

**SUSTAINABLE PROCUREMENT PRACTICES AND ENVIRONMENTAL  
RESPONSIBILITY AT WORLD WIDE FUND UGANDA**

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**UGANDA CHRISTIAN  
UNIVERSITY**

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**Declaration.**

I Kirabo Timothy declare that this dissertation titled “sustainable procurement practices and environmental responsibility at WWF Uganda” is my original work and I have duly acknowledged all sources and materials used. I confirm that this work has not been previously presented to any institution for the award of a degree or any other qualification, and I have attributed and quoted the work of others.

Sign.......... Date.....06/06/2025.....

Kirabo Timothy.

**Approval**

This dissertation titled “sustainable procurement practices and environmental responsibility at WWF Uganda” has been submitted for examination with my approval as the supervisor.

Signed.....

Date.....06/06/25.....

Mukisa Simon Peter.

## **Acknowledgement.**

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### **Dedication.**

This report is fully dedicated to Mr. and Mrs. Isaac and Margaret Mwesigwa and my family members, thank you all for your support and inspiring advice you have been providing me, the unwavering love, encouragement and tireless efforts to make sure I achieve this degree. May the Almighty God reward you abundantly.

# Table of Contents

Declaration.....	i
Approval.....	ii
Acknowledgement.....	iii
Dedication.....	iv
List of tables.....	viii
Abstract.....	ix
Chapter one.....	1
Introduction.....	1
1.0 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	2
1.3 Purpose of the Study.....	3
1.3.1 Objectives of the Study.....	3
1.4 Research Questions.....	3
1.5 Scope of the Study.....	3
1.5.1 Geographical Scope.....	3
1.5.2 Time Scope.....	3
1.5.3 Subject Scope.....	4
1.6 Justification of the Study.....	4
1.7 Significance of the Study.....	4
1.8 Limitations and Delimitations of the Study.....	5
1.10 Conceptual Framework.....	6
Chapter two.....	7
Literature Review.....	7
2.0. Introduction.....	7
2.1. Procurement Environmental Responsibility Practices.....	7
2.2 Green Supplier Selection and Environmental Responsibility.....	8
2.3. Eco-friendly purchasing policies and environmental responsibility.....	9
2.4. Waste Reduction Strategies and Environmental Responsibility.....	10
2.5. Research gap.....	10
Chapter Three.....	12
Methodology.....	12
3.0. Introduction.....	12

3.1 Research Design.....	12
3.2. Study Population.....	12
3.3 Sample Size and Selection Technique.....	13
3.4 Sampling Techniques.....	14
3.5 Data Collection Methods.....	14
3.5.1 Questionnaire Survey Method.....	15
3.6 Data Collection Instruments.....	15
3.6.1 Self-Administered Questionnaires.....	15
3.7 Validity and Reliability.....	15
3.7.1 Validity.....	15
3.7.2 Reliability.....	15
3.8 Data Collection Procedure.....	16
3.9 Data Management and Analysis.....	16
3.9.1 Quantitative Analysis.....	16
3.10. Measurement of Variables.....	17
3.11. Ethical Consideration.....	17
3.12. Conclusion.....	18
Chapter Four.....	19
Data Analysis, Presentation and Interpretation.....	19
4.0 Introduction.....	19
4.1 Response Rate.....	19
4.2 Background of the Respondents.....	19
4.3 Description of the Dependent Variable: Environmental Responsibility.....	21
4.4 Green Supplier Selection and its Role in Ensuring environmental Responsibility.....	22
4.4.1 Correlation Analysis Between Green Supplier Selection and Environmental Responsibility.....	23
4.5 Eco-Friendly Purchasing Policies and Their role in Ensuring Environmental Responsibility at WWF Uganda.....	24
4.5.1 Correlation Analysis Between Eco-Friendly Purchasing Policies and Environmental Responsibility.....	25
4.6 Waste Reduction strategies and Their Role in Ensuring Environmental Responsibility.....	26
4.6.1 Correlation Analysis Between Waste Reduction Strategies and Environmental Responsibility.....	27
4.7. Linear Regression Results.....	28
Chapter Five.....	31
Discussion, Conclusion and Recommendations.....	31
5.0 Introduction.....	31

5.1 Discussions. ....	31
5.1.1 Green supplier selection and environmental responsibility. ....	31
5.1.2 Eco-Friendly Purchasing Policies and Environmental Responsibility. ....	31
5.1.3 Waste Reduction Strategies and Environmental Responsibility.....	32
5.2 Conclusions.....	33
5.3 Recommendations for Policy and Practice. ....	33
5.4 Recommendations for Further Research.....	34
References.....	36
Appendices.....	40
Appendix I: Questionnaire for Respondents.....	40
SECTION I: BACKGROUND INFORMATION.....	40
SECTION II: Green Supplier Selection.....	41
SECTION III: Eco-Friendly Purchasing Policies. ....	42
SECTION IV: Waste Reduction Strategies. ....	42
SECTION V: General Perception of Environmental Responsibility.....	43
Appendix 2: School introductory Letter.....	44

## List of tables

Table 1: Population Category and Sample Size of the Respondents .....	13
Table 2: Reliability Results .....	16
Table 3: Response Rate .....	19
Table 4: Background information of the Respondents. ....	20
Table 5: Statistics for Respondents' Self-Rating on the General Perception on Environmental responsibility. ....	22
Table 6: Descriptive Results for Green Supplier Selection. ....	23
Table 7: Correlation analysis between green supplier selection and environmental responsibility. ....	24
Table 8: Descriptive Results for Eco-Friendly Purchasing Policies. ....	25
Table 9: Correlation analysis between eco-friendly purchasing policies and environmental responsibility. ....	26
Table 10: Descriptive Results for Waste Reduction Strategies. ....	27
Table 11: Correlation analysis between waste reduction strategies and environmental responsibility. ....	28
Table 12: Linear Regression Analysis Results. ....	29

## Abstract.

The study sought to examine the role of sustainable procurement practices in ensuring environmental responsibility at World Wide for Nature Uganda. The study was guided by three objectives; examining the role of green supplier selection, eco-friendly purchasing policies and waste reduction strategies in ensuring environmental responsibility.

The study was carried out using cross-sectional research design where only a quantitative research approach was utilized. Questionnaires were used to collect data from a sample of 49 respondents selected through simple random and purposive sampling from various departments of WWF Uganda although, 48 of them responded. Data collected was coded and analyzed using SPSS, applying both descriptive statistics (frequencies, means, standard deviation) and inferential statistics to draw meaningful conclusions.

The findings revealed the organization is committed to achieving sustainability goals through procurement (Mean = 4.21; STD = 0.893) and that there was a positive relationship between green supplier selection and environmental responsibility, suppliers are encouraged to adopt green technologies and practices (Mean = 4.31; STD = 0.829), and a positive relationship between eco-friendly purchasing policies and environmental responsibility reflected by ( $r(45) = .810, p = .001$ ) the organization's waste reduction strategies have enhanced its environmental sustainability (Mean = 4.15; STD = 0.875) and theirs a positive relationship between waste reduction strategies and environmental responsibility reflected by ( $r(45) = .766, p = .001$ ).

The standardized coefficient statistics revealed that, eco-friendly purchasing policies ( $\beta = 0.496, t = 2.121, p = 0.040$ ), and waste reduction strategies ( $\beta = 0.334, t = 2.258, p = 0.029$ ) are the only two significant factors ensuring environmental responsibility at WWF Uganda among the factors considered in this study. Green supplier selection ( $\beta = 0.048, t = 0.228, p = 0.821$ ) was statistically insignificant in ensuring environmental responsibility at WWF Uganda among the factors considered in this study as its P value was greater than 0.05 ( $P > 0.05$ ).

The study then concluded that strengthening the organization's supplier evaluation mechanisms and fostering closer collaborations with suppliers could enhance the impact of green procurement initiatives and strengthening eco-friendly purchasing policies through developing a comprehensive sustainability policy and communicating it to all stakeholders, incentive sustainable practices and monitoring and evaluating progress through setting and tracking metrics would enhance environmental responsibility at WWF Uganda.

## **Chapter one.**

### **Introduction.**

#### **1.0 Introduction.**

The study was spark triggered by the realization that non-government organizations (NGOs), such as WWF Uganda, have a significant environmental footprint but remain underexplored in research on sustainable procurement, this chapter includes the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope, significance of the study, justification, limitations and delimitations and the conceptual framework.

#### **1.1 Background of the Study.**

Sustainable procurement integrates environmental, social and economic consideration into purchasing decisions, aiming to balance these elements for long-term organizational success (Aila & Ototo, 2018). It encompasses compliance with regulatory frameworks, ethical practices, and cost effectiveness (Adebayo et al, 2024). While organizations recognize the importance of sustainable procurement, many struggle to overcome inertia in implementation, often focusing primarily on environmental aspects rather than the full Triple Bottom Line (Meehan & Bryde, 2011). Recent studies indicate that organizations have embraced sustainability in procurement processes however the balancing act is missing (Walker et al., 2014). Yet sustainable procurement plays key roles of minimal impact to environment, cost reduction, quality goods /services and service delivery to ensure organization achieve a competitive edge (Aila & Ototo, 2018). To address this, organizations should develop clear policies, engage stakeholders, provide training, and leverage technology (Adebayo et al., 2024).

In Africa, the adoption of sustainable procurement is increasingly recognized as a strategic tool for addressing environmental challenges and promoting sustainable development. The continent faces environmental challenges such as deforestation, biodiversity loss, and climate change, necessitating procurement practices that prioritize environmental stewardship. Governments and organizations are thus encouraged to embed sustainability criteria into their procurement processes to address these pressing issues. In South Africa, public procurement can be leveraged to protect the environment and contribute to sustainable development within the existing legislative framework (Bolton, 2008). The integration of sustainability principles into

procurement processes is becoming increasingly important for organizations seeking to improve efficiency, reduce waste, and achieve competitive advantage (Kalubanga, 2011). A recent study on green procurement adoption in South Africa's public sector reveals growing awareness and implementation of environmentally sustainable practices, despite challenges such as resource constraints (Ngubane, 2024).

Uganda exemplifies the continental shift through significant efforts to promote sustainable procurement. Uganda has made significant progress in establishing a transparent and accountable procurement system, although challenges such as institutionalized corruption persist (Agaba & Shipman, 2017). The World-Wide Fund for Nature (WWF) Uganda, exemplifies the application of sustainable procurement within a conservation-focused organization. WWF's procurement strategies are influenced by various institutional pressures, including donor expectations, regulatory requirements and societal norms advocating for environmental stewardship. This aligns with the institutional theory, which posits that organizations conform to external expectations for legitimacy (Zucker,1987). While public sector initiatives have been documented (Brammer & Walker, 2007), there is a paucity of empirical studies examining how non-government organizations (NGOs) in Uganda, particularly those focused on environmental conservation like WWF, implement and experience sustainable procurement practices.

## **1.2 Statement of the Problem.**

Ideally, organizations including non-government organizations (NGOs), like World Wide Fund for Nature Uganda, would fully integrate sustainable procurement practices in their operations. However, despite the recognized importance of sustainable procurement, there is a notable gap in its implementation in non-government organizations in Uganda. While the public sector entities have made strides in adopting sustainable procurement policies, NGOs often lack the necessary frameworks, resources and institutional support to effectively implement these practices. PPDA introduced guidelines in 2024, to promote the participation of local providers and marginalized groups, embedding sustainability into procurement practices (PPDA, 2024). However, these initiatives primarily target the public sector, leaving a gap in the NGO sector. The extent to which these organizations align their procurement practices with environmental responsibility remains underexplored. To bridge this gap, it is imperative to conduct empirical studies focusing on the critical analysis on the implementation and outcomes of sustainable

procurement practices in NGOs, using WWF Uganda as a case study. Such research will inform the development of tailored frameworks and policies to support NGOs and such insights will not only contribute to the academic discourse on sustainable procurement in Uganda but also offer practical guidance for WWF Uganda and similar firms striving to enhance their environmental responsibility.

### **1.3 Purpose of the Study.**

The purpose of this study was to examine the role of sustainable procurement practices in ensuring environmental responsibility at World Wide Fund for Nature Uganda.

#### **1.3.1 Objectives of the Study.**

The objectives of the study were to;

- i. Examine the role of green supplier selection in ensuring environmental responsibility.
- ii. Examine the role of eco-friendly purchasing policies in ensuring environmental responsibility.
- iii. Examine the role of waste reduction strategies in ensuring environmental responsibility.

#### **1.4 Research Questions.**

- i. What is the role of green supplier selection in ensuring environmental responsibility?
- ii. What is the role of eco-friendly purchasing policies in ensuring environmental responsibility?
- iii. What is the role of waste reduction strategies in ensuring environmental responsibility?

### **1.5 Scope of the Study.**

#### **1.5.1 Geographical Scope.**

The study was conducted at WWF Uganda which is one of the largest independent non-government conservation organizations in Uganda and is located at Plot 2 Sturrock road, Kololo.

#### **1.5.2 Time Scope.**

The study was carried out in the period of 3 months from March to May 2025. This timeframe was selected because it captured recent developments, trends, and challenges in sustainable logistics management in Uganda's manufacturing sector.

### **1.5.3 Subject Scope.**

The study only focused on the role of sustainable procurement practices in ensuring environmental responsibility at World Wide Fund for Nature Uganda.

### **1.6 Justification of the Study.**

This study was justified by its potential contribution to environmental sustainability, policy development, and business practices. Despite the growing interest in sustainability, there remains a gap in understanding how specific procurement practices, such as green supplier selection, eco-friendly purchasing policies, and waste reduction strategies, directly influence environmental responsibility. This research aimed to bridge that gap by providing empirical insights. Additionally, the study held practical significance for offering guidance on sustainable procurement strategies that aligned with corporate social responsibility (CSR) and regulatory requirements. Furthermore, Sustainable procurement had been widely studied, particularly in the context of public entities, where government policies and regulatory frameworks drive sustainability initiatives and in private sector compliance to the practices. However, there was limited research on how non-government organizations (NGOs) like WWF Uganda implemented sustainable procurement practices and their role in ensuring environmental responsibility.

### **1.7 Significance of the Study.**

It was hoped that the findings of this study may be of help to procurement managers, supply chain professionals, and corporate decision-makers in coming up with better practices. By understanding the role of green supplier selection, eco-friendly purchasing policies, and waste reduction strategies, they can improve the organization's sustainability performance, comply with environmental regulations, and gain a competitive advantage through cost savings and improved brand reputation.

It was hoped that the findings of this study may be of help to executives of WWF Uganda like the country director, PPDA, and Civil Society Organizations in coming up with better policies that better support environmental responsibility in corporate procurement.

It was also hoped that the findings of this study may be of help to fellow scholars who may use it as literature review to their future studies, pick areas of study by encouraging further

research in areas such as circular supply chains, sustainable supplier development, and corporate sustainability strategies.

### **1.8 Limitations and Delimitations of the Study,**

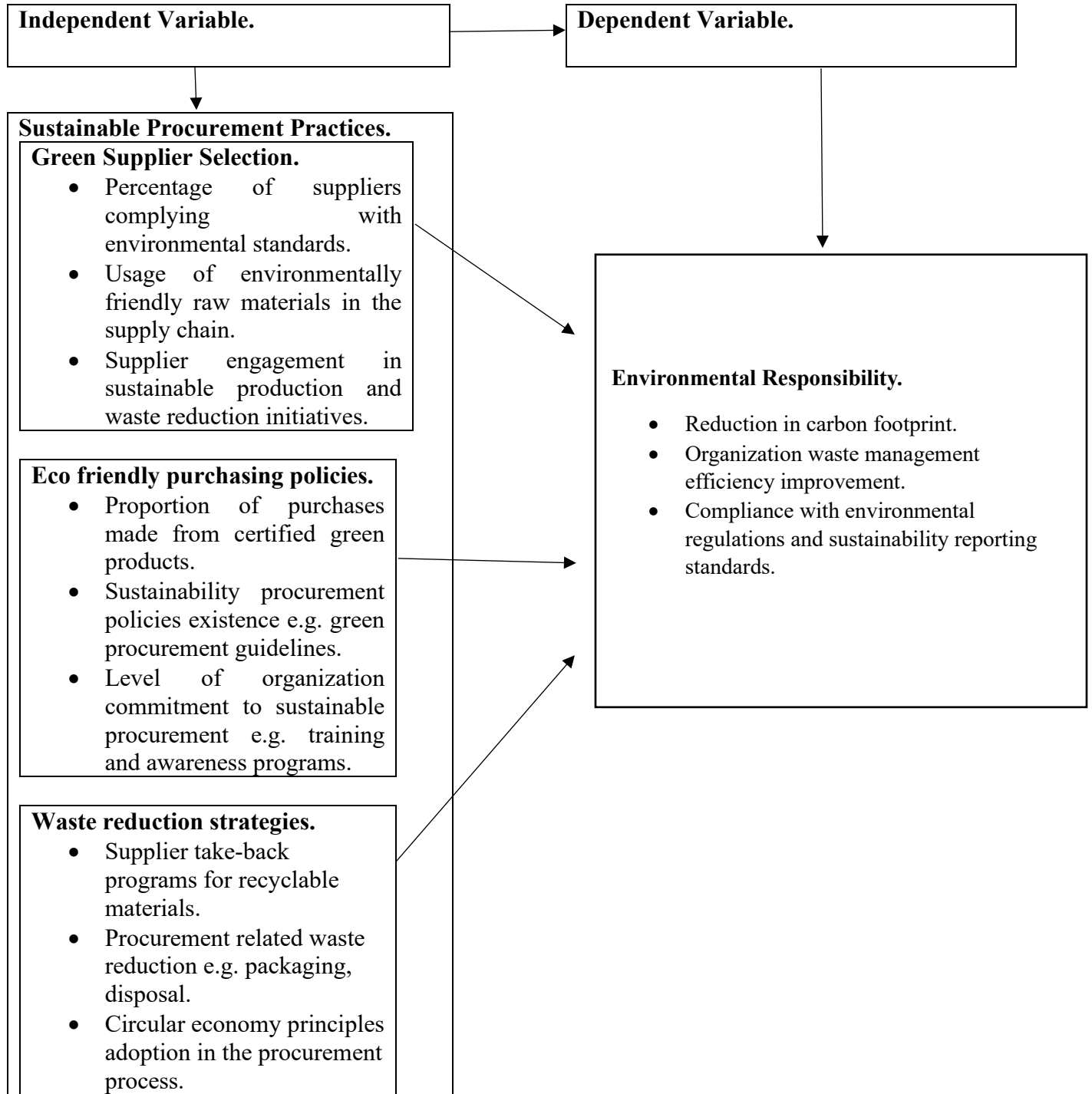
I faced challenges in accessing comprehensive and accurate data from WWF Uganda due to confidentiality concerns and reluctance to disclose procurement-related sustainability practices, I overcame it by assuring respondents that the research is just for academic purposes and their details won't be revealed anywhere in the study.

The findings were only specific to WWF Uganda, non-government organizations (NGOs), or geographic regions, limiting their applicability to broader contexts or different economic settings.

The researcher also faced high costs which included transportation, feeding when collecting data due to the distance to WWF Uganda, however the researcher made a comprehensive budget to cover all costs and secured sufficient funds from the parents.

Environmental responsibility is influenced by multiple factors beyond procurement practices, making it difficult to isolate the exact impact of sustainable procurement, however, the research focused specifically on sustainable procurement practices and their impact on environmental responsibility, excluding other sustainability dimensions.

### 1.10 Conceptual Framework.



## **Chapter two.**

### **Literature Review.**

#### **2.0. Introduction.**

This chapter reviews related literature on subject matter of the role of sustainable procurement practices in ensuring environmental responsibility objective by objective.

#### **2.1. Procurement Environmental Responsibility Practices.**

Environmental responsibility has become a central focus in global sustainability efforts, encompassing the ethical obligation of individuals, organizations, and governments to minimize their environmental impact. This concept has evolved from a peripheral concern to a core component of corporate governance, with companies integrating environmental considerations into their strategic decision-making processes (Ijomah et al., 2024). Environmental responsibility is multifaceted, negotiated between social actors, and often mobilized as a mechanism of governance, reflecting both local and global dimensions (Gill, 2012). Organizations are increasingly adopting a strategic approach to environmental responsibility, aligning it with business objectives and long-term planning (Kasych et al., 2020). This approach encompasses compliance with regulations, stakeholder engagement, and the pursuit of competitive advantages through sustainability initiatives (Ijomah et al., 2024; Salvioni, 2003). The concept of global responsibility emphasizes the interdependence of corporate image, financial results, and societal approval (Salvioni, 2003).

In the African context, and specifically in Uganda, environmental responsibility is increasingly recognized as vital for sustainable development. Organizations like the World-Wide Fund for Nature (WWF) Uganda have been instrumental in promoting environmental stewardship through various initiatives. For instance, WWF Uganda's "Earth Hour" campaign aims to combat plastic pollution by encouraging behavioral change and promoting a circular economy approach (Magoum, 2022). Additionally, WWF Uganda, in collaboration with the Buganda Kingdom, launched an environmental training manual to bolster conservation efforts and increase environmental literacy at all community levels (Ssebwami, 2023). Despite these efforts, there remains a gap in empirical research examining the direct impact of such initiatives on environmental responsibility within the Ugandan context. Addressing this gap would inform

the development of context-specific strategies that effectively integrate environmental responsibility into national development plans.

## **2.2 Green Supplier Selection and Environmental Responsibility.**

Green supplier selection has emerged as a critical component in advancing environmental responsibility within sustainable supply chain management, driven by increasing environmental concerns and the need for overall sustainability (Deshmukh & Vasudevan, 2014). Globally, organizations are increasingly integrating environmental criteria into their supplier evaluation processes to mitigate ecological impacts and promote sustainable practices (Konys, 2019). This shift from traditional to green supply chain management has led to the incorporation of environmental criteria in supplier selection processes (Genovese et al., 2010).

As environmental awareness continues to grow, the importance of green supplier selection in achieving sustainable supply chain management is expected to increase further. Consequently, selecting suppliers who adhere to environmental standards is essential for achieving overall environmental responsibility (Govindan et al., 2015). A comprehensive review identified multiple barriers categorized into themes including lack of knowledge and support, inadequate technology and infrastructure, organizational strategy, and financial limitations (Tonny Ograh et al., 2021). Recent studies have demonstrated a positive correlation between green supplier selection (GSS) and firms' environmental performance. Research in the Chinese manufacturing sector found that GSS directly enhances environmental performance, with this relationship mediated by behavior and outcome controls (Lee & Wu, 2023).

African initiatives focus on local sourcing, community engagement, and fair-trade practices, while facing challenges such as limited resources and weak supply chain management systems (Kauppi et al., 2018; Okoye et al., 2024). Research in Uganda found that different green practices affect environmental and economic performance in varying ways, with internal environmental management being key to positive outcomes across multiple criteria (Namagembe et al., 2019). However, despite increasing academic interest in green supplier selection, there is limited evidence of its practical implementation in corporate settings, indicating a persistent gap between theory and practice (Genovese et al., 2013). These findings underscore the need for further research on green supply chain practices in the non-government organizations like WWF

Uganda, a prominent player in the East African conservation industry, which has publicly committed to sustainable practices.

### **2.3. Eco-friendly purchasing policies and environmental responsibility.**

Globally, the adoption of green procurement practices has been linked to enhanced environmental performance. For instance, studies have shown that organizations implementing green purchasing strategies often experience improved operational efficiency and reduced environmental risks (Green et al., 1998). Moreover, the integration of environmental criteria into supplier selection processes has been identified as a critical factor in promoting sustainable supply chain management (Kannan et al., 2014). Research indicates that eco-friendly purchasing policies can significantly enhance organizational performance, particularly when supported by long-term supplier relationships and strategic integration of the purchasing function. González-Benito et al. (2016) found that green purchasing management improves purchasing performance, especially when organizations form lasting alliances with suppliers. Similarly, Janda & Seshadri (2001) demonstrated that collaborative, long-term oriented relationships with suppliers enhance procurement effectiveness and efficiency.

In the African context, and specifically in Uganda, efforts have been made to institutionalize sustainable procurement practices. The Ugandan government, in collaboration with international partners, has initiated policies aimed at integrating environmental considerations into public procurement processes (UNEP, 2018). These initiatives underscore the growing recognition of the role of procurement in achieving environmental objectives. Government policies, including tax incentives and subsidies, can encourage businesses to adopt eco-friendly practices (Ngochindo et al., 2024).

World Wide Fund for Nature (WWF) has been instrumental in promoting eco-friendly purchasing policies. WWF Uganda has implemented supplier prequalification processes that emphasize environmental compliance, ensuring that vendors align with sustainable practices (WWF Uganda, 2025). However, the effectiveness of such practices in achieving environmental outcomes remains questionable. Despite the adoption of green procurement practices by non-government organizations like WWF Uganda, there is a need for a clearer understanding of sustainability concepts and their practical implications, especially in developing countries like Uganda.

## **2.4. Waste Reduction Strategies and Environmental Responsibility.**

Waste reduction strategies are crucial for addressing environmental challenges and conserving resources. These approaches involve minimizing waste at the source through process optimization, material substitution, and efficient technologies (Price, 1990; Hussain et al., 2022). The circular economy concept has emerged globally as a crucial framework for waste reduction and sustainable resource management, shifting away from the traditional linear "take-make-dispose" model (Goyal, 2019; Jones & Comfort, 2017). This approach emphasizes designing out waste, keeping materials in use, and regenerating natural systems (Drakulović et al., 2024). Companies across various sectors are adopting circular economy approaches, leading to significant reductions in resource use, waste generation, and carbon emissions (Drakulović et al., 2024).

Organizations globally and in Africa are motivated to implement waste reduction strategies due to potential cost savings, regulatory compliance, and corporate social responsibility commitments. (Akbar & Ahsan, 2020). However, the scale and scope of current approaches remain limited and fail to address fundamental issues related to consumption behavior (Andersen, 2017). To improve social sustainability practices, stakeholders must recognize and address critical implementation challenges (Akbar & Ahsan, 2020).

WWF Uganda has been at the forefront of promoting waste reduction and environmental responsibility. Through initiatives like the "Earth Hour" campaign, WWF Uganda has raised awareness about plastic pollution and encouraged behavioral change towards waste management (Magoum, 2022). Additionally, the organization advocates for policies regulating single-use plastics, emphasizing the need for legislative action to mitigate environmental degradation (Kazibwe, 2023). Despite these efforts, there remains a gap in empirical research examining the direct impact of waste reduction strategies on environmental responsibility within the context of non-government organization in Uganda. Addressing this gap would inform the development of context-specific strategies that effectively integrate waste reduction with environmental responsibility.

## **2.5. Research gap.**

Environmental responsibility has captured increasing attention globally, with organizations integrating sustainable procurement practices to mitigate environmental impacts

(Carter & Rogers, 2008). In Uganda, the government has made significant strides by developing sustainable procurement policies aimed at integrating environmental consideration into procurement (UNEP, 2019). Recent studies have examined the effects of sustainable procurement on organizational performance in manufacturing firms such as Nile Breweries Limited, highlighting the positive impact on environmental responsibility. (Ambasize, 2024). However, despite this, there is a paucity of empirical research focusing on non-government organizations (NGOs) in Uganda, particularly concerning the implementation of sustainable procurement practices and their impact on environmental responsibility. While manufacturing industries and public sector have been studied, the application of sustainable procurement within non-government organizations like World-Wide fund for nature Uganda (WWF) remains underexplored. This gap underscores the need for research that investigates how such organizations implement these practices and the resultant impact on environmental responsibility.

## **Chapter Three.**

### **Methodology.**

#### **3.0. Introduction.**

This chapter presents the procedures for carrying out this study, it consists of the research design, study population, sample size and selection technique, Sampling techniques, data collection methods, data collection instruments, validity and reliability, data collection procedures, data management and analysis, measurement of variables and conclusion.

#### **3.1 Research Design.**

According to C.R. Kothari, a research design is a blue print or a plan for conducting research. It is the conceptual structure within which research was conducted. It outlines the strategies and methods that are to be employed to gather relevant data and information, analyze the data and draw valid and reliable conclusions from the research study. This study used a non-experimental cross-sectional study design using a quantitative approach. The cross-sectional approach was used because the issues of the role of sustainable procurement practices in ensuring environmental responsibility at WWF Uganda were studied at that point in time. The study used a quantitative approach because it enabled objective measurement and statistical analysis of the relationship between sustainable procurement practices and environmental responsibility, facilitating evidence-based conclusions that informed organizational policies and strategies and also helped test the research questions.

#### **3.2. Study Population.**

The study population refers to the entire group of individuals to which the research is interested in gathering information from and draw conclusions on this topic of study. WWF Uganda consisted of 56 staff according to the Human Resource manager, from different departments like procurement, monitoring and evaluation and programs like forests and wildlife, fresh water programs among others. This population was considered because they were responsible for and had knowledge about sustainable procurement practices and environmental responsibility at WWF Uganda.

### 3.3 Sample Size and Selection Technique.

According to C.R. Kothari, a sample is a subset of a population that is selected to be studied. It comprises some selected members who are referred to as elements. Sampling is the process of selecting a sufficient number of elements from the population so that a study of the sample and an understanding of its characteristics would make it possible to generate such characteristics to the population elements. The study used the Yamane's formulae for determining the sample size. The selected respondents provided in-depth information of the organization's environmental responsibility and sustainable procurement practices from an insider perspective. This focus allowed for a detailed examination of internal processes, challenges, and successes related to environmental initiatives.

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

Where,

n= Sample population.

N= Study population.

e= margin of error.

$$n = \frac{56}{1 + 56(0.05)^2}$$

n= 49.

**Table 1: Population Category and Sample Size of the Respondents**

Population category	Total population	Sample size	Sampling Techniques
Procurement	4	4	Purposive
IT and Logistics.	6	5	Simple random
Monitoring and Evaluation.	3	3	Purposive
Communication	3	3	Purposive
Forests and Wildlife	11	9	Simple random
Fresh water.	14	12	Simple random
Energy, Climate and Extractives.	15	13	Simple random
<b>Total</b>	<b>56</b>	<b>49</b>	

Source: HR department (WWF, 2025).

As Table 1 indicates, a sample of 49 employees was considered out of a population of 56, based on Yamane's formulae of sample size determination (1967). In this study purposive sampling technique was used for the departments of procurement, monitoring and evaluation and communications. Simple random sampling was used for the remaining sub categories.

### **3.4 Sampling Techniques.**

A sampling technique is the name or other identification of the specific process by which the entities of the sample was selected. There broadly two sampling approaches that is, probability and none probability sampling techniques. Probability sampling involves random selection and allows for strong statistical inferences, while non-probability sampling is based on convenience or specific criteria and its subjective (A.G, 2024). The study used simple random sampling technique which is a sample obtained from the populations in such a way that samples of the same size had equal chances of being selected. In using simple random sampling, the study used the lottery approach where names in each category were written on a piece of paper and one picked at a time until the required number was reached. To arrive at the sample size the study used proportionate sampling (No of employees in the category/56\*the sample size).

The study also used purposive sampling as a non-probability sampling techniques which involved the researcher using his own judgment or common sense regarding the participants from whom the information was collected. Thus, the selection of the respondents was based on the researcher's experience with the respondents' possession of the required information.

### **3.5 Data Collection Methods.**

The study used a robust survey approach, leveraging quantitative data collection techniques. This comprehensive approach ensured a well-rounded exploration of the research subject and enhanced the study's ability to derive very insightful conclusions. There are several survey approaches, however for the purpose of this study the questionnaires were used as the primary data collection instrument. This strategic choice was guided by the study's research objectives, aiming to gather specific and measurable information directly relevant to the role of sustainable procurement practices in ensuring environmental responsibility.

### **3.5.1 Questionnaire Survey Method.**

The researcher used closed-ended questionnaires in the study. Closed-ended questions were used because they are easy and quick to answer and because they help in improved consistence of the responses. Questionnaires were used because they ensured consistency facilitating comparative analysis across departments. (A.G, 2024) and they were also less expensive and also allowed to collect data from a large number of people in a relatively short time frame, making them suitable for this study. The questionnaires were administered to 49 respondents of WWF Uganda.

### **3.6 Data Collection Instruments.**

#### **3.6.1 Self-Administered Questionnaires.**

A total of 49 questionnaires were administered to the accessible population. The study used close ended questions for ease and quick to answer and improved consistence in responses. A standard Questionnaire on a five-point Likert scale was used to get quantifiable primary data from individual respondents on a scale of 5- Strongly Agree; 4- Agree; 3- Not Sure; 2- Disagree; 1- Strongly Disagree.

### **3.7 Validity and Reliability.**

#### **3.7.1 Validity.**

The research instrument was designed to collect valid data and content validity was ensured by having the items in the conceptual framework reflect items in the tool (questionnaire). The researcher also in addition, relied on the guidance and advice of his supervisor on the wording, clarity of questions in the tool in order to ensure that the tool will meet the set objectives.

#### **3.7.2 Reliability.**

The study instrument was pretested for its reliability on a sample of 4 respondents from the procurement department to examine individual questions as well as the whole questionnaire very carefully. According to C.R. Kothari, reliability refers to how consistently an instrument/method measures what it is supposed to measure, if the same result can be consistently achieved by using the same method/instrument under the same circumstances, the

measurement is considered reliable. In this study a Cronbach's alpha coefficient was computed to show how reliable the data was, using Statistical Package for Social Sciences (SPSS) taking only variables scoring above 0.70 as suggested by Nunally (1978) as reflected in the table below;

**Table 2: Reliability Results.**

<b>Variable</b>	<b>Total No. of Item</b>	<b>Cronbach's alpha</b>
Green Supplier selection	5	0.845
Eco-Friendly Purchasing policies	5	0.856
Waste Reduction Strategies	5	0.765
Environmental responsibility	5	0.845

Source. Primary data.

Table 2 shows that all variables yielded an alpha value higher than 0.70 accepted as per Nunally (1978). This shows that the self-administered Questionnaire had good internal consistency or in other words was reliable.

### **3.8 Data Collection Procedure.**

After successful completion of the proposal, an introductory letter from the School of Business Uganda Christian University was used to seek permission to conduct the study from the management of WWF Uganda through the country director. Anonymity and confidentiality of the respondents was observed by not asking them to put their names on the questionnaires. The respondents were contacted through the online tool (google form questionnaire) and others through physical appointments. The questionnaires were distributed to the respondents in one week and collected in the other week allowing the researcher to effectively collect data from the online questionnaire as well as get the filled physical questionnaires from the respondents who answered immediately while others contacted the researcher to pick the filled questionnaires because of their tight schedules. The filled questionnaires were then put in SPSS in preparation for analysis.

### **3.9 Data Management and Analysis.**

#### **3.9.1 Quantitative Analysis.**

Quantitative data presented as responses from close-ended questions was coded numerically and entered into statistical software such as SPSS and Microsoft Excel. The data was

analyzed using descriptive and inferential analysis. Data cleaning involved checking for inconsistencies, missing values and outliers to ensure reliability and accuracy. Descriptive data analysis involved computing percentages, frequencies, and measures of central tendency (mean and standard deviation) to summarize the data. Strongly agree and agree was combined to indicate agree while strongly disagreed and disagree was combined to indicate disagree. This involved computation of relative frequencies and descriptive statistics such as means and medians on the numerical variables. At this stage, analyses were univariate, that is, analyzing one variable at a time.

The relationship between variables was examined by employing inferential statistical tests like correlation analysis to measure the strength and direction of the relationship variables, a regression analysis using ANOVA statistics of adjusted  $R^2$  values, beta, t values and significance values was used to determine the magnitude of the influence of the variables (Kothari, 2009). These helped test the research questions and understand the role of sustainable procurement practices in ensuring environmental responsibility. Statistical significance was tested at the 95% confidence level ( $p < 0.05$ ).

### **3.10. Measurement of Variables.**

The variables were measured by operationally defining concepts. For instance, the questionnaires were designed to ask responses about policy implementation, supplier engagement, procurement processes, resource efficiency, waste management and compliance. A five- Likert scale namely: 5-Strongly agree; 4- Agree; 3- Not sure; 2- Disagree; 1- Strongly disagrees was used to measure both the independent and dependent variables. The

### **3.11. Ethical Consideration.**

The researcher approached and distributed the questionnaires and he exhibited a high level of ethical behavior in the course of implementing the study. Respondents/participants were enlightened about the nature and purpose of the study, alternatives, and benefits and they were given an opportunity to ask any relevant questions about the research process, confidentiality where the information got from the field was only used for academic purposes. There was also anonymity of the respondents exhibited so that they got the freedom to express themselves. Informed consent was obtained from all the respondents before including them in the study. All data collected was used only for the purpose of this study and nothing else. All the sources of

literature were acknowledged throughout the whole study through proper citations and referencing. Lastly, personal bias was put aside during the entire study that is to say during data analysis, and reporting.

### **3.12. Conclusion.**

This chapter provided the methodology that was used to gain data, measure variables and test the quality of the questionnaire. The next chapter presents and analyses the field study findings.

## Chapter Four.

### Data Analysis, Presentation and Interpretation.

#### 4.0 Introduction.

This chapter presents analyses, interprets and discusses the study findings. It specifically presents the response rate, background of the respondents, description of variables and findings of the study objective by objective.

#### 4.1 Response Rate.

A total of 49 questionnaires were issued and 48 were returned as shown in table 3 below.

**Table 3: Response Rate**

Category	Questionnaire issued.	Questionnaire returned	Response Rate. (%)
Procurement	4	4	100
IT and Logistics,	5	5	100
Monitoring and evaluation.	3	3	100
Communication.	3	3	100
Forestry and wildlife.	9	9	100
Fresh water.	12	11	91.7
Energy, Climate and Extractives.	13	13	100
Overall response Rate.			98.8

Source: Primary data 2025.

Table 3 above shows an overall response rate of 98.8% which was high and suggesting that the survey results were representative. Finchman, (2008) contend that a response rate of 50% is representative enough and acceptable for a survey.

#### 4.2 Background of the Respondents.

This section provides an overview of the background information of the respondents, it reflects the distribution of respondents by sex, age, department, in the organization and years of experience in the professional of the respondents in the organization as shown in Table 4 below.

**Table 4: Background information of the Respondents.**

Item	Details	Frequency	Percentage (%)
Gender	Male	29	61.7
	Female	18	38.3
	Total	47	100.0
Age.	18-25	16	33.3
	26-35	21	43.8
	36-45	10	20.8
	46-55	1	2.1
	Total	48	100.0
Department.	Procurement	4	8.3
	IT and Logistics,	5	10.4
	Monitoring and evaluation.	3	6.3
	Communication.	3	6.3
	Forestry and wildlife.	9	18.8
	Fresh water.	11	22.9
	Energy, Climate and Extractives.	13	27.1
Total.	48	100.0	
Years of experience.	Less than 2	6	12.5
	2-5	25	52.1
	6-10	13	27.1
	More than 10	4	8.3
	Total.	48	100.0

Source: Primary data 2025.

According to Table 4, males contributed more to the sample with 29 (61.7%) of the respondents compared to females who contributed 38.3% of the respondents. This suggests that most of the employees at WWF Uganda are male. This is because of the nature of jobs in the programs of the organization that require male employees due to male performing better on average of certain tasks compared to females in the organization.

Table 4 also shows that the category of 26-35 years dominated the sample by contributing 43.8% of the respondents. This was followed by the category of 18-25 years that contributed 33.3% of the respondents. This was further followed by the category of 36-45 years that contributed 20.8% of the respondents, yet the category of 46-55 years had the least contribution of 2.1%. This suggests that the majority of staff within WWF Uganda were aged 26-35 years. The dominance of the categories of 26-35 and 18-25 can be attributed to the fact that Uganda as

a country is comprised of majority youth according to the recent released 2024 population census. (Ambasize, 2024).

According to Table 4, majority of the respondents represented 27.1% are from the Energy, Climate and Extractives department. This was followed by those from the Fresh water department contributing 22.9% of the respondents. This was followed by respondents from the Forestry and wildlife department contributing 18.8% of the respondents, followed by respondents from the IT and Logistics department contributing 10.4%, followed by respondents from procurement department contributing 8.3% of the respondents. These were followed by the departments of communication and monitoring and evaluation and communication whose contribution to the study tied 6.3% each of the respondents and had the least contribution of 6.3% each. This implies that WWF Uganda strategically focuses on key conservation areas reflected through the dominance of the energy, climate and extractives and fresh water and forestry departments. Significant representation from these departments indicates their central role in the organization's mission to promote sustainable development and environmental stewardship. Equal representation from monitoring and evaluation and communication department as supporting departments indicates the importance of transparency, effective information dissemination, accountability and performance assessment in WWF Uganda.

According to Table 4, majority of the respondents represented by 52.1% have spent a period between 2-5 years working with WWF Uganda. This was followed by the category of 6-10 years that contributed 27.1% of the respondents. This was followed by the category of less than 2 years that contributed 12.5% of the respondents and the category of more than 10 years had the least contribution of 8.3% of the respondents. The distribution of the staff tenure implies a stable workforce with a significant proportion of mid-term employees who are well-integrated into the organization's culture and operations.

#### **4.3 Description of the Dependent Variable: Environmental Responsibility.**

The dependent variable, environmental responsibility, was conceptualized as general perception on environmental responsibility. It comprised of 5 quantitative items. These were measured using a five-point Likert scale ranging from 1-5, where, (1) = strongly disagree, (2) = disagree, (3) = not sure (4) agree and (5) = strongly agree as shown in Table 5.

**Table 5: Statistics for Respondents’ Self-Rating on the General Perception on Environmental responsibility.**

General perception on Environmental Responsibility.	Agree F (%)		Disagree F (%)		Mean	STD
	SA	A	DA	SDA		
1. Sustainable procurement practices contribute significantly to environmental protection.	24 (50.0)	16 (33.3)	3 (6.3)	1 (2.1)	4.23	0.994
2. The organization’s leadership supports environmentally responsible procurement.	23 (47.9)	18 (37.5)	1 (2.1)	2 (4.2)	4.23	0.994
3. I believe green procurement improves our public image and stakeholder trust.	26 (55.3)	14 (29.8)	1 (2.1)	3 (6.4)	4.26	1.113
4. Our organization is committed to achieving sustainability goals through procurement.	23 (47.9)	18 (37.5)	1 (2.1)	1 (2.1)	4.27	0.893
5. Our organization complies with environmental regulations and sustainability reporting standards.	24 (51.1)	15 (31.9)	2 (4.3)	1 (2.1)	4.26	0.966

**Source:** Primary Data 2025.

According to Table 5, the organization is committed to achieving sustainability goals through procurement (Mean = 4.21; STD = 0.893), and, the organization complies with environmental regulations and sustainability reporting standards (Mean = 4.26; STD = 0.966). These emerged as the key indicators of ensuring environmental responsibility at WWF Uganda. These scored the highest means and relatively low standard deviation. Table 5 also reveals that the respondents believe that green procurement improves their public image and stakeholder trust (Mean = 4.26; STD = 1.113) and that the organization’s leadership supports environmentally responsible procurement and that sustainable procurement practices contribute significantly to environmental protection tied (Mean = 4.23; STD = 0.994) each.

#### **4.4 Green Supplier Selection and its Role in Ensuring environmental Responsibility.**

The first objective of the study was to examine the role of green supplier selection in ensuring environmental responsibility. Green supplier selection construct was measured using 5 items scored on a five-point Likert scale ranging from 1-5, where, (1) = strongly disagree, (2) = disagree, (3) = not sure (4) agree and (5) = strongly agree and the findings are presented in Table 6.

**Table 6: Descriptive Results for Green Supplier Selection.**

Green Supplier Selection	Agree F (%)		Disagree F (%)		Mean	STD
	SA	A	DA	SDA		
1. Our organization has clear environmental criteria for supplier selection.	19 (39.6)	22 (45.8)	0 (0.0)	1 (2.1)	4.21	0.824
2. We prioritize suppliers with environmental certifications (e.g., ISO 14001).	21 (43.8)	18 (37.5)	0 (0.0)	2 (4.2)	4.17	0.975
3. Supplier audits include environmental performance indicators	17 (35.4)	22 (45.8)	2 (4.2)	2 (4.2)	4.04	1.010
4. Suppliers are encouraged to adopt green technologies and practices.	23 (47.9)	19 (39.6)	0 (0.0)	1 (2.1)	4.31	0.829
5. Green supplier selection has improved our organization's environmental footprint.	24 (50.0)	14 (29.2)	1 (2.1)	2 (4.2)	4.19	1.045

**Source:** Primary Data 2025.

Table 6 above reveals that suppliers are encouraged to adopt green technologies and practices (Mean = 4.31; STD = 0.829), and that the organization has clear environmental criteria for supplier selection (Mean = 4.21; STD = 0.824).

Table 6 also reveals that the organization prioritizes suppliers with environmental certifications (e.g., ISO 14001) (Mean = 4.17; STD = 0.975). These emerged as the key green supplier selection indicators ensuring environmental responsibility at WWF Uganda. These scored the highest means and relatively low standard deviation.

#### **4.4.1 Correlation Analysis Between Green Supplier Selection and Environmental Responsibility.**

A Pearson's correlation coefficient was utilized to assess the strength and direction of the relationship between green supplier selection and environmental responsibility and the findings are presented in Table 7.

**Table 7: Correlation analysis between green supplier selection and environmental responsibility.**

		<b>GPE Responsibility</b>	<b>GS Selection.</b>
<b>GPE Responsibility.</b>	Pearson correlation	1	.752 <sup>**</sup>
	Sig (2-tailed)		<.001
	N	46	46
<b>GS Selection.</b>	Pearson Correlation	.752 <sup>**</sup>	1
	Sig (2-tailed)	<.001	
	N	46	48

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

**Source:** Primary Data 2025.

According to Table 7 above, Pearson’s correlation coefficient between eco-friendly purchasing policies and environmental responsibility is ( $r(46) = .752, p = .001$ ). This indicates a significant positive relationship between green supplier selection and environmental responsibility. This is because the correlation coefficient 0.752(75.2%) is positive and suggests a strong positive relationship between green supplier selection and environmental responsibility, The test was run at 99% confidence interval resulting into the p-value 0.001 that is less than the conventional alpha level of 0.01 which is considered significant indicating that the observed correlation is statistically significant and that there’s a very low probability that this strong association occurred by chance. The results imply that, as WWF Uganda emphasizes green supplier selection in its procurement processes, there’s a corresponding increase in the organization’s environmental responsibility.

#### **4.5 Eco-Friendly Purchasing Policies and Their role in Ensuring Environmental Responsibility at WWF Uganda.**

The second objective of the study was to examine the role of eco-friendly purchasing policies in ensuring environmental responsibility at WWF Uganda. Eco-friendly purchasing policies construct was measured using 5 items scored on a five-point Likert scale from 1-5, where, (1) = strongly disagree, (2) = disagree, (3) = not sure (4) agree and (5) = strongly agree and findings are shown in Table 8.

**Table 8: Descriptive Results for Eco-Friendly Purchasing Policies.**

Eco Friendly Purchasing policies.	Agree F (%)		Disagree F (%)		Mean	STD
	SA	A	DA	SDA		
1. The organization has documented eco-friendly purchasing policies.	16 (33.3)	18 (37.5)	2 (4.2)	1 (2.1)	3.96	0.967
2. Procurement staff are trained on sustainable purchasing practices.	19 (39.6)	22 (45.8)	1 (2.1)	1 (2.1)	4.19	0.867
3. The organization prefers products with minimal packaging and low carbon footprint.	16 (33.3)	24 (50.0)	1 (2.1)	2 (4.2)	4.06	0.954
4. Green procurement guidelines are consistently followed in our purchases.	16 (33.3)	20 (41.7)	5 (10.4)	1 (2.1)	3.94	1.040
5. Eco-friendly purchasing policies have contributed to environmental responsibility.	16 (34.0)	23 (48.9)	0 (0.0)	1 (2.1)	4.13	0.824

**Source:** Primary Data 2025.

Table 8 above reveals that the procurement staff are trained on sustainable purchasing practices (Mean = 4.19; STD = 0.867) and Eco-friendly purchasing policies have contributed to environmental responsibility (Mean = 13; STD = 0.824).

Table 8 also reveals that the organization prefers products with minimal packaging and low carbon footprint (Mean = 4.06; STD = 0.954) and the organization has documented eco-friendly purchasing policies (Mean = 3.96; STD = 0.967). Since these scored the highest means and relatively low standard deviation, they emerged as the key eco-friendly purchasing policies that are put in place by WWF Uganda to ensure environmental responsibility.

#### **4.5.1 Correlation Analysis Between Eco-Friendly Purchasing Policies and Environmental Responsibility.**

A Pearson's correlation coefficient was utilized to assess the strength and direction of the relationship between eco-friendly purchasing policies and environmental responsibility and the findings are presented in Table 9.

**Table 9: Correlation analysis between eco-friendly purchasing policies and environmental responsibility.**

		<b>GPE _Responsibility</b>	<b>EFP _Policies.</b>
<b>GPE _Responsibility.</b>	Pearson correlation	1	.810 <sup>**</sup>
	Sig (2-tailed)		<.001
	N	46	45
<b>EFP _Policies.</b>	Pearson Correlation	.810 <sup>**</sup>	1
	Sig (2-tailed)	<.001	
	N	45	47

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

**Source:** Primary Data 2025.

According to Table 9 above, Pearson’s correlation coefficient between eco-friendly purchasing policies and environmental responsibility is ( $r(45) = .810, p = .001$ ). This indicates a significant positive relationship between eco-friendly purchasing policies and environmental responsibility. This is because the correlation coefficient of 0.810(81%) is positive and suggests a very strong positive relationship between eco-friendly purchasing policies and environmental responsibility. The test was run at 99% confidence interval resulting into the p-value 0.001 that is less than the conventional alpha level of 0.01 which is considered significant indicating that the observed correlation is statistically significant and that there’s a very low probability that this strong association occurred by chance. This implies that when eco-friendly purchasing policies are more effectively implemented, environmental responsibility tends to increase at WWF Uganda.

#### **4.6 Waste Reduction strategies and Their Role in Ensuring Environmental Responsibility.**

The third and last objective of the study was to examine the role of waste reduction strategies in ensuring environmental responsibility at WWF Uganda. Waste reduction strategies construct was measured using 5 items scored on a five-point Likert scale ranging from 1-5, where, (1) = strongly disagree, (2) = disagree, (3) = not sure (4) agree and (5) = strongly agree and the findings are presented in Table 10.

**Table 10: Descriptive Results for Waste Reduction Strategies.**

Waste reduction strategies.	Agree F (%)		Disagree F (%)		Mean	STD
	SA	A	DA	SDA		
1. Procurement decisions consider product lifecycle and waste generation.	15 (31.3)	18 (37.5)	3 (6.3)	2 (4.2)	3.85	1.072
2. The organization encourages reuse, recycling, and refurbishment of goods.	19 (39.6)	20 (41.7)	1 (2.1)	2 (4.2)	4.10	0.994
3. Suppliers are selected based on their waste management practices.	18 (37.5)	17 (35.4)	3 (6.3)	2 (4.2)	3.96	1.091
4. Procurement processes aim to minimize packaging and non-recyclable materials.	16 (33.3)	19 (39.6)	3 (6.3)	1 (2.1)	3.96	0.988
5. Our waste reduction strategies have enhanced the organization's environmental sustainability.	17 (35.4)	25 (52.1)	2 (4.2)	1 (2.1)	4.15	0.875

**Source.** Primary Data 2025.

Table 10 above reveals that the organization's waste reduction strategies have enhanced its environmental sustainability (Mean = 4.15; STD = 0.875) and the organization encourages reuse, recycling, and refurbishment of goods (Mean = 4.10; STD = 0.994).

Table 10 also reveals that procurement processes aim to minimize packaging and non-recyclable materials (Mean = 3.96; STD = 0.988). These emerged as key waste reduction strategies indicators ensuring environmental responsibility at WWF Uganda since they scored the highest means and relatively low standard deviation.

#### **4.6.1 Correlation Analysis Between Waste Reduction Strategies and Environmental Responsibility.**

A Pearson's correlation coefficient was utilized to assess the strength and direction of the relationship between waste reduction strategies and environmental responsibility and the findings are presented in Table 11.

**Table 11: Correlation analysis between waste reduction strategies and environmental responsibility.**

		<b>GPE _Responsibility</b>	<b>WR _Strategies</b>
<b>GPE _Responsibility.</b>	Pearson correlation	1	.766**
	Sig (2-tailed)		<.001
	N	46	45
<b>WR _Strategies</b>	Pearson Correlation	.766**	1
	Sig (2-tailed)	<.001	
	N	45	47

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

**Source:** Primary Data 2025.

According to Table 11 above, Pearson’s correlation coefficient between waste reduction strategies and environmental responsibility is ( $r(45) = .766, p = .001$ ). This indicates a significant positive relationship between waste reduction strategies and environmental responsibility. This is because the correlation coefficient of 0.766(76.6%) is positive and suggests a strong positive relationship between waste reduction strategies and environmental responsibility. The test was run at 99% confidence interval resulting into the p-value 0.001 that is less than the conventional alpha level of 0.01 which is considered significant indicating that the observed correlation is statistically significant and that there’s a very low probability that this strong association occurred by chance. This implies that as waste reduction strategies are more effectively implemented at WWF Uganda, the organization’s environmental responsibility tends to increase.

#### **4.7. Linear Regression Results.**

Multiple regression analysis was carried out to establish the overall casual role of green supplier selection, Eco-friendly purchasing policies and waste reduction strategies in ensuring environmental responsibility using adjusted  $R^2$  statistics. The linear regression analysis was conducted to establish which among the dimensions of the independent variable was the most significant in ensuring environmental responsibility at WWF Uganda. The linear regression results were also used to make a decision on the study hypotheses and are presented in Table 12.

**Table 12: Linear Regression Analysis Results.**

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.833 <sup>a</sup>	.693	.670	.4605	
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	19.151	3	6.384	30.108	<.001b
	Residual	8.481	40	21.2		
	Total	27.632	43			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	.422	.417		1.013	.317
	GS_Selection.	.051	.223	.048	.228	.821
	EFP_Policies	.528	.249	.496	2.121	.040
	WR_Strategies	.367	.162	.334	2.258	.029
a. Dependent Variable. Environmental Responsibility.						
b. Predictors: (Constant) GS_Selection, EFP_Policies, WR_Strategies.						

$P \leq 0.05$ .

**Source:** Primary Data 2025.

Table 12 shows a coefficient of determination (R-Square) of 0.693 at a significance level of 0.001 suggesting that environmental responsibility was 69.3% at a standardized error of estimate of 0.4605. The correlation coefficient ( $R = 0.833$  or 83%) indicated the strength of the association between green supplier selection, eco-friendly purchasing policies and waste reduction strategies taking into considerations all interactions among the study variables. The adjusted  $R^2$  of 0.670 or 67% was the variance in the level of environmental responsibility explained by green supplier selection, eco-friendly purchasing policies and waste reduction strategies putting into consideration all the variables and the sample size of the study. The remaining variance of 33% is explained by other factors other than green supplier selection, eco-friendly purchasing policies and waste reduction strategies.

The standardized coefficient statistics revealed that, eco-friendly purchasing policies ( $\beta = 0.496$ ,  $t = 2.121$ ,  $p = 0.040$ ), and waste reduction strategies ( $\beta = 0.334$ ,  $t = 2.258$ ,  $p = 0.029$ ) are the only two significant factors ensuring environmental responsibility at WWF Uganda among

the factors considered in this study. Green supplier selection ( $\beta = 0.048$ ,  $t = 0.228$ ,  $p = 0.821$ ) was statistically insignificant in ensuring environmental responsibility at WWF Uganda among the factors considered in this study as its P value was greater than 0.05 ( $P > 0.05$ ).

Table 12 also presents the analysis of variance (ANOVA). The findings reveal that on average, the mean score on the determinants of environmental responsibility tended to differ significantly. With the computed F-statistic ( $F = 30.108$ ) large enough as its accompanying P-value =  $0.001 < 0.05$ . Thus, since the significance or p-value, 0.001 is less than  $\alpha = 0.05$ , then at 5% level of significance, it is deduced that the computed or observed F is large enough to infer that the responses differed significantly. This means that even when the organization's leadership supports environmentally friendly procurement and it's committed to achieving sustainability goals through procurement and complies with environmental regulations and sustainability reporting standards, this alone is not good enough to ensure environmental responsibility. Priority should therefore be given to alignment of organizational culture with sustainability goals and establish clear policies and performance metrics to monitor progress and hold departments accountable for environmental outcomes.

## **Chapter Five.**

### **Discussion, Conclusion and Recommendations.**

#### **5.0 Introduction.**

This chapter presents the discussion of findings, conclusions and recommendations.

#### **5.1 Discussions.**

##### **5.1.1 Green supplier selection and environmental responsibility.**

The correlation analysis revealed a strong significant positive relationship between green supplier selection and environmental responsibility. However, the regression analysis indicated that the role of green supplier selection was statistically insignificant, suggesting that, while it is perceived positively, its practical impact may not be fully realized due to implementation gaps. This finding corroborates with earlier studies that found that while green supplier selection positively influences environmental performance, its effectiveness is significantly enhanced when combined with contractual governance mechanisms such as behavior and outcome controls (Lee & Wu, 2023). On the other hand, the findings contradict with earlier studies that found that there is a relationship between green supplier practices and environmental performance, highlighting that green supplier selection and integration generally have a positive impact on environmental performance (Li & Zhong, 2024). The observation is also consistent with findings by Zhu et al, (2005) who argue that supplier-based sustainability initiatives often face challenges in enforcement and monitoring.

Environmental responsibility at WWF has been undermined by the rate of exploitation and use of biomass resources which currently outstrips its sustainable efforts and on-boarding of unsustainable suppliers undermines the green supplier selection initiative which can be linked to supplier incapability in terms of resources like technology, finances to embrace sustainability among others. (WWF Uganda, 2025).

##### **5.1.2 Eco-Friendly Purchasing Policies and Environmental Responsibility.**

The analysis results revealed the WWF Uganda has implemented eco-friendly purchasing policies, including preferences for products with minimal packaging and low carbon footprint as well as, training procurement staff on sustainable procurement. The findings reveal that the more implementation of eco-friendly purchasing policies leads to higher chances of environmental

responsibility. The correlation analysis showed a very strong positive relationship between eco-friendly policies and environmental responsibility and the regression analysis confirmed that this was a statistically significant predictor of environmental responsibility. These are consistent with the conclusions by Preuss (2009), who noted that eco-policies create a culture of compliance and sustainability within organizations. This finding supports the discoveries of several studies (e.g Loncar et al, 2019; Lee et al., 2016; Kardoyo et al., 2020; Abdelzahar & Newburry, 2016). Kardoyo et al., (2020) observed that in a university setting, green leadership was found to significantly influence environmental policies support, with environmental responsibility and green mindfulness acting as strong indicators. Furthermore, findings by Abdelzahar & Newburry, (2016) demonstrated a positive relationship between green policies and environmental responsibility partially mediated by green reputation.

### **5.1.3 Waste Reduction Strategies and Environmental Responsibility.**

The third and the last question was to understand the role of waste reduction strategies in ensuring environmental responsibility. Study findings reveal that waste reduction strategies, for example reuse, recycling and reduction in packaging have been adopted by WWF Uganda. The correlation showed a strong positive relationship between waste reduction strategies and environmental responsibility and a statistically significant regression. Study findings support the earlier discoveries for example Dangelico and Vocalelli (2017) found that waste minimization not only reduces operational costs but also improves environmental performance and reputation. The findings further support discoveries (e.g Ebreo et al. 2003; Biggi et al. 2024; Maleka et al. 2017; Benjamin et al. 2022) who collectively support a positive relationship between waste reduction strategies and environmental responsibility and found that ascriptions of responsibility and personal norms were important predictors of waste reduction behavior (Ebreo et al., 2003). Benjamin et al. (2022) demonstrated a significant positive association between waste performance and environmental disclosure, suggesting that firms with superior waste management tend to disclose more environmental information. On the contrary, this finding contradicts earlier studies (e.g., Chung and Leung 2007, Henao Rodriguez et al 2024) who highlight challenges such as the value gap where recycling behavior among undergraduates in Hong Kong found a significant discrepancy between expressed environmental values and their actual recycling practices (Chung and Leung 2007).

## **5.2 Conclusions.**

Based on the study findings, the following conclusions are drawn:

Green Supplier selection is not a very important determinant of ensuring environmental responsibility at WWF Uganda. While supplier criteria exist, their enforcement and evaluation may not be consistent enough to yield significant impact. Strengthening the organization's supplier evaluation mechanisms and fostering closer collaborations with suppliers could enhance the impact of green procurement initiatives.

Eco-friendly purchasing policies positively and significantly determine environmental responsibility at WWF Uganda. They are strongly embedded in the organization's operations, their documented nature and enforcement through training and compliance monitoring have yielded tangible sustainability outcomes. Thus, strengthening eco-friendly purchasing policies through developing a comprehensive sustainability policy and communicating it to all stakeholders, incentive sustainable practices and monitoring and evaluating progress through setting and tracking metrics like key performance indicators related to sustainability such as energy consumption rates among others.

Waste reduction strategies also positively and significantly determine environmental responsibility at WWF Uganda. Strategies like recycling and lifecycle consideration in procurement have enhanced WWF Uganda's environmental responsibility. Strengthening these strategies through collaborations by fostering partnerships across various sectors, WWF Uganda can leverage collective resources, expertise and networks to implement more effective and sustainable waste management practices as well as enhancing community engagement and education. The organization's efforts in waste management not only contribute to environmental conservation of the organization but also serves as a model for other institutions aiming to implement similar strategies.

## **5.3 Recommendations for Policy and Practice.**

In this section, recommendations are given according to the respective conclusions on what to do in the quest to enhance environmental responsibility at WWF Uganda.

The organization (WWF Uganda) should enhance supplier evaluation by introducing performance tracking tools and conducting regular environmental audits. Strategies like supplier

development can enhance supplier selection for example, working together with key suppliers who portray some capability to meet sustainability standards and pulling resources together to enhance supplier engagement like technology integration where sustainability information and reports are shared between the supplier and the organization. This will increase the impact of green supplier selection on environmental responsibility.

There's need to expand on the scope of the existing policies by including stricter environmental standards and incentives for compliance. Procurement staff training should also be regular and mandatory to ensure sustained awareness and effectiveness. Developing comprehensive sustainability policies that put into consideration all the pillars of sustainability that is economic, social and environmental, aligning them with the organization and procurement goals and policies and effectively communicating them to the staff to ensure alignment and compliance can enhance the implementation of these policies. Assigning responsibility for sustainable procurement to top-level management ensures clear accountability and signals organization's commitment to eco-friendly practices and leadership involvement is key in building momentum and fostering a culture that prioritizes green purchasing, leveraging technology and encouraging innovation and continuous improvement helps in encouraging stakeholders develop creative solutions for sustainable procurement.

The organization should put more efforts in quantifying the impact of waste reduction strategies. WWF Uganda should adopt technological systems to monitor waste and document environmental savings from reuse and recycling practices. Partnership with recycling firms could also enhance the circular economy principles at WWF Uganda.

#### **5.4 Recommendations for Further Research.**

This study was limited to WWF Uganda, a further research idea could be to undertake a comparative study of sustainable procurement practices across a bigger sample of different NGOs in Uganda. Since the purpose of the study was to examine the role of sustainable procurement practices in ensuring environmental responsibility, another interesting area for further research could be an evaluation of the cost implications of adopting sustainable procurement in non-profit organizations. The study took on a quantitative approach where only questionnaires were used to collect data, hence, the study could be replicated using a mixed

approach to gain a comprehensive understanding of the research problem as the weaknesses of one method are compensated by the strengths of the other.

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## Appendices.

### Appendix I: Questionnaire for Respondents.

Dear Respondent,

My name is Kirabo Timothy, a graduate student undertaking a research study entitled “The Role of Sustainable Procurement Practices in Ensuring Environmental Responsibility”, in partial fulfillment of the requirements for the award of Bachelor of Procurement and Logistics management of Uganda Christian University (UCU).

You have been selected to participate in this study due to your knowledge and/or involvement in procurement and sustainability activities within your organization. Your participation is voluntary and the information you provide will be used strictly for academic purposes and treated with the highest confidentiality.

If you agree to participate, please tick the box below and proceed to Section I.

I agree to participate in this study.

Thank you.

Sincerely,

Sign:  \_\_\_\_\_

Kirabo Timothy.

### SECTION I: BACKGROUND INFORMATION.

No.	Item	Response Options
1.	My Sex	<input type="checkbox"/> Male <input type="checkbox"/> Female
2.	My Age	<input type="checkbox"/> 18–25 <input type="checkbox"/> 26–35 <input type="checkbox"/> 36–45 <input type="checkbox"/> 46–55 <input type="checkbox"/> Above 55

3.	Job title.	
4.	Department	<input type="checkbox"/> Procurement. <input type="checkbox"/> IT and Logistics. <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Communication. <input type="checkbox"/> Forestry and Wildlife. <input type="checkbox"/> Fresh water. <input type="checkbox"/> Energy, Climate and Extractives.
5.	Years of experience in the field of professional.	<input type="checkbox"/> Less than 2 <input type="checkbox"/> 2–5 <input type="checkbox"/> 6–10 <input type="checkbox"/> More than 10
6.	Type of organization	<input type="checkbox"/> Government <input type="checkbox"/> Private <input type="checkbox"/> NGO <input type="checkbox"/> Other (Specify) _____

**SECTION II: Green Supplier Selection.**

Indicate the extent to which you agree with the following statements, using the scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree)

<b>Green Supplier Selection.</b>	1	2	3	4	5
1. Our organization has clear environmental criteria for supplier selection.					
2. We prioritize suppliers with environmental certifications (e.g.,					

ISO 14001).					
3. Supplier audits include environmental performance indicators.					
4. Suppliers are encouraged to adopt green technologies and practices.					
5. Green supplier selection has improved our organization's environmental footprint.					

**SECTION III: Eco-Friendly Purchasing Policies.**

Indicate the extent to which you agree with the following statements, using the scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree)

<b>Eco friendly purchasing policies.</b>	1	2	3	4	5
1. The organization has documented eco-friendly purchasing policies.					
2. Procurement staff are trained on sustainable purchasing practices.					
3. The organization prefers products with minimal packaging and low carbon footprint.					
4. Green procurement guidelines are consistently followed in our purchases.					
5. Eco-friendly purchasing policies have contributed to environmental responsibility.					

**SECTION IV: Waste Reduction Strategies.**

Indicate the extent to which you agree with the following statements, using the scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree)

<b>Waste Reduction strategies.</b>	1	2	3	4	5
1. Procurement decisions consider product lifecycle and waste					

generation.					
2. The organization encourages reuse, recycling, and refurbishment of goods.					
3. Suppliers are selected based on their waste management practices.					
4. Procurement processes aim to minimize packaging and non-recyclable materials.					
5. Our waste reduction strategies have enhanced the organization's environmental sustainability.					

**SECTION V: General Perception of Environmental Responsibility.**

Indicate the extent to which you agree with the following statements, using the scale:  
(1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree)

<b>Environmental Responsibility General Perception.</b>	1	2	3	4	5
1. Sustainable procurement practices contribute significantly to environmental protection.					
2. The organization's leadership supports environmentally responsible procurement.					
3. I believe green procurement improves our public image and stakeholder trust.					
4. Our organization is committed to achieving sustainability goals through procurement.					
5. Our organization complies with environmental regulations and sustainability reporting standards,					

**THE END.**

**THANK YOU.**

## Appendix 2: School Introductory Letter.



**UGANDA CHRISTIAN  
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

25/04/2025

World Fund for Nature  
P. o. Box 8758, Kampala  
Plot 2 Sturrock road, Kololo

The Country Director

Dear Sir/Madam

**RE: Introduction of Mr. KIRABO TIMOTHY, M22B12/015 for Data Collection  
Permission**

I am writing to introduce Mr. Kirabo Timothy, a Bachelor of Procurement and Logistics Management student at Uganda Christian University. Mr. Kirabo is currently in the advanced stage of his academic journey and is conducting a dissertation on "The role of sustainable procurement Practices in ensuring environmental responsibility."

I assure you that Mr. Kirabo will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. He is a responsible student dedicated to conducting a thorough and rigorous study.

We kindly request your support in granting Mr. Kirabo access to relevant data and personnel within the procurement department and as well as any personnel with objective knowledge regarding his topic. Your valuable insights will significantly contribute to the success and quality of his research.

Thank you for considering his request. Should you require any additional information, please do not hesitate to contact me on the address provided here below.

Sincerely,

.....  
Mukisa Simon Peter  
Lecturer and undergraduate  
Research coordinator UCU School of Business  
Email [smukisa@ucu.ac.ug](mailto:smukisa@ucu.ac.ug) Mob. 0752938600

