risk management (Shafiq et al., 2017).

Previous research has shown a clear connection between risks related to company brand and image and sustainable supply management (Lintukangas et al., 2016). Sustainable purchasing practices are needed for the protection of the company's reputation as serious reputational damage may cause a decrease in equity value (Lange and Lee, 2011). Sustainable purchasing practices are also necessary for supply chain operational performance objectives such as quality, reliability, and flexibility (González-Benito and González-Benito, 2015). Therefore, firms need to develop practices, processes, and procedures to secure the sustainability of their purchases and to mitigate the reputational and operational risks arising from supply chains (Gualandris et al., 2014; Miemczyk and Luzzini, 2018). Despite the large number of studies conducted in the field of sustainability in supply chains, only a few have investigated the sustainable purchasing practices affecting the overall supply chain risk management performance (Gouda and Saranga, 2018; Miemczyk and Luzzini, 2018).

In conclusion, although MFPED tries to ensure supplier risk management in its procurement operations (Odur, 2023), it ought to be noted that the role of sustainable procurement remains unknown. Thus, sustainable purchasing practices do not only serve the purpose of securing sustainability, but also help avoid economic and reputational damage. Hence, organizations like MFPED that use and implement purchasing practices that are value-driven ought to follow

sustainable policies, aiming to improve their organization's performance in supplier risk management through sustainability efforts (Beske and Seuring, 2019).

Relationship between sustainable procurement and operational risk management in an organization

According to the commonly accepted definition used in the European Directive (Daniel, 2016), "operational risk is the risk of loss resulting from inadequate or failed internal procedures, personnel and systems, or from external events." According to (Jean David Dersa, 2015): "the concept of operational risks is extremely broad: it expresses all the risks that can cause damage, loss, cost, created or suffered during the performance of the current activity of the company: infrastructure, production cycles, distribution, logistics process, document management, etc." According to (Danièle, 2006), "operational risk takes into account legal and administrative risks, technical and technological risks, such as risks associated with information systems, management and procedures, and environmental risks, such as economic, political, social, systemic and climatic risks."

Mwaipopo (2012) revealed that "some risk management practices do have significant effect on financial performance more than others i.e. the existence of a risk management policy and the integration of risk management in setting of organizational objectives were considered to be the key risk management practices that had a direct effect on financial performance." This means that although there are other determinants of performance not included in the study, the banks can improve their performance by focusing on developing strong risk management policies and integrating risk management in the process of setting achievable organizational objectives.

"Operational risk management can help companies become more confident in their supply chain sustainability decisions" (Abdel-Basset and Mohamed, 2020). Miemczyk and Luzzini (2018) examined the role of risk management in maintaining sustainable supply chains and found that

“focusing on sustainability in risk management improved sustainability performance but did not significantly affect either the operational or the financial performance of a supply chain.” However, sustainable supply management causes a long-term improvement in the company’s reputation and thus, sustainability practices may decrease brand risk (Croom et al., 2018). Hence, purchasing practices play an essential role in supply risk management, linking risk management to supplier relationship management practices (Hallikas and Lintukangas, 2016).

“Supply risks which cause operational problems are related to the movement of physical materials from their origin to the final customer. Operational supply risks concern disruptions in delivery or availability, as well as technology, financing and quality issues” (Steele and Court, 2019). Other examples of operational supply risks are price risks (Zsidisin, 2023) and supplier bankruptcy (Blackburn, 2017). These kind of supply risks directly influence

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology adopted in the study. It contains the research design, study area, study population, sample size, tools for data collection, and sources of data, analysis of data and presentation and limitation to the study.

3.2 Research Design

Max (2015) defines a research design as “a plan that provides the whole framework for collecting data.” A case study research design was adopted in this study to provide an in-depth study of the research problem and to investigate the nature of relationship between study variables while focusing on the dynamics of the case, within its real-life context. In addition, the study will basically use quantitative approaches. The quantitative approach was adopted to enable measurement of the study variables whereby analysis was carried out using statistical procedures (Cole, 2017).

3.2 Study Area

The study area will be done in Ministry of Finance, Planning and Economic Development in Kampala.

3.3 Study Population

Population is defined as “a collection of elements about which references are wished to be made” (Trevithick, 2016). Target population is a large population from which a sample population is selected (Healey, 2011). The population for this study comprised of 80 staff of Ministry of Finance, Planning and Economic Development in Kampala.

3.4 Sample Size

The sample size for the study comprised of 50 staff from all departments of MFPEd. The

sample size was determined with the help of sample size determination as stipulated by Krejcie & Morgan (1970) table for determining sample sizes.

3.5 Sampling Technique

“A sample is a section within a population that is chosen to represent the whole population” (Freedman, 2014). Stratified random sampling was used to select samples from the population strata. In MFPED, each department was considered as a stratum and a random sampling was used to select staff from each department.

3.6 Sources of Data

The study relied on primary sources of data. Primary data was obtained from respondents using a structured self-administered questionnaire and personal interviews (& Boeije, 2014).

3.6.1 Secondary Data

“The secondary data refers to data obtained from the secondary sources” (Johnston, 2014). The data was collected from organization reports, literature review and other resource centers.

3.6.1 Primary data

Primary data is the data obtained from primary sources (Maddisson, 2012). The researcher collected information directly from the field where the study was carried out.

3.7 Data Collection Instruments

3.7.1 Questionnaire

“Questionnaire is a carefully designed instrument for collecting data in accordance with the specifications of research questions” (Nardi & Nardi, 2018). Questionnaires were used to collect data from the respondents using structured questions. These contained both closed and open-ended questions. Closed ended questions were helpful in getting precise responses while open-ended questions were used to get detailed information on the

subject matter.

The questionnaires were developed on a five-point Likert scales measuring from strongly agree as response 1 to Strongly Disagree as response 5. This was because the Likert scale was used in any situation, measuring intensity of opinion, easy to understand and did not force the participants to give a particular answer on a topic that they might not be comfortable dealing with (Haque et al., 2013).

3.8 Data Collection Procedure

A letter of introduction to collect data was obtained from the university. The researcher got permission from identified companies where data was collected. After being authorized the respondents were sensitized about the study being done. The researcher then went to the study area and the introductory letter was presented to the respondents on request.

3.9 Validity and Reliability of Data

3.9.1 Validity of Data

To ensure the validity of the research instruments, the study temperate the tools to fit the objectives. This catered for language clarity, relevance and comprehensiveness of the content and standard length of questionnaire. Norland (2000) defines validity as the correctness and reasonableness of data as cited by (LaBoskey, 2014). Face and construct validity of instruments was ascertained by first of all discussing the questionnaire and interview schedule drafts with the supervisor to ensure that all relevant constructs were captured. The content validity of the instrument was determined to find whether the instrument is worthy executing for pre-test and thus the study. Content Validity Index was derived using the formula developed by Crocker as stipulated by (Horgas et al., 2008).

$$CVI = \frac{\text{Total Number of items rated as relevant by all respondents}}{\text{Total Number of items in the Instrument}}$$

3.9.2 Reliability of Data

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Tiberious et al., 2016). To ensure reliability of the research instrument, the questionnaires were pretested on few respondents who formed the resultant sample of the study and identified irregularities on the items included in the instrument. Afterwards the Cronbach's alpha coefficients were determined as a measure

of scale reliability and all items with Cronbach's alpha of above 0.6 were considered reliable and consistent for further data collection and analysis.

3.10 Data Presentation and Data Analysis

The study used mostly quantitative data analysis techniques.

3.10.1 Quantitative Data Analysis

Quantitative data analysis involved use of descriptive statistics such as frequency distribution, percentages, mean and standard deviation especially when analyzing sample characteristics (Huang et al. 2018).

3.11 Ethical Consideration

Before data collection, I sought the consent of the respondents. I also informed the respondents of the purpose for which this study was undertaken, i.e. for academic purposes only.

I also ensured anonymity of the respondents answers to avoid any possible victimization. Results from the study would be shared if the respondents deemed it necessary.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

4.1 Introduction

The chapter focuses on presentation of the analyzed data in an effort to examine the role of sustainable procurement on risk management in Ministry of Finance, Planning and Economic Development.

4.2 Demographic Characteristics of Respondents

The results that follow show the respondents' characteristics. The mean, standard deviation analysis and frequency distributions were used to explore the interrelationship between the study variables. The characteristic included gender and period worked with the enterprise. The findings are presented in tables below.

4.2.1 Gender of the Respondents

The results in table 4.1 below show the gender of the respondents who participated in the study.

Table 4.1: Age

Age	Frequency	Valid Percent
20-25 years	3	6.0
26-30 years	10	20.0
31-35 years	13	26.0
36-45 years	14	28.0
Above 45	10	20.0
Total	50	100.0

According to table 4.1, most of the respondents were aged 36-45 years, comprising 28%, followed by age bracket of 31-35 years at 26%, followed both those 26-30 years and above

45 years all at 20%. The least at 6% were aged 20-25 years. This means all respondents were mature enough to understand the questions at hand.

Table 4.2: Sex of the Respondents

Sex	Frequency	Valid Percent
Female	15	30.0
Male	35	70.0
Total	50	100.0

The results in table 4.2 above show that the majority of the respondents were male (70%) while only 30% were the female. The sample shows that the study was dominantly composed of males.

4.2.2 Positions of the Respondents

The results in table 4.3 below show the types of the respondents who were involved in the study.

Table 4.3: Types of the Respondents

Type	Frequency	Valid Percent
Procurement officers	23	46.0
Managers	5	10.0
Assistant procurement officers	22	44.0
Total	50	100.0

From table 4.3, results show that most respondents were procurement officers at 46%. These were followed by assistant procurement officers at 44% and managers were at 10%. This shows that the respondents were fairly picked from the three key groups that formed the core of MFPED. This representativeness of the respondents making the results credible.

Table 4.4 Working experience

Experience		Frequency	Valid Percent
Valid	1-5 years	8	16.0
	6-10 years	18	36.0
	Above 11 years	14	28.0
	Total	50	100.0

From table 4.4, results show that most respondents were had experience of 6-10 years at 36%. These were followed by those above 11 years at 28% and the least had experience of 1-5 years at 16%. This shows that the respondents were very experienced at MFPED. This means that they were well knowledgeable in matters being investigated, thus making the results credible.

Table 4.5: How do u perceive sustainable procurement?

Perception of sustainable procurement		Frequency	Valid Percent
Valid	Based on environment	15	30.0
	Environment friendly	18	36.0
	Saving environment while doing business	17	34.0
	Total	50	100.0

From table 4.5, results show that most respondents understand sustainable procurement (SP) as based on environment. These were 30% of total respondents. Others 36% understood SP as environment friendly. While other respondents 34% perceived SP as saving environment while doing business. This shows that the respondents knew what SP meant at MFPED.

Table 4.6: How does MFPEd carry out sustainable procurement?

Carrying out sustainable procurement		Frequency	Valid Percent
Valid	Following regulations and guidelines	27	54.0
	Technical knowledge	15	30.0
	Based on experience	8	16.0
	Total	50	100.0

From table 4.6, results show the ways of carrying out SP are following regulations and guidelines at 54%, technical knowledge at 30% and based on experience at 16%. This shows that the respondents knew how to carry out SP at MFPEd.

Table 4.7: What challenges do face in carrying out sustainable procurement in MFPEd?

Challenges of carrying out sustainable procurement		Frequency	Valid Percent
Valid	Compliance	21	42.0
	Operational	15	30.0
	Suppliers	14	28.0
	Total	50	100.0

From table 4.7, results show that the challenges of carrying out sustainable include compliance (42%), suppliers (28%) and operational 30%). This shows that the respondents knew the SP challenges at MFPEd.

Table 4.8: How do you deal with compliance risks in this ministry?

Dealing with compliance risks		Frequency	Valid Percent
Valid	Following regulations	30	60.0
	Training	14	28.0
	Awareness to suppliers	6	12.0
	Total	50	100.0

From table 4.8, results show dealing with compliance risks include following regulations at 60%, training ay 28% and awareness to suppliers at 12%. This shows the different ways compliance risks are handled at MFPED.

Table 4.9: How do you handle supplier risks?

Handling supplier risks		Frequency	Valid Percent
Valid	Supplier selection	27	54.0
	Supplier knowledge	15	30.0
	Technical aspects	8	16.0
	Total	50	100.0

From table 4.9, results show different ways of handling supplier risks include supplier selection at 54%, supplier knowledge at 30% and technical aspects at 16%. This shows that the respondents knew how to handle supplier risks at MFPED.

Table 4.10: Ways in which operational risks are handled

Handling operational risks		Frequency	Valid Percent
Valid	Exercising caution	13	26.0
	Knowing categories of suppliers	22	44.0
	Technical knowledge	15	30.0
	Total	50	100.0

From table 4.10, results show that **ways in which operational risks are handled** are knowing categories of suppliers (44%), technical knowledge (30%), and exercising caution (26%). This shows varied ways of handling operational risks at MFPED.

Table 4.11: Ways in which sustainable procurement helps in handling compliance, supplier and operational risks

Handling compliance, supplier risks and operational risks		Frequency	Valid Percent
Valid	Strict supplier selection	32	64.0
	Following technical aspects	14	28.0
	Training	4	8.0
	Total	50	100.0

From table 4.11, results show that ways in which sustainable procurement helps in handling compliance, supplier and operational risks included strict supplier selection (64%), follow technical aspects (28%), and training (8%). This shows that the majority ways of handling all risks in SP is strict supplier selection.

Table 4.12: Challenges faced in managing risks

Challenges		Frequency	Valid Percent
Valid	Disguised risks	21	42.0
	Political impact	20	40.0
	Inadequate knowledge	9	18.0
	Total	50	100.0

From table 4.12, results show that the challenges of managing risks include disguised risks (42%), political impact (40%) and inadequate knowledge (18%). This shows that the respondents knew disguised risks and political impact were biggest challenges of managing risks of SP at MFPED.

4.3: Role of Sustainable Procurement on Compliance Risk Management in MFPED

Table 4.13. Role of Sustainable Procurement on Compliance Risk Management

Role of Sustainable Procurement on Compliance Risk Management	Min	Max	Mean	Std. Deviation
Sustainable procurement helps us manage our organization's exposure to legal or regulatory sanctions,	1.00	5.00	3.34	1.09
Sustainable procurement helps us to ensure business continuity.	1.00	5.00	3.50	1.20
Sustainable procurement helps us to monitor changes in regulatory environment to ensure that our organization is well informed and up-to-date on the requirements.	1.00	5.00	3.46	1.07
Sustainable procurement enhances our ability to deal with financial loss in our organization.	1.00	5.00	3.30	1.12
Sustainable procurement assists us to deal with loss of reputation due to our organization's failure to comply with laws and regulations.	1.00	5.00	3.43	1.06
Sustainable procurement supports to manage failure to comply with internal policies or best practices in our operations.	1.00	5.00	3.20	1.07
Sustainable procurement aids us to avoid conflict of interest between compliance and other units,	2.00	5.00	3.37	1.06
Sustainable procurement enhances our capacity to ensure close cooperation with other internal control functions and the business units.	1.00	5.00	3.28	1.08
Sustainable procurement helps us to follow frameworks and mechanisms to control compliance risk.	1.00	5.00	3.35	1.12
Sustainable procurement helps us to manage supply risks that are triggered by upstream disruptions.	1.00	5.00	3.32	1.09
Sustainable procurement helps us to handle sustainability risks that are triggered by negative reactions from stakeholders.	2.00	5.00	3.37	1.06

The results concern the role of sustainable procurement on compliance risk management. The results posit that sustainable procurement helps us manage our organization's exposure to legal or regulatory sanctions (Mean=3.34), Sustainable procurement helps us to ensure business

continuity (Mean=3.50). Sustainable procurement helps us to monitor changes in regulatory environment to ensure that our organization is well informed and up-to-date on the requirements (Mean=3.46). Sustainable procurement enhances our ability to deal with financial loss in our organization (Mean=3.30). Sustainable procurement assists us to deal with loss of reputation due to our organization's failure to comply with laws and regulations (Mean=3.43). Furthermore, sustainable procurement supports to manage failure to comply with internal policies or best practices in our operations (Mean=3.20). Sustainable procurement aids us to avoid conflict of interest between compliance and other units (Mean=3.37), Sustainable procurement enhances our capacity to ensure close cooperation with other internal control functions and the business units (Mean=3.28). Sustainable procurement helps us to follow frameworks and mechanisms to control compliance risk (Mean=3.35). Sustainable procurement helps us to manage supply risks that are triggered by upstream disruptions (Mean=3.32). Sustainable procurement helps us to handle sustainability risks that are triggered by negative reactions from stakeholders (Mean=3.37).

4.4: Ways in which Sustainable Procurement helps in Supplier Risk Management

Table 4.14. Ways in which Sustainable Procurement helps in Supplier Risk Management

Ways in which Sustainable Procurement helps in Supplier Risk Management	Min.	Max.	Mean.	Std. deviation
Sustainable purchasing practices enhances our supplier risk management.	1.00	5.00	2.87	1.00
Sustainable procurement enhances our organization's ability to significant control costs that come as a result of disruptions.	1.00	4.00	2.78	0.92
Sustainable procurement assists us in avoid economic damage.	1.00	5.00	3.14	0.98
Sustainable procurement aids us in managing operational damage.	1.00	5.00	2.59	1.14

Sustainable procurement helps us in controlling reputational damage	1.00	5.00	2.93	1.02
Sustainable procurement helps us manage supplier delays.	1.00	4.00	2.78	1.01
Sustainable procurement helps us to avoid supplier low quality	1.00	5.00	3.50	1.20
Sustainable purchasing practices are also necessary for ensuring our provision of high quality services.	2.00	5.00	3.63	1.16
Sustainable procurement aids us in ensuring reliability of our services.	2.00	5.00	3.64	1.03

Sustainable procurement assists us in maintaining flexibility in our services.

Sustainable procurement helps us ensure that suppliers have certifications and follow standards.

Sustainable procurement helps us selectively monitor suppliers.

Sustainable procurement assists follow practices and mechanisms for risk reduction and assessment.

1.00	5.00	3.50	1.20
2.00	5.00	3.63	1.16
2.00	5.00	3.64	1.03
2.00	5.00	3.64	1.03

The table above shows the findings on the ways in which Sustainable Procurement helps in Supplier Risk Management. According to these results, sustainable purchasing practices enhances our supplier risk management (Mean=2.87). Sustainable procurement enhances our organization's ability to significant control costs that come as a result of disruptions (Mean=2.78). Sustainable procurement assists us in avoid economic damage (Mean=3.14). Sustainable procurement aids us in managing operational damage (Mean=2.59). Sustainable procurement helps us in controlling reputational damage (Mean=2.93).

In addition, the results indicate that sustainable procurement helps us manage supplier delays (Mean=2.78). Sustainable procurement helps us to avoid supplier low quality (Mean=3.50). Sustainable purchasing practices are also necessary for ensuring our provision of high quality

services (Mean=3.63). Sustainable procurement aids us in ensuring reliability of our services (Mean=3.64). Sustainable procurement assists us in maintaining flexibility in our services (Mean=3.50). Sustainable procurement helps us ensure that suppliers have certifications and follow standards (Mean=3.63). Sustainable procurement helps us selectively monitor suppliers (Mean=3.64). Sustainable procurement assists follow practices and mechanisms for risk reduction and assessment (Mean=3.64).

4.5: Relationship between Sustainable Procurement and Operational Risk

Management

Table 4.15. Relationship between Sustainable Procurement and Operational Risk

Management

Relationship between Sustainable Procurement and Operational Risk Management

Min. Max. Mean. Std. deviation

Sustainable procurement assists our capacity to avoid possible failures in our operations related directly to financial risk.	1.00	5.00	3.30	1.12
Sustainable procurement helps our ability to handle eventualities from management and procedures.	1.00	5.00	3.43	1.06
Sustainable procurement enhances our ability to handle eventualities from risks associated with information systems.	1.00	5.00	3.20	1.07
Sustainable procurement aids our ability to handle eventualities from people and systems.	2.00	5.00	3.37	1.06
Sustainable procurement helps our ability to handle eventualities from technical and technological risks.	1.00	5.00	3.28	1.08
Sustainable procurement enhances our ability to handle eventualities from legal and administrative risks.	1.00	5.00	3.50	1.20
Sustainable procurement helps our ability to handle eventualities from document management.	2.00	5.00	3.63	1.16
Sustainable procurement assists us in managing the risk of a change in value caused by our operations.	2.00	5.00	3.64	1.03

Sustainable procurement helps us handle failed internal processes.

Sustainable procurement enhances our ability to handle eventualities from external events.

Sustainable procurement aids our ability to handle eventualities from people and systems.

2.00	5.00	3.63	1.16
1.00	5.00	3.00	1.10
1.00	5.00	2.88	1.02

The table above presents the findings on the relationship between Sustainable Procurement and Operational Risk Management. The findings posit that sustainable procurement assists our capacity to avoid possible failures in our operations related directly to financial risk (Mean=3.20). Sustainable procurement helps our ability to handle eventualities from management and procedures (Mean=3.43). Sustainable procurement enhances our ability to handle eventualities from risks associated with information systems (Mean=3.20). Sustainable procurement aids our ability to handle eventualities from people and systems (Mean=3.37). Sustainable procurement helps our ability to handle eventualities from technical and technological risks (Mean=3.24). Sustainable procurement enhances our ability to handle eventualities from legal and administrative risks (Mean=3.50).

The results also show that sustainable procurement helps our ability to handle eventualities from document management (Mean=3.63). Sustainable procurement assists us in managing the risk of a change in value caused by our operations (Mean=3.64). Sustainable procurement helps us handle failed internal processes (Mean=3.63). Sustainable procurement enhances our ability to handle eventualities from external events (Mean=3.00). Sustainable procurement aids our ability to handle eventualities from people and systems (Mean=2.88).

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, a discussion of the findings with an aim of drawing conclusions and making recommendations with regard to examining the role of sustainable procurement on risk management in Ministry of Finance, Planning and Economic Development (MFPED). This was done in line with the objectives of the study.

5.2 Discussion

5.2.1 Role of Sustainable Procurement on Compliance Risk Management in MFPED

The results concern the role of sustainable procurement on compliance risk management. The results posit that sustainable procurement helps us manage our organization's exposure to legal or regulatory sanctions (Mean=3.34), Sustainable procurement helps us to ensure business continuity (Mean=3.50). Sustainable procurement helps us to monitor changes in regulatory environment to ensure that our organization is well informed and up-to-date on the requirements (Mean=3.46). Sustainable procurement enhances our ability to deal with financial loss in our organization (Mean=3.30). Sustainable procurement assists us to deal with loss of reputation due to our organization's failure to comply with laws and regulations (Mean=3.43).

Furthermore, sustainable procurement supports to manage failure to comply with internal policies or best practices in our operations (Mean=3.20). Sustainable procurement aids us to avoid conflict of interest between compliance and other units (Mean=3.37), Sustainable procurement enhances our capacity to ensure close cooperation with other internal control functions and the business units (Mean=3.28). Sustainable procurement helps us to follow frameworks and mechanisms to control compliance risk (Mean=3.35). Sustainable procurement helps us to manage supply risks that are triggered by upstream disruptions (Mean=3.32). Sustainable procurement helps us to handle sustainability risks that are triggered by negative reactions from stakeholders (Mean=3.37).

In accordance with the results above, there is some semblance in Securing and Muller (2018) argues that “sustainable procurement is the management of natural resources, funds, and information by members of the supply chain to protect the interests of customers and shareholders by considering the three dimensions of sustainable development: economy, environment, and society.” Carter and Rogers (2018) also characterized sustainable procurement

chain as “the company and its supply chain’s long-term economic performance that can be improved by coordinating, integrating, and managing its key business processes while considering the company’s social, environmental, and financial goals.”

5.2.2 Ways in which Sustainable Procurement helps in Supplier Risk Management

The findings on the ways in which Sustainable Procurement helps in Supplier Risk Management. According to these results, sustainable purchasing practices enhances our supplier risk management (Mean=2.87). Sustainable procurement enhances our organization’s ability to significant control costs that come as a result of disruptions (Mean=2.78). Sustainable procurement assists us in avoid economic damage (Mean=3.14). Sustainable procurement aids us in managing operational damage (Mean=2.59). Sustainable procurement helps us in controlling reputational damage (Mean=2.93).

In addition, the results indicate that sustainable procurement helps us manage supplier delays (Mean=2.78). Sustainable procurement helps us to avoid supplier low quality (Mean=3.50). Sustainable purchasing practices are also necessary for ensuring our provision of high quality services (Mean=3.63). Sustainable procurement aids us in ensuring reliability of our services (Mean=3.64). Sustainable procurement assists us in maintaining flexibility in our services (Mean=3.50). Sustainable procurement helps us ensure that suppliers have certifications and follow standards (Mean=3.63). Sustainable procurement helps us selectively monitor suppliers (Mean=3.64). Sustainable procurement assists follow practices and mechanisms for risk reduction and assessment (Mean=3.64).

The findings show that “the consequences of sustainability misconduct in supply chains can include serious reputational damage to the company’s image and significant costs because of disruptions, delays and low quality” (Roehrich et al., 2014). According to Jüttner (2005), “It is a management process starting with identifying risks and defining the mitigation strategies to reduce supply chain vulnerability as a whole.”

The above findings connote, in agreement with literature review, that there is a clear connection between risks related to company brand and image and sustainable supply management (Lintukangas et al., 2016). Sustainable purchasing practices thus are needed for the protection of the company’s reputation as serious reputational damage may cause a decrease in equity value (Lange and Lee, 2011). Sustainable purchasing practices are also necessary for supply chain operational performance objectives such as quality, reliability, and flexibility (González-Benito and González-Benito, 2015).

5.2.3 Relationship between Sustainable Procurement and Operational Risk

Management

The findings on the relationship between Sustainable Procurement and Operational Risk Management. The findings posit that sustainable procurement assists our capacity to avoid possible failures in our operations related directly to financial risk (Mean=3.20). Sustainable procurement helps our ability to handle eventualities from management and procedures (Mean=3.43). Sustainable procurement enhances our ability to handle eventualities from risks associated with information systems (Mean=3.20). Sustainable procurement aids our ability to

handle eventualities from people and systems (Mean=3.37). Sustainable procurement helps our ability to handle eventualities from technical and technological risks (Mean=3.24). Sustainable procurement enhances our ability to handle eventualities from legal and administrative risks (Mean=3.50).

The results also show that sustainable procurement helps our ability to handle eventualities from document management (Mean=3.63). Sustainable procurement assists us in managing the risk of a change in value caused by our operations (Mean=3.64). Sustainable procurement helps us handle failed internal processes (Mean=3.63). Sustainable procurement enhances our ability to handle eventualities from external events (Mean=3.00). Sustainable procurement aids our ability to handle eventualities from people and systems (Mean=2.88).

The results above underscore the fact that supply risks are commonly categorized as external and internal to a company (Christopher and Peck, 2020) or based on the supply chain management process or operations (Manuj Mentzer, 2018). From a sustainability point of view, the management of supply chain risks can be divided into operational and reputational risks. Operational risk is not well defined concept in the framework of a manufacturing industries, as it refers to a range of possible failures in the operation of the firm that are not related directly to financial risk. Operational risk is "the risk of a change in value caused by the fact that actual losses, incurred for inadequate or failed internal processes, people and systems, or from external events (including legal risk), differ from the expected losses" (Tummala and Schoenherr, 2019).

The results above underline the fact that, as according to Jean David Dersa (2015) that "the concept of operational risks is extremely broad: it expresses all the risks that can cause damage, loss, cost, created or suffered during the performance of the current activity of the company: infrastructure, production cycles, distribution, logistics process, document management, etc." According to Danièle (2006), "operational risk takes into account legal and administrative risks, technical and technological risks, such as risks associated with information systems, management and procedures, and environmental risks, such as economic, political, social, systemic and climatic risks."

The results further highlight the fact that operational risk remains a fuzzy concept because it is hard to make a clear cut distinction between operational risk and the "normal uncertainties faced by the organization in its daily operations (Reim, Parida, & Sjodin, 2016). Operational failure risk arises from the potential for failure in the course of operating the business. These

failures can be expected to occur periodically, although both their impact and their frequency may be uncertain (Ostrowska & Mazur, 2015).

5.3 Conclusions

a) The role of sustainable procurement on compliance risk management in MFPED was established that sustainable procurement helps us manage our organization's exposure to legal or regulatory sanctions, helps us to ensure business continuity and in monitoring changes in regulatory environment to ensure that our organization is well informed and up-to-date on the requirements, as well as enhancing our ability to deal with financial loss in our organization.

b) The ways in which sustainable procurement helps in supplier risk management were that sustainable purchasing practices enhances our supplier risk management, enhances our organization's ability to significant control costs that come as a result of disruptions and assists us in avoid economic damage. This is coupled with aiding us in managing operational damage and helping in controlling reputational damage.

c) The relationship between sustainable procurement and operational risk management was established that sustainable procurement assists our capacity to avoid possible failures in operations related directly to financial risk, helping organization's ability to handle eventualities from management and procedures and enhancing the organization's ability to handle eventualities from risks associated with information systems and augmenting the organization's ability to handle eventualities from people and systems.

5.4 Recommendations

- I. Managing sustainability risks should be aggressively done at different stages of the procurement process so as to determine at which stage of the procurement process will deal with different risk issues.
- II. The most demanding positions should be those taken in supplier selection and specification, as suppliers who do not meet the requirement cannot bid. Actions that support sustainability in bid evaluation, should give more options to the supplier to demonstrate innovation and allow buyers to evaluate various options including their cost impacts.
- III. Reducing subjectivity in the risk assessment should be scrutinized It must be recognized that sustainability risk assessment requires both quantitative and qualitative judgements to be made. Subjectivity is inevitable in a subject as broad ranging as sustainable procurement. It can however be minimized in two ways, firstly by comprehensive

analysis of sustainability risks using a life cycle approach. That is examining in detail the sustainability impacts associated with every component at every stage of its life for a given good, service or work.

REFERENCES

- Brammer, S., & Walker, H. 2011. Sustainable procurement practice in the public sector: An international comparative study. *International Journal of Operations and Production Management*, 31(4): 452-476.
- Krajnc, D., & Glavic, P. (2005). A model for integrated assessment of sustainable development. *Resources, Conservation & Recycling*, 43, 189–208.
- Maria Mwaipopo Fibaek, 2021. "Working Poor? A Study of Rural Workers' Economic Welfare in Kenya," *Journal of International Development*, John Wiley & Sons, Ltd., vol. 33(1).
- Roehrich JK, Lewis MA, George G (2014). Are public–private partnerships a healthy option? A systematic literature review. *Soc Sci Med*. 113:110–9. doi:10.1016/j.socscimed.2014.03.037.
- Su-Yol Lee, 2016. "Responsible supply chain management in the Asian context: the effects on relationship commitment and supplier performance," *Asia Pacific Business Review*, Taylor & Francis Journals, vol. 22(2).
- Walker, Helen & Brammer, Stephen, 2012. "The relationship between sustainable procurement and e-procurement in the public sector," *International Journal of Production Economics*, Elsevier, vol. 140(1).
- Valinejad, F. and Rahmani, D. (2018), "*Sustainability risk management in the supply chain of telecommunication companies: a case study*", *Journal of Cleaner Production*, Vol. 203 No. 1.

APPENDIX A

QUESTIONNAIRE

Role of Sustainable Procurement on Risk Management in Ministry of Finance, Planning and Economic Development.

Dear Respondent,

I am Nannyonjo Daisy, a student pursuing a bachelor's degree in Procurement at UCU. As a requirement of my degree program, I am conducting a research "**Role of Sustainable Procurement on Risk Management in Ministry of Finance, Planning and Economic Development**". It is a pleasure to have you as a participant in this study. The information you will share will be kept confidential and will be used mostly for academic purposes.

Section A: Personal Data

1. Age: 20-25 26-30 31- 35 36-45 Above 45
2. Sex:
 Male Female
3. Position:
4. Department.....
5. Period of employment time with the organization.....
6. What do you perceive of sustainable procurement?
.....

.....
7. How does MFPED carry out sustainable procurement?

.....
.....

8. What challenges do face in carrying out sustainable procurement in MFPED?

.....
.....

9. How do you manage risk in this ministry?

.....
.....

10. How do you deal with compliance risks in this ministry?

.....
.....

11. How do you handle supplier risks?

.....
.....

12. What operational risks do you face in your activities as MFPED?

.....
.....

13. How do you handle such risks in Question 12?

.....
.....

14. How does sustainable procurement help you in handling the compliance, supplier and operational risks?

.....
.....

15. How would you solve the challenges faced in managing the risks in Question 14 above?

.....
.....

Section B: Role of Sustainable Procurement on Compliance Risk Management

State the extent to which you agree with the following statements by placing a tick based on your rating; (1) Strongly disagree (SD) (2) Disagree (D) (3) Neutral (N) (4) Agree (A) (5) Strongly agree (SA)

Role of Sustainable Procurement on Compliance Risk Management	1	2	3	4	5
	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>

Sustainable procurement helps us manage our organization's exposure to legal or regulatory sanctions,

Sustainable procurement helps us to ensure business continuity.

Sustainable procurement helps us to monitor changes in regulatory environment to ensure that our organization is well informed and up-to-date on the requirements.

Sustainable procurement enhances our ability to deal with financial loss in our organization.

Sustainable procurement assists us to deal with loss of reputation due to our organization's failure to comply with laws and regulations.

Sustainable procurement supports to manage failure to comply with internal policies or best practices in our operations.

Sustainable procurement aids us to avoid conflict of interest between compliance and other units,

Sustainable procurement enhances our capacity to ensure close cooperation with other internal control functions and the business units.

Sustainable procurement helps us to follow frameworks and mechanisms to control compliance risk.

Sustainable procurement helps us to manage supply risks that are triggered by upstream disruptions.

Sustainable procurement helps us to handle sustainability risks that are triggered by negative reactions from stakeholders.

Section C: Ways in which Sustainable Procurement helps in Supplier Risk Management

State the extent to which you agree with the following statements by placing a tick based on your rating; (1) Strongly disagree (SD) (2) Disagree (D) (3) Neutral (N) (4) Agree (A) (5) Strongly agree (SA).

Ways in which Sustainable Procurement helps in Supplier Risk Management	1	2	3	4	5
	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>

Sustainable purchasing practices enhances our supplier risk management.

Sustainable procurement enhances our organization’s ability to significant control costs that come as a result of disruptions.

Sustainable procurement assists us in avoid economic damage.

Sustainable procurement aids us in managing operational damage.

Sustainable procurement helps us in controlling reputational damage

Sustainable procurement helps us manage supplier delays.

Sustainable procurement helps us to avoid supplier low quality

Sustainable purchasing practices are also necessary for ensuring our provision of high quality services.

Sustainable procurement aids us in ensuring reliability of our services.

Sustainable procurement assists us in maintaining flexibility in our services.

Sustainable procurement helps us ensure that suppliers have certifications and follow standards.

Sustainable procurement helps us selectively monitor suppliers.

Sustainable procurement assists follow practices and mechanisms for risk reduction and assessment.

Section D: Relationship between Sustainable Procurement and Operational Risk Management

State the extent to which you agree with the following statements by placing a tick based on your rating; (1) Strongly disagree (SD) (2) Disagree (D) (3) Neutral (N) (4) Agree (A) (5) Strongly agree (SA)

Relationship between Sustainable Procurement and Operational Risk Management

1 2 3 4 5

SD D N A SA

Sustainable procurement assists our capacity to avoid possible failures in our operations related directly to financial risk.

Sustainable procurement helps our ability to handle eventualities from management and procedures.

Sustainable procurement enhances our ability to handle eventualities from risks associated with information systems.

Sustainable procurement aids our ability to handle eventualities from people and systems.

Sustainable procurement helps our ability to handle eventualities from technical and technological risks.

Sustainable procurement enhances our ability to handle eventualities from legal and administrative risks.

Sustainable procurement helps our ability to handle eventualities from document management.

Sustainable procurement assists us in managing the risk of a change in value caused by our operations.

Sustainable procurement helps us handle failed internal processes.

Sustainable procurement enhances our ability to handle eventualities from external events.

Sustainable procurement aids our ability to handle eventualities from people and systems.

Sustainable procurement assists our ability to handle eventualities from logistics process.

Sustainable procurement aids us in minimizing actual losses.

Thank you for your time.

INTERVIEW GUIDE

Dear Interviewee,

I am Nannyonjo Daisy, a student pursuing a bachelor’s degree in Procurement at UCU. As a requirement of my degree program, I am conducting a research “**Role of Sustainable Procurement on Risk Management in Ministry of Finance, Planning and Economic Development**”. It is a pleasure to have you as a participant in this study. The information you will share will be kept confidential and will be used mostly for academic purposes.

1. How do you perceive of sustainable procurement?

.....
.....

2. How does MFPEd carry out sustainable procurement?

.....
.....

3. What sustainable procurement activities does MFPEd carry out?

.....
.....

4. What challenges do face in carrying out sustainable procurement in MFPEd?

.....
.....

5. How do you manage risk in this ministry?

.....
.....

6. How do you deal with compliance risks in this ministry?

.....
.....

7. How do you handle supplier risks?

.....
.....

8. What operational risks do you face in your activities as MFPED?

.....
.....

9. How do you handle such risks in Question 8?

.....
.....

10. How does sustainable procurement help you in handling the compliance, supplier and operational risks?

.....
.....

11. How would you solve the challenges faced in managing the risks in Question 14 above?

.....

Thank you for your time.



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

19th Aug, 2024

TO WHOM IT MAY CONCERN

Name: Nanyonjo Daisy Reg. J22B12/081

A bachelor's student who is seeking permission from your office to collect data for his dissertation titled

THE ROLE OF SUSTAINABLE PROCUREMENT ON RISK
MANAGEMENT : A CASE STUDY IN MINISTRY OF FINANCE ,
PLANNING AND ECONOMIC DEVELOPMENT.

We shall be grateful if you could render assistance to him in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in blue ink, appearing to read 'Mukisa Simon Peter', written over a light blue background.

Mukisa Simon Peter
Research coordinator