INVESTIGATING THE BARRIERS TO SUSTAINABLE PROCUREMENT IN LOCAL GOVERNMENT'S IN UGANDA :A CASE STUDY OF MUKONO LOCAL GOVERNMENT

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

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DECLARATION

I hereby declare that my study is original and has not been published and or submitted for any other degree award to any other University before.

Researchers'

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Signature..... 25/09/24.....

DEDICATION

This study is dedicated to my parents Mr. & Mrs. Okao Henry Goodman and Birungi Rebecca who have been supportive to me financially and especially in funding my education all through. Their tireless support, prayers and encouragement has given me a positive transformation in life and therefore, I pray that the ALMIGHTY GOD may bless them abundantly with long life that they may live to see the fruits of their struggle.

APPROVAL

This research report has been submitted to the Faculty of Business and Administration with my approval as the University supervisor.

MR. MULOSI PASCAL

Signed: ..... **Date:** 25/9/2024

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May GOD BLESS YOU.

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ABSTRACT

This dissertation consists of five chapters. Chapter one consists of introduction of the variables, their scope and statement of the problem, objectives of the study, research questions and the scope of the study. Chapter two draws down the literature review of all the objectives. Chapter three narrates the methods of data collection, population size and sample size of the study population while chapter four and five crown data analysis, presentation, interpretation and discussion of research findings, conclusions, recommendations and spot areas of further research respectively. New times roman size 12 and 1.5 line spacing was used to compile this proposal.

The scope of this study is restricted to the barriers of sustainable procurement in local governments in Uganda with general objectives such as highlighting the factors perceived to be the most important barriers to implementing sustainable procurement in local governments in Uganda, investigating the value or benefits of sustainable procurement practices in public sector organizations and developing proposed interventions aimed to successfully implement sustainable procurement practices. Some of the barriers of sustainable procurement include; lack of awareness, cost implication, availability of suppliers of sustainable products, tools or services, knowledge and capacity, structural and organizational change, effective supplier engagement among others. The benefits include; the control of costs through whole life costing, compliance with environmental legislation, management of risk, and competitive advantage among others. Some of the interventions aimed at successfully implementing sustainable procurement include; conducting initial training in key sustainable procurement principles and coming up with a sustainability criterion when awarding key contracts.

The research was exploratory in nature and that is to say that it adopted both qualitative and quantitative methods of data collection. In qualitative, the researcher was able to analyze findings on the ground through interaction with the participants at the field in order to make the research study more meaningful while in quantitative method, the researcher presented the findings statistically in table form so as to make the analysis easy.

A sample size of fifty-two (52) respondents was studied of which only thirty-seven (37) responded to the questionnaires issued to them. Fourteen respondents understood the concept of sustainable procurement while twenty-three had no idea about the concept and also didn't observe any benefits articulated to sustainable procurement in the organization. However, the

rest of the respondents stated some benefits of sustainable procurement such as; Value for money and the costs attributed to the procured products were controlled throughout its shelf life. The majority of them considered lack of top management support and sustainable procurement being a very costly venture as most important barriers to sustainable procurement. Amidst these barriers, the respondents suggested some interventions aimed at successfully implementing sustainable procurement including conducting initial training in key sustainable procurement principles and providing a sustainability criterion when awarding key contracts.

The researcher discussed the results of the findings with respect to the general objectives of the study; he related his field findings with the literature review and found a good coloration between the two sets of data. He recommended these research findings to the students and all procurement practitioners, the organization and finally to the government. He also spotted areas of further research

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This is a research report covering the topic of "investigating the barriers to sustainable procurement in local governments in Uganda. “It is based on the studies that encompassed the barriers to sustainable procurement in the public sector. This chapter includes the background of the study, objectives of the study, research questions, significance of the study and the scope of the study.

1.1.0 Background

In light of environmental degradation, climate change, resource depletion and persistent global poverty, the supply management profession is increasingly being called upon to contribute to broader organizational goals of sustainable development through the inclusion of social and environmental criteria within procurement processes (Srivastava 2007, Preuss, 2009). In the private sector, a large literature has explored engagement with sustainability in supply chain management and has highlighted benefits in the form of risk reduction and performance enhancement (Zhu and Sarkis, 2004; Jayaraman et.al, 2007). In spite of the development of encouraging policy frameworks internationally (Department for environment, food and rural affairs (DEFRA), 2005; European commission, 2005). A relatively little research has addressed sustainable procurement in the public sector context (Preuss, 2009; Walker and Brammer, 2009).

Until recently, sustainable procurement was seen as unnecessary as long as a procurement function is executed. In fact, in many developing countries, sustainable procurement is still being treated as a by-the-way function. However, sustainable procurement is the only one surest way of achieving sustainable development goals despite numerous barriers in it's implementation and countries like Mali, Angola, South Africa, and Kenya have already adopted the practice and have implemented it in mainly their commercial farming activities with a view to reduce waste, overcome supply chain risk and achieve competitive position which has made companies to start considering environmental issues from a competitive view point (Humphreys P.K, 2003). Uganda is trying to implement sustainable practices into public entities so as to majorly cut on costs due to the need to improve organizational efficiency. In Uganda currently, the procuring

organisations are now involved in designing and implementing sustainable policies focusing on environmental issues and other sustainable development pillars (socially and economically) and how they can be integrated in the procurement activities.

Sustainable procurement refers to giving of due consideration to the impact of procurement on the environment, community and on the social conditions of those delivering or receiving the product or service. These consider factors like product materials, origin, make among others. If all these factors are taken into consideration, there can be better chances to achieving the best overall value for money on a whole product life and long-term basis (Welsh procurement initiatives-sustainable public procurement guidance 2004).

Sustainable procurement task force (SPTF) defines sustainable procurement as the process whereby organisations meet there needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization, but also to the society and economy, whilst minimising damage to the environment (DEFRA, 2006). Some studies have specifically focused on sustainable procurement policy, and the development of tools to assist policy implementation. For example, it was found that green procurement has been encouraged through legislation, providing information and dismantling barriers (Thompson and Jackson, 2007). A tool to support green procurement has been developed for municipalities in Germany (Gunther and Scheibe, 2006) while a Californian case develops a priority setting tool for greener state government purchasing (Swanson et.al, 2005), which considers purchasing volume, environmental impacts, potential for improvement and institutional factors such as existing state policies and upcoming contract renewals. Legal issues have also been considered including the acceptance of green contract award criteria in public procurement (Kunzlik, 2003). Public procurement refers to the acquisition of goods and services by government or public sector organisations (Uyarra and Flanagan, 2010) and is one of the key economic activities of government (Thai, 2001). In spite of its long history and significant scale, public procurement has only relatively recently been the subject of considerable academic research (Trionfetti, 2000; Brulhart Trionfetti 2004). Regarding the scale of public procurement, recent estimates suggesting that between 8 and 25 per cent of the gross domestic product (GDP) of organization for economic co-operation and development (OECD) countries and 16 per cent

of European union (EU) GDP being attributable to government purchases of goods or services (Afonso et.al, 2005; OECD, 2009).

1.2.0 Statement of the problem

In the context of constrained budgets and conflicting objectives prevalent in the public sector organizations, the perception of financial viability and cost-effectiveness regarding sustainable procurement plays a pivotal role. Notably, concerns about costs serve as significant barriers to integrating environmental considerations into the procurement process (Min and Galle, 2001). Moreover, sustainability itself is a multifaceted and contested concept, further complicated by the lack of skills and knowledge among procurement professionals in local governments. Recent surveys indicate that a substantial majority (83%) of purchasing professionals feel inadequately equipped to implement sustainable procurement practices effectively (Snell, 2006). Additionally, purchasing managers express uncertainty about how to effectively incorporate ethical and social issues into their procurement processes (Cooper et al., 2002). Therefore, addressing these challenges and equipping procurement professionals with the necessary skills and knowledge is essential for successful implementation of sustainable procurement practices in public sector organizations.

1.3.0 Purpose of the study

Public bodies are being encouraged to procure sustainably to reduce their social and environmental footprint in order to stimulate sustainability in the private sector.

However, little is known about how local governments in Uganda are responding to this encouragement or of the conditions that are most conducive to sustainable procurement.

The purpose of this study therefore is to enhance understanding and explanations of barriers to sustainable procurement implementation in public sector or local governments in Uganda, determine the value of sustainable procurement in local governments in Uganda as well as to address these gaps in our knowledge and examine policy commitments and development at government organizational level.

1.4.0 Objectives of the study

Highlighting the factors perceived to be the most important barriers to implementing sustainable procurement in local governments in Uganda.

Investigate the value or benefits of sustainable procurement practices in public sector organizations.

Develop and propose interventions aimed to successfully implement sustainable procurement practices.

1.5.0 Research questions

What are the barriers to implementing sustainable procurement in local governments in Uganda?

What is the value of sustainable procurement in local governments in Uganda?

What progress is being made regarding the policy commitments to sustainable procurement in local governments in Uganda?

1.6.0 Scope of the study

1.6.1 Study scope

This study will investigate the barriers to sustainable procurement in local governments in Uganda and determine the value of sustainable procurement as well as examine the progress made regarding the policy commitments to sustainable procurement in local governments in Uganda.

1.6.2 Geographical scope

The study will be carried out from Mukono municipal council local government.

1.6.3 Time scope

The study will be carried out within a period of 4 months from January 2024 to April 2024.

1.7.0 Justification of the study

The study will help the researcher in fulfilling one of the requirements for the award of a bachelor's degree in procurement and logistics management.

The research will avail the secondary data to the future scholars and researchers who might have interest in research on the same topic.

The study will also help the policy makers to understand the barriers to sustainable procurement in local governments in Uganda and it will provide relevant literature regarding the value of sustainable procurement in local governments.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of the variable of sustainable procurement and the value it brings to an organization such as cost mitigation. It also looks at the ways of implementing sustainable procurement as well as analysis by different scholars about the barriers to sustainable procurement in both government and non-government organizations. This review also sheds light on the meaning of public procurement, sustainability and sustainable procurement.

2.1.0 Public Procurement

Public procurement refers to the acquisition of goods and services by government of public sector organizations (Uyarra and Flanagan, 2010). Public procurement could help to achieve outcomes in society that are consistent with broader policy goals (Brammer and Walker, 2011). The public sector is responsible for providing a range of services and could use its purchasing power for stimulating sustainable development (Preuss, 2009). Public procurement is said to be an extremely complicated function, considering its environment that influences and limits the possibilities to accomplish procurement policies and goals. The public procurement system includes many environments, the legal environment and the political environment (Thai, 2001). Conflicting goals complicate matters significantly within public purchasing (Loader, 2007). Typical for public procurement is the long chain of accountability that stretches from politicians to the daily practice of purchasers. These layers of accountability contribute to a situation where buyers have to deal with conflicting goals and have to serve multiple stakeholders (McCue and Prier, 2008). Unlike private sector purchasers, public purchasers are faced with a myriad of divided loyalties which are a result of their relationships with multiple stakeholders who are often pursuing conflicting goals (McCue and Prier, 2008). Also, unlike the private sector, public sector procurement is submitted to public accountability of procurement decisions and to achieving value for money for citizens and taxpayers (Walker and Brammer, 2009).

2.1.1 Sustainability

Different authors define sustainability differently. It is also often divided into economic, social and environmental sustainability based on the triple bottom line (TBL) (Elkington, 1997). Other definitions are vague and mostly describe sustainability using the definition of sustainable development. Sustainability, as defined by the Oxford dictionary refers to, "avoidance of the depletion of natural resources in order to maintain an ecological balance."

According to Harris (2003), Sustainability is not limited to population or restraint in consumption though these are important. It means that the choice of goods and technologies must be oriented to the requirements of ecosystem integrity and species diversity as well as to social goals. Elements of all three perspectives (economic, ecological and social) are essential to an understanding of the requirements for sustainability.

Dover's and Handmer (1992) defined sustainability as the ability of a human system, natural or mixed, to resist or adapt to endogenous or exogenous change indefinitely. According to Ross (2009), sustainability refers to things that can be done for longer periods of time without any unacceptable consequences. Ortiz, Castells and Sonnemann (2009) identified sustainability as a concept of enhancing quality of life, and therefore allowing people to live in a healthy environment and improve environmental, economic and social conditions for present and future generations. Weybrecht (2010) defined sustainability as the incorporation of economic, environmental and equity-driven into the values and policy aims.

Other definitions based on the Triple Bottom Line include Economic sustainability, which refers to, "practices that support long-term economic growth without negatively impacting social, environmental and cultural aspects of the community." (University of Mary Washington, n.d). Social sustainability "concerns how individuals, communities and societies live with each other and set out to achieve the objectives of the development models that they have chosen for themselves, also taking into account the physical boundaries of their places and planet earth as a whole." (Colantonio and Dixon, 2010, pg.9). Environmental sustainability refers to "a condition of balance, resilience and interconnectedness that allows human society to satisfy its needs while neither exceeding the capacity of its supporting ecosystems to continue to regenerate the services

necessary to meet those needs nor by our actions diminishing biological diversity." (Morelli, 2011)

2.1.2 Environmental Sustainability

According to Kaye, Gabriela and Nijaki (2012) environmental protection refers to the natural environment including water, energy, agriculture, biodiversity, fish, forest and air. Thus, environmental sustainability refers to the long-term viability of the natural environment maintained to support long-term development by supplying resources and taking up emissions (Balkema et. al. 2002).

Environmental sustainability is the ability of the environment to support a defined level of environmental quality and natural resource extraction rates indefinitely. This is the world's biggest actual problem. Since the consequences of not solving the problem now are delayed, the problem receives too low a priority to solve. (Gulati, Ranjay e'tal 2012)

The conservation of ecosystems and natural resources is essential for sustainable economic production and inter-generational equity. From an ecological perspective, both human population and total resource demand must be limited in scale and the integrity of ecosystems and diversity of species must be maintained. Market mechanisms often do not operate effectively to conserve this natural capital, but tend to deplete and degrade it (Harris, 2003)

2.1.3 Social Sustainability

Social sustainability is concerned with the well-being condition of any person affected directly or indirectly by development efforts (Said and Berger, 2013). Parkin (2000) defined social well-being as human feelings such as security, satisfaction, safety, comfort and human contributions such as skills, health, knowledge and motivation. Kaye, Gabriela and Nijaki (2012) refer the well-being condition to issues such as human rights, peace, security, injustice, gender, equity and cultural diversity among other things.

Social sustainability is the ability of a social system such as a country, family or organization to function at a defined level of social well-being and harmony indefinitely. Problems like war, endemic poverty, widespread injustice and low education rates are symptoms that a system is socially unsustainable. (Gulati, Ranjay e'tal 2012)

Social equity, the fulfillment of basic health and educational needs and participatory democracy are crucial elements of development and are interrelated with environmental sustainability. (Harris, 2003)

2.1.4 Economic Sustainability

Balkema et al. (2002) highlighted that economic sustainability should, in principle, include all resources taking into account those associated with social and environmental values. Additionally, Kaye, Gabriela and Nijaki (2012) indicated that economic development is referred to an understanding of the potential of economic growth and should include issues such as poverty reduction, responsible consumption, corporate responsibility, energy efficiency, conservation, waste management and education.

Economic sustainability is the ability of an economy to support a defined level of economic production indefinitely. Since the Great Recession of 2008, this is the world's biggest apparent problem which endangers on the environmental sustainability problem. (Gulati, Ranjay e'tal 2012)

Economic sustainability requires that the different kinds of capital that make economic production possible must be maintained or augmented. These include manufactured capital, natural capital, human capital and social capital. Some sustainability may be possible among these kinds of capital, but in broad terms they are complimentary so that the maintenance of all four is essential over the long term. (Harris, 2003)

2.2.0 Sustainable Procurement

Sustainable procurement is a "process of acquiring goods, works and services from a supplier that provides the optimum mix of whole life costs and benefits to satisfy the needs of the customer, (Walker, 2008). It is a process through which organizations satisfy their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis to generate benefits not only to the organization, but also for the society, economy and the environment while minimizing damage to it."

Sustainable procurement is about the process of purchasing goods and services while considering the social, economic and environmental impact of such purchases on people and communities.

This includes optimizing price, quality, availability but also environmental life-cycle impact and social impacts linked to products/service origin (Kalubanga, 2012; Walker and Brammer, 2011)

Sustainable procurement is a process whereby an organization achieves value for money on a whole life-cycle basis while satisfying its needs for goods, services and works to generate benefits not only to the organization, but also to society and the economy while minimizing damage to the environment (DEFRA, 2006; Walker and Brammer, 2011; Mensah and Ameyaw, 2012).

Sustainable public procurement refers to the integration of social and environmental impacts within procurement undertaken by government or public sector bodies (Brammer and Walker, 2011). Sustainable procurement initiatives by local government can be categorized in different ways. (Preuss, 2009) examined how sustainable development is encouraged through public purchase on the basis of the definition of sustainable supply chain management (SSCM) of Carter and Rogers (2008). Preuss (2009) developed a comprehensive and integrated view of the broad variety of sustainability initiatives by local governments. Roman (2014) identified distinct decision-making patterns within public procurement, stressing the impact of political volatility. Brammer and Walker (2011) investigated commitment to sustainability by using the purchasing social responsibility (PSR) format. This format consists of five dimensions; environment, diversity, human rights, philanthropy and safety. In comparison to the typology of Preuss (2009) this format does not fully cover the world of local government procurement. Brammer and Walker (2011) concluded that most public organizations do include sustainability criteria in their purchases, although many aspects of sustainability are not addressed properly yet.

2.3.0 The value of Sustainable Procurement

Governments have immense buying power and must take a lead in sustainable procurement in a manner that some areas of the private sector are already doing, through enlightened leadership and shareholder pressure (Kennard, 2006).

The UK Government set up a Sustainable Procurement Task Force which identified a need to help both the public and private sectors towards establishing, at a process level, methods of improving procurement practices to make a sustainable procurement happen. The task force identified five key themes; People, Policy, Strategy and Communications, Procurement process

and engaging suppliers and measurement and results as the key behavioral and operational change program to be addressed to deliver sustainable procurement. (Costanza 2009).

2.3.1 The control of costs through whole life costing

Whole life costing is a key tool in obtaining best value. By example energy efficient products often have an increased capital cost that is more than offset by reduced operating costs. The procurement process starts with the definition of what is needed and in doing so evaluating the options. In essence it is setting the business plan for the product (Kennard 2006). Sustainable procurement aims at securing best value for money by generating financial savings through greater energy efficiency, reduced waste disposal (including reduced packaging to waste), reduced water use and reusing materials and products, thereby lowering the cost of a product over its life-cycle and achieving a more efficient use of public resources, achieving positive publicity associated with the purchase and use of products, services and suppliers with good environmental and social responsibility records while providing government leadership to the community in demonstrating social and environmental responsibility through the purchase of sustainable products and services (Eco-buy, 2013)

Suppliers are chosen for their ability to provide the product by obtaining resources through an ethically and environmentally sound agenda. Post contact management ensures that suppliers that perform well will be developed and remain the supply chain. Conclusions drawn from many good practice exemplars in sustainable procurement demonstrate that on a whole life costing assessment, there can be significant savings as well as environmental and social gains (Kennard, 2006).

The method of assessment analyzes the whole life cost of assets, supplies or services, not only the cost at the point of acquisition. The approach is complex and analyzes all elements of cost from design to operation and on through to disposal/recycling. When considered in this manner, many items that look expensive initially can save costs as they are assessed throughout the life-cycle. Such examples can be found ranging from energy efficient light bulbs to efficient and sustainable buildings (Kennard, 2009).

2.3.2 Compliance with Environmental legislation

This must apply right across any project, from the original concept to its development through the design stage to the procurement processes which produce the resources to bring the project into being. The product will be subject to the legislation in the country of origin as well as that governing the project. Where a country's legislation is lacking in these areas. A responsible contractor or supplier should be one that can apply its own ethical operating code (Kennard, 2006). sustainable procurement (Eco-buy, 2013) results into reduction of adverse environment and social impacts arising from procurement decisions such as waste to landfill, saving water and reducing consumption of both natural and processed resources, greenhouse gas emissions, air and water pollution while promoting health, safety and equality in the community, influencing purchasing decisions to support issues as such recognizing equality and diversity, increasing employment and skills, and developing local communities and their physical infrastructure, improving social inclusion and cohesion through creating employment and business opportunities for marginalized groups.

2.3.3 Management of Risk

Sustainable procurement can be employed as a risk management strategy because it helps to mitigate not only present risks but future risks as well since organizations have to think beyond and outside the box. Examples of companies are given that were able to mitigate risks because of employing sustainability long before their reputations would be destroyed. For example, Toyota, which designed electric cars with an environmental focus on mind was able to make more profits and achievements compared to its counterparts that were closing shop and still a long way from thinking sustainably. (Etsy and Winston, 2006, pg. 11)

Sustainable procurement also helps in managing risks due to the ever-growing regulations in line with sustainability. Compliance with sustainability regulations helps organizations to do away with the risks of non-compliance. Other risks that sustainability covers include economic and social-economic risks, social and ethical risks and environmental risks. (Spedding and Rose, 2007)

2.3.4 Competitive Advantage

Sustainable procurement brings about competitive advantage. (Epstein and Reje, 2014) For organizations to gain competitive advantage through sustainable procurement, its competencies in that area should be unique to those of other organizations and the benefits it has obtained should be difficult to duplicate. (Flint, et. al 2009)

Organizations can gain competitive advantage using sustainability through innovations, recycling and use of fewer raw materials, recycling and removal of toxic substances. (Ojo et. al, 2015) Other authors suggest corporate social responsibility (Herrera, 2009), reduction of environmental impact through innovation and reduction of waste. (Chang, 2011; Tseng, 2013) and sustainable human resource management. (App et. al., 2012). Examples are given of organizations that attained a competitive advantage by being able to differentiate themselves from their competitors or take a step further than their competitors. Starbucks has differentiated itself through innovations. One of its biggest and most recognized innovations has been that of partnering with feeding America to donate their entire daily leftovers to nearby community groups. This has led to a great reduction in waste. (Starbucks, 2016). Other companies include Dell and IKEA which have made a lot of progress in packaging.

However, when competitors take up the practices, competitive advantage is lost. Organizations therefore need to engage in continuous innovation to gain the most out of competitive advantage. (Willard, 2012)

2.3.5 Better Reputation

Sustainable procurement also helps to build an organizations reputation. Organizations that do not practice sustainability have suffered from destroyed reputations, some being forced to shut down or struggle to get back up again as BP that was all over the news due to its oil spill accident that killed workers and polluted the environment. Others include Volkswagen, Mattel among many others.

Following sustainability has become a crucial factor for building a good reputation. (Czinkota et. al.,2014) Companies such as Dell, Siemens among others have built brand reputations as a

company due to being sustainable. This has not only promoted continuity in the company but has also encouraged them to do more towards sustainability.

2.3.6 Securing Future Sustainable Supplies

Building a supply chain based on sustainable procurement from the bottom up will also assist in the development of those suppliers in producing a sustainable product that will be followed by their competition thereby broadening the availability base and future supplies (Kennard, 2006)

2.4.0 Ways of successfully implementing sustainable procurement

The (Sustainable Public Procurement) SSP approach by the Marrakesh Task Force guides through steps in building an effective SSP program. The SSP Approach is a series of stages to be followed to first design and implement a policy and action plan to push authorities towards more sustainable public procurement in a gradual and consistent way (Program, 2012).

The stages include the launch of the project which includes the establishment of the project governance and conduct initial training. This is followed by a status assessment, legal review, prioritization exercise and market readiness analysis. Thirdly, creation of a strategic plan; create a SSP policy and action plan. And lastly, implement SSP throughout the procurement cycle.

(Nielsen, 2018) Also says that it is key to take an integrated approach to succeed in implementation of sustainable procurement and each stage needs review and a setting of specific tools and processes to ensure consistency. However, according to (Procuring the future, 2006) the implementation of a sustainable public procurement framework can be done starting with adopting a consistent approach, flexible framework followed by setting the deal with priorities, then tool-kits for procurers and lastly measuring the process.

According to (Sir Neville Simms, 2006) the first key requirement is the need for a comprehensive approach to help organizations understand, prepare and take the steps needed to an organizational and process level to improve procurement practice and to make sustainable public procurement happen. This approach is guided by key themes of people, policy, strategy and communications, procurement process, engaging suppliers, measurement and results. These key themes are all involved in the development, growth and maturity of sustainable public

procurement which start with the foundation (level1), embedding (level 2), practice (level 3), enhancing (level 4), and finally leadership (level 5).

The organization should also at this stage come up with a sustainable procurement strategy endorsed by the top management and communicated to the staff and key suppliers. In regards to the procurement process, an expenditure analysis should be undertaken and the key sustainability impacts of the procurement identified. The organization should also start to include a general sustainability criterion when awarding key contracts and they should be awarded on grounds of value for money, not lowest price. At foundation level still according to (Procuring the future, 2006) key suppliers should be targeted for engagement on subjects such as the procurement policy. The spend analysis on these individual suppliers also needs to be taken. The final theme that needs to be addressed at the foundation level is measurement and results which can be done on the key sustainability impact of procurement activities that have been identified.

However, the first action according to (Nielsen, 2018) is to make the sourcing decision, it is most sustainable and economic not to purchase at all. This means that the decision to purchase should be because of a need after considering the options of renting, sharing, reusing and using temporarily and in the future. They (Procuring the future, 2006) also recommended rethinking the need which will reduce the use of resources in attaining goods as well as reduce waste. The need according to (Goode, 2010), the first step is to ask for green (environmentally friendly products) when issuing requests for proposal to prospective suppliers. The products should be of the highest quality and at the lowest costs available. The key spends areas have to be mapped to ensure effective engagement with the suppliers which will bring about continuous improvement in sustainability (Procuring the future, 2006).

The second stage in implementing the frame work also known as embedding (Level 2). At this point all procurement staff have received training in the principles of procurement while the key staff have received advanced training. The procurement policy is reviewed and enhanced with consultations with the key suppliers, the organization should also make sure that the policy is part of a bigger sustainable development strategy which should be communicated to all stakeholders. Sustainability needs to be considered at an early stage of the procurement and this can be implemented by adopting whole life costing. Also, a detailed expenditure analysis should be undertaken to understand what the organization is spending on. This will also help in

identification and assessment of key sustainability risks to enable prioritization of spends. There is need to initiate a program of engaging suppliers with involvement of the top management as a must. To measure the results of the process, it is important to appraise the procurement activities and implement ways of handling the identified high-risk impact activities. (Procuring the future, 2006). However according to (Nielsen, 2018), it is important to shortlist suppliers through a general sustainability criterion that is incorporated across all supplier selection procedures. The suppliers' policies, legal history and standard compliance should spell out the requirements in terms of labor, products, greenhouse gas emissions and handling wastes. Bench mark from what other organizations have or develop your own and let it be the way you operate with your suppliers (Goode, 2010).

In the third level of implementation, sustainable procurement is practiced and to make sure that the people are well equipped the organization should give fresher courses and training in the sustainable procurement principles and also put in place incentives to push for the cause. Consideration should also be given to sustainable procurement factors such as economy when appraising the employees. In the case of policy, it should be widened into a strategy endorsed by the top management and covering marketing, process integration, supplier engagement, risk, management and review. In the procurement process, the organization should strengthen their risk management techniques to handle risks across the process and this is possible after proper assessment of risks in all contracts. The target should be to improve sustainability generally with the key suppliers through collaboration. Thus, collaboration with suppliers requires open communication between the suppliers and buyers (Procuring the future, 2006)

Specification (RFP) and assessment; the performance of the shortlisted suppliers should be measured and scored against the measures that are specific to the service, work or product they are providing. The raw materials, manufacture, transport use, disposal, total life cycle cost, labor standards and social impacts of the products to the environment. (Nielsen, 2018)

It is important to educate your supply base about sustainability at this stage through sponsoring training programs online. This can spell out exactly what is required of suppliers in the subject of sustainability and to raise the bar for the entire industry as a result of spreading best practices (Goode, 2010)

In the fourth level called enhancing, sustainable procurement skills are included in the selection and recruitment criteria as well as induction for employees. The sustainable procurement strategy should be reviewed and enhanced while utilizing new technology and at this point the strategy should be included in the organization's overall strategy. The organization also needs to implement a life-cycle approach to risk assessment as well as cost impact assessment. At this level still, the key suppliers are developed while carrying out supply chain audits and improvement programs and the top management is fully involved. The achievements here are formally recorded in form of reports. When it comes to measurement of progress, the organization uses tools such as a balanced score card approach which shows both the input and output in the manufacturing production or procuring process. The organization also benchmarks with peers and the benefits of sustainable procurement are shown in a benefit statement which must be produced. (Procuring the future, 2006)

The supplier's engagement needs to be continuous from an early stage of the process to push towards continuous improvement. This approach should be collaborative and supportive so as to succeed. (Nielsen, 2018)

At this stage, it is advisable to reward good behavior of suppliers with larger share of business and this can only be possible if close engagement is kept. Suppliers should be encouraged to respond to the Carbon disclosure project and audit mechanisms which can enable the measurement of their performance in regards to sustainability. (Goode, 2010)

Lastly, when the organization has matured enough to be a leader in sustainable procurement, it publishes its achievements and good practices with its peers. The organization receives both internal and external awards for good performance in sustainability and this attracts procurement professionals. The strategy is reviewed regularly to determine future priorities beyond this framework and scrutinized by external sustainability umbrella bodies. The strategy is communicated widely and also known by political leaders. When it comes to the procurement process, progress is awarded and decline is penalized and this is also after removal of the hindrances to sustainable procurement. Key sustainability performance indicators are agreed upon with suppliers as engagement continues and the suppliers also understand that to keep the client satisfied, they must keep improving in terms of sustainability. The good practices shared with other organizations. The intention is to drive the organization in the direction of

sustainability development and this causes them to formally benchmark with peers. Also, it is at this point that the benefits of sustainable procurement clearly show and independent audit reports are published for public consumption. (Procuring the future, 2006)

In the end, it is about practicing what you preach. Setting a pace and also remaining open, transparent, responsive to the carbon disclosure project annually. Setting an example also involves shifting more procurement to companies that operate sustainably so as to encourage the rest of the supply base that will solidify the reputation (Goode, 2010). In getting started, after establishing the framework, the organization needs to set and deal with priorities at a time.

2.5.0 Barriers to sustainable procurement

Despite the potential benefits that the sustainable public procurement could generate, in the literature there is a wide debate the kinds of barriers that can limit its real uptake (Gunther and Scheibe 2006). Previous studies have suggested that there are several issues and challenges that influence the implementation of sustainable public procurement in one country might be different in another probably due to social-economic, demographic and cultural differences. (Adham and Siwar 2012).

Following a review of literature, in general, the main barriers and drawbacks that are limiting the implantation and success of sustainable public procurement are detailed in the following sub-section.

2.5.1 Lack of Awareness

Sustainability is itself a contested and complex concept, and procurement professionals do not have skills and knowledge necessary to implement sustainable procurement correctly. Studies have found that managers are unsure of how to incorporate sustainable issues in the procurement process (Brammer and Walker 2011). On the other hand, numerous studies highlight that the concept of sustainable procurement has been misunderstood and perceived differently. Moreover, there is a low level of awareness and understanding about sustainability issues among people working in public organizations. This may be attributed to the lack of training on sustainable development issues, lack of clear concept definition of sustainable procurement and regulatory constraints, lack of information needed to make the right decisions in relation to

issues such as selection of sustainable products and materials, lack of knowledge about what sustainable procurement is and how to achieve it and lack of information, knowledge and competences among procurers (Brammer and Walker 2009, Testa et al. 2016; Sourani and Sohail 2011, lles and Ryall 2016, Weissman 2009).

On the other hand, the environment, economic and social aspects of sustainability have not been given equal weighting in procurement, promoting environmental issues. This implies that the public sector should move beyond the focus on environmental issues. (Sourani and Sohail 2013).

2.5.2 Cost Implication

Sustainable products are often perceived as being expensive or requiring a big capital investment (Blair and Wrigh, 2012). The UN procurement guide reveals that the whole process and outcomes are professed to be expensive and time consuming. This conflicts with procurement objectives of obtaining the goods at the lowest possible price (Lyons and Farrington, 2006). Cost is the prime decision factor in purchasing. Many public sector organizations do not have purchasing practices that factor in total cost of ownership, or full life cycle of the organization.

2.5.3 Senior Management Support

Blair and Wrigh, 2012 have identified lack of senior management support as a barrier to sustainable procurement. An Organizational culture and structure and processes that are supportive and conducive towards sustainable solutions as well as senior management support are considered key in sustainable procurement. The sustainable procurement task force (Defra, 2006) reiterated that there will be a lack of clear direction from top management to make delivering sustainable development objectives through procurement a priority.

2.5.4 Availability of Suppliers of Sustainable Products, Tools or Services

Lack of suppliers of sustainable assets or services is also another barrier to sustainable procurement. Some environmentally preferable products aren’t as readily available, may not meet performance specifications or may not be cost-competitive. However, these products often outperform their less-green counterparts through improved efficiency or favorable life-cycle costs (Sterner, 2002)

For individual countries, the supply side may be a key barrier to implementation because at least some domestic industries will have to undergo significant upgrading before an SPP policy can be put in place (Monica. K, 2008)

2.5.5 Knowledge and Capacity

The level of the individual where there may be a discrepancy between the capabilities held by procurement officials and the skills required for procuring innovative solutions. As believed by Rothwell and Xegveld, 1981. Whereas relatively little in-house competence is needed when procuring off the shelf goods for the lowest possible price. Greater competence is required to encourage suppliers to innovate. Changes in the procurement function towards a more strategic orientation and a more demanding environment for procurement has led commentators to critically examine the skill and competency requirements of procurement professionals (Tassabehji and Moorehouse, 2008). Cousins et.al, 2006 also found that purchasers with high skill levels and knowledge have significant impact on financial performance and operational efficiency in terms of quality improvement, design and reduction lead times. They differentiate between strategic, celebrity, undeveloped and capable purchasing, according to their performance in ways like, performance against strategic planning, purchasing kills, purchasing status and internal integration. The sustainable procurement task force noted that many parts of the public sector lacked professional procurement expertise (Defra, 2006). In particular, there will be a lack of understanding about sustainability and its relationship to procurement. They commented that this will be partly due to the fact that environmental specialists rather than procurement experts deliver sustainable procurement training, inadequate information, training and accountability are barriers to integrating sustainable procurement. Without concise, accurate and instructive information, buyers become confused. Equally, without sustainability training, the motivation of procurers reduces and delivery of sustainable procurement outcomes suffers (Sustainable procurement task force)

2.5.6 Structural and Organizational Change

The status of the purchasing function tends to be lower than in other functional areas, particularly in the public sector (Uyarra, 2010). This relatively low influence is aggravated by a general lack

of commitment and ownership of procurement strategies by senior management and political leaders. (Morgan, 2008)

2.5.7 Budget Systems and Accounting Practices

The budget and accounting frameworks under which public institutions operate, which differ between (and often within) countries, can lead to economic inefficiencies in public expenditure management. Commonly encountered obstacles to more sustainable procurement decisions include single-year budgeting as well as the limited ability to carry over funds from one fiscal year to the next and to retain efficiency savings (Monica. K, 2008)

(Hugh, 2005) believes that to some degree, there is a lack of political will to go beyond making general statements on sustainable procurement as there remains a perception held by some governments that sustainable procurement adds conditions to development policy that necessarily impede growth.

2.5.8 Effective Supplier Engagement

This is pertinent to delivering improvements in the sustainability of supply chains. Being clear about what you are trying to achieve, talking to suppliers and seeking advice and input will gain their involvement. It may result in innovative solutions and more beneficial longer term relationships (Eco-buy, 2013) and all suppliers should be expected to meet a basic level of environmental and social management, provide evidence of policies that are in place, set objectives for performance, implement management systems and standard procedures and report on key performance indicators relating to environmental and social objectives just as they are checked for financial soundness and ability to carry out the contract.

2.5.9 Legal framework

Legal framework is a barrier to sustainable procurement and therefore countries may need to modify their legislation to be able to incorporate sustainability criteria into public procurement activities. More than half of the OECD countries responding to a survey carried out in 2007 modified their legislation in order to introduce environmental criteria in public procurement. (Monica. K, 2008)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used in the study. It includes the research design, area of the study, study population, sample size, sample selection, source of data, data collection instruments, the procedure of data collection, data quality control, data processing and analysis, ethical consideration and study constraints.

3.1 Research Design

In conducting this study, a survey research design was employed. It is defined as the collection of information from a sample of individuals through their responses to questions (Check and Shutt, 2012). It is also defined by (cooper et.al, 2003) as the plan and structure of investigation so as to obtain answers to research questions. This design was used because it ensured that the researcher got as much information as was possible concerning this study as compared to other research design methods. Both quantitative and qualitative data was collected to ensure a wide scope of coverage for the study. The quantitative data will be collected through the use of questionnaires whereas qualitative will be collected by use of interview guides especially in areas where variables could not be quantified.

3.2 Study/ Sample Population

The study/ sample population refers to the respondents that are to be used in line with the subject of the study and the required number of respondents for the study (Habib et.al, 2014). The study population consisted of Suppliers, Contractors, Political leaders and Civil servants. Civil servants included Procurement Officers, Accountants, Chief Administrative Officers and Chief Finance Officer. These respondents were selected and used in order to obtain reliable and valid information. They were considered to give the researcher valuable and professional views which made the findings more credible. Such respondents were interviewed so as to get a variety of views so as to make the study findings more reliable and comprehensive for the benefit of this society.

3.3 Sample Size Determination

The sample size is defined as the size of the population required for the actual study (Kothari, 2004). The target population consisted of 52 respondents which included (12) suppliers and contractors, (20) political leaders and (20) civil servants. All will be contacted to obtain necessary information.

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

Where; N = Target population

n = sample size

e = level of significance

N = 60

e = 5%

$$n = \frac{60}{1 + 60 * (0.05)2}$$

$$n = \frac{60}{1 + 60 * 0.0025}$$

$$n = \frac{60}{1 + 0.15}$$

$$n = \frac{60}{1.15}$$

n = **52 respondents**

Table 1: Summary of Sample Size

Category	Target Population	Sample Size	Sampling Techniques
Top political leaders	23	20	Purposive sampling
Civil servants	23	20	Purposive sampling
Suppliers and contractors	14	12	Simple random sampling
Total	**60**	**52**	

3.4 Sampling Techniques

These are techniques used to determine the sample size (Habib et, al. 2014). Sampling is described by (Sarantakos, 1997) as the process of choosing the units of the target population which will be included in the study in such a way that the sample of selected elements represented the population. For quantitative part, purposive sampling will be used to select top political leaders and civil servants from whom the researcher got specific information. These were purposively selected because of their position and they were interviewed from their place of work, and it helped to provide more of unbiased information. For qualitative part, this study employed simple random sampling (particularly the lottery method) to selected suppliers and contractors.

3.5 Sources of Data

Both primary and secondary data will be used in this study. Primary and secondary data as envisaged will be collected by different methods explained hereunder. Due to its flexibility in data collection, the researcher conducted a comprehensive assessment of the case unit. The researcher used interviews, documentary reviews and participants own observation in which he had a good position of getting data and/ or information in the first hand and therefore avoided second hand data and/ or information that could have invalidated the study findings.

3.6 Data Collection Instruments

The study used the following research instruments as indicated below;

3.6.1 Questionnaires

Questionnaires are described as efficient tools for gathering quantifiable information on bilingual speakers or communities rapidly and systematically (Wei and Moyer, 2009). Tailored questionnaires were employed to gain information on this study. By focusing on the research questions and research objectives, responses were obtained in line with the study and the different perceptions given. The questionnaire was close-ended and tabulated with different options from which the respondents were to tick the appropriate answer. Elaboration space was also included for some of the questions for extra information.

3.6.2 Interview Guide

This method of data collection involved verbal stimuli and reply in terms of oral verbal responses from respondents. It will be considered through personal interviews and also involved telephone interviews whereas respondents who were targeted will be suppliers and contractors who had been in the pre-qualified list from the years range of 2020. Through interviews, the researcher assessed the barriers to sustainable procurement from the different stakeholders especially user departments.

3.6.3 Measurement Level

Sound measurement level should meet the tests of validity and reliability. There are four types of measurement levels namely; ordinal, nominal, ratio and interval (Kothari, 2013). The ordinal scale refers to ranking of the measure in order of importance. Nominal scale measures only terms of names or designation of discrete units or categories. Ordinal scales measure in in terms of such value as more or less or larger or smaller but without specifying the size of the intervals. Interval scales measure in terms equal intervals or degrees of different but with an arbitrary established zero point that doesn't represent nothing of something. Ratio scales measure in terms of equal intervals and an absolute zero point. The researcher used a yes or no scale to measure the respondent's response.

3.7 Procedure of Data Collection

A research letter was obtained from the dean of the faculty of Business and Administration which provided an introduction of this study to the organization. The researcher then

administered questionnaires to suppliers, contractors, political leaders and civil servants in order to obtain the relevant information. Anonymity was employed in the questionnaires to ensure confidentiality for the questionnaires answered.

3.8 Quality/ Error Control

3.8.1 Validity

(McMillan and Schumacher 2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. According to (Heale and Twycross, 2015), validity is defined as the extent to which a concept is accurately measured in a quantitative study. The validity of the questionnaires was determined through pre-testing the instruments. This helped in estimating the time it would take to fill out the questionnaires, the relevancy of the questions and the accuracy of the questions in measuring the subject of the study. Pretesting was done by giving questionnaires to seven (7) respondents within the study population but outside the sample. The questionnaires were examined closely in order to eliminate irrelevant questions and present realistic research instruments. The validity of the questionnaires was also portrayed by ensuring that they were in accordance with the object of the study.

3.8.2 Reliability

According to (Mugenda, 2003), reliability is a measure of the degree to which research instruments yield consistent results of the data after repeated trials. According to (Heale and Twycross, 2015), reliability is defined is defined as the consistency of a measure. To ensure the reliability of the instrument, the questionnaires were first administered to the respondents that were not part of the sample.

3.9 Strategies for Data Processing and Analysis

Raw data was processed into meaningful information. This process involved editing, tabulation and analysis in order to ensure the completeness and accuracy of the information.

3.9.1 Editing

This was employed in order to ensure accurate information and minimal errors. It was also used in order to keep the information up to date in line with the study.

3.9.2 Tabulation

Specific data was going to be presented using tables for better analysis and interpretation of the results obtained from the study.

3.9.3 Quantitative Data

The analysis of this data was done based on the information that was obtained from the respondents through questionnaires. Data under this section was analyzed using the statistical package SPSS (Statistical Package for Social Sciences) to calculate and generate frequencies and percentages. This guided the researcher in generating tables for easy presentation and interpretation of the study findings. This was done by analyzing the content obtained from the respondents.

3.9.4 Study Constraints

Some of these challenges were met during the conduct of the study. They included limited funds, time constraints and uncooperative respondents because not everyone trusted the researcher and it was also expensive in general in terms of printing. Some of these challenges were overcome by seeking advice from family and friends as well as provision of funds.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS.

4.0 Introduction

This chapter analyses the research findings (results), presentation and discussion of the data collected from the field. The purpose of the study was to investigate the barriers to sustainable procurement in local Governments in Uganda.

4.1 Background of the Information

This section details information about the bio data of the respondents like their age, sex, employment position and level of education. A total of (40) questionnaires were issued out to the employees of Mukono Local Government however, by the end of the exercise, only 37 questionnaires were collected posting a respondent rate of 92.5% and non-respondent rate of 7.5% which implies that the responsive rate of the respondents is far above the average.

4.2 Section A: Respondents Bio Data

This section was based on the characteristics of gender, department and level of education of respondents as shown below.

4.2.1 Gender of Respondents

Table 2: Showing Gender of the Respondents.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	24	48.0	48.0	48.0
Male	28	54.0	54.0	100.0
Total	**52**	**100.0**	**100.0**	

Primary Source.

The table above shows that males were more than the females standing at a percentage of 52%. The number of female respondents was 24 with a percentage of 48%. This difference was as a result of the nature of the setup of the organization. However, this data proved useful for this study as it provided more information.

4.2.2 Department of the Respondents

Table 3: Showing the Department of the Respondents

Department	Frequency	Percent	Valid Percent	Cumulative Percent
Procurement	14	28.0	28.0	28.0
Finance	13	26.0	26.0	54.0
Administration	15	30.0	30.0	84.0
Other	10	18.0	18.0	100.0
Total	**52**	**100.0**	**100.0**	

Primary Source.

The table above shows that the Procurement and Administration Department which also includes top political leaders had a higher percentage of 28% and 30% respectively. The Finance Department followed with 26% and finally those that were in other departments with 18%. This difference was due to the fact that the topic of the study was mainly based on the Procurement and Administration Departments since the respondents in those areas were knowledgeable enough to respond to the questionnaires. However, this difference enabled the researcher to obtain relevant information for this study.

4.2.3 Level of Education of Respondents

Table 4: Showing the level of Education of Respondents.

Level	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	9	18.0	18.0	18.0
Degree	38	54.0	54.0	72.0
Masters	12	24.0	24.0	96.0
PhD	3	6.0	6.0	100.0
Total	**52**	**100.0**	**100.0**	

Primary Source.

The information in the above table shows that the majority of the respondents had either degrees or had masters with the percentage 54% and 24% respectively. Diploma was 18% and PhD 6%. The difference in these figures is brought about by the fact that the education group of the

respondents was due to various attitude attachment towards education value as well as personal challenges such as financial and time constraints. This difference however ensured that information obtained was valid and in line with the study since the respondent group had attained some level of education.

4.3 Section B: The benefits of Sustainable Procurement.

4.3.1 The Concept of Sustainable Procurement

Table 5: Reveals whether the respondents were accustomed to the concept of Sustainable Procurement.

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	37.8	37.8	37.8
	No	23	62.2	62.2	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data, 2020

From the table above, the researcher found out that only 37.8% of the respondents are knowledgeable about the concept of Sustainability while the 62.2% were ignorant about the concept. They seemed to hear of it for the first time and considering it to be a new phenomenon. While the 37.8% respondents who were knowledgeable about the concept of Sustainability gave the following definitions and explanations;

- It is the conservation of the environment while conducting business activities. This was in accordance with (Harris, 2003) who understood sustainable procurement as the orientation of the choice of goods and technologies to the requirements of ecosystem integrity and species diversity as well as to social goals. He believes that the conservation of ecosystems and natural resources is essential for sustainable economic production and intergenerational equity. From an ecological perspective, both human population and total resource demand must be limited in scale and the integrity of ecosystems and diversity of species must be maintained.
- It is when economic, social and environmental aspects of an organization are integrated and matched. This was in accordance to (Kennard, 2006) who contended that Sustainable Procurement is achieved when economic development, social development and

environmental protection are balanced against business needs, taking into account the entire life-cycle cost of the product, quality required by the specification, bearing in mind the sustainable issue, availability of the product, functionality of the product in the environment to which it is to be applied, effects the product will have on the environment when in service, labor conditions of the producer and the human rights of the workforce, use of sustainable or recycled materials and/ or products and reduction of waste.

- It is a sourcing method that protects the environment while it achieves value for money. This was in line with the (SPTF, 2006) who contended that Sustainable Procurement is a process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization, but also to society and the economy while minimizing damage to the environment (Eco-buy, 2013).

4.3.2 Sustainable Procurement in the Organization

Table 6: Reveals the respondents' responses on the question whether the organization procures sustainably.

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	35.1	35.1	35.1
	No	24	64.9	64.9	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2020

From the findings, the researcher recorded 35.1% of the respondents who agreed to the question when asked whether the company procures sustainably yet 64.9% of the respondents did not agree that the company procures sustainably and gave these reasons below;

- The organization does not follow the sustainable procurement principles that are in place
- A number of times, the user department employees after specification of the need, they requisite for financial resources to go and procure the needed item on their own. This was very common with the technicians, engineers and some machine operators. It is important to note that this practice breeds compromised quality and financial mismanagement resulting into economic, social and environmental unsustainability.
- The organization does not follow the procurement principles as per the PPDA

4.3.3 Sustainable Procurement by the Suppliers/ Contractors

Table 7: Reveals the respondents' responses on whether the Suppliers/ Contractors embrace Sustainable Procurement

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	35.1	35.1	35.1
	No	24	64.9	64.9	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2020

From the findings in the table above, the researcher found out that 35.1% of the respondents believe that the organizations suppliers acknowledge sustainability in their operations while 64.9% of the respondents contend that some of their suppliers don't embrace sustainable procurement in their operations.

Respondents who observed sustainability in the operations of their suppliers/ contractors listed the following areas of observation;

- The products and services that the organization buys achieve value for money and create benefits for the community/ organization.
- It is evidenced by the short lead time and the supply of the right quantity and quality of goods that tally with the particulars on the purchase orders.
- Through effective communication and delivering on time and also provision of credit facilities.

4.3.4 Value/ Benefits of Sustainable Procurement

Table 8: Reveals the respondents' responses on the question whether the organization realized some benefits from Sustainable Procurement

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	37.8	37.8	37.8
	No	23	62.2	62.2	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2020

According to the findings above, when the respondents were asked whether the organization had realized some benefits from the implementation of Sustainable Procurement, the researcher found out that 37.8% of the respondents accepted that the organization had benefited from the implementation of Sustainable Procurement while 62.2% of the respondents answered NO, implying that the organization had not realized any benefits from Sustainable Procurement.

The respondents that answered YES implying that the organization had realized some benefits listed the following benefits that the organization had realized from the implementation of Sustainable Procurement.

- There was value for money attached to the purchased items and the costs attributed to the products the organization procures were controlled throughout its shelf life. This was in accordance with (Kennard, 2006) who asserted that whole life costing is a key tool in obtaining best value and its assessment, resulting into significant savings as well as environmental and social gains.
- Sustainable Procurement played a role in enabling compliance to the legislations such as labor force management, sensitivity being coined in labor turn over, quality products that are acceptable by the UNBS and also the disposal of the waste items (spent gain). This was in relation with the assertion of (Kennard, 2006) who considered a Sustainable product or project to be compliant to the environmental legislations and applying right from the original concept to its development through the design stage, to the procurement processes which produce the resources to bring the project into being. Social consciousness in form of avoidance of worker exploitation, influences consumer behavior and political activity and

yields increased worker satisfaction and improved productivity similarity, the use of energy, re-useable, non-toxic materials, reduction of waste and processes to improve profit margins yokes reduction of carbon in supply chains (cips, 2013)

4.4 Section C: The barriers to sustainable procurement

4.4.1 Cost implication of Sustainable Procurement

Table 9: Reveals respondents' responses on the question whether Sustainable Procurement is an expensive venture

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	67.6	67.6	67.6
	No	12	32.4	32.4	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2020

When the respondents were asked whether Sustainable Procurement is an expensive venture, 67.6% of the respondents confirmed it being expensive, while 32.4% believed that it is not an expensive. These contended that the diverse advantage of Sustainable Procurement overwhelms the cost implications such as reduced expenses on maintenance and repair, quality and compliant items do not attract returns inwards of finished goods. This implies in the short run that it is costly implementing it but in the long run, the cost is very minuet. However, other respondents considered Sustainable Procurement to be time consuming thus attracting additional costs on a product. This was in relation to (Blair and Wrigh, 2012) who asserted that Sustainable products are often perceived as being expensive or requiring a big capital investment. The UN Procurement guide revealed that the whole process and outcomes are professed to be expensive and time consuming. This contradicts with procurement objectives of obtaining the goods at the lowest possible price (Lyons and Farrington, 2006) believed that cost is the prime decision factor in purchasing.

4.4.2 Management Support to Sustainable Procurement

Table 10: Reveals Senior Management Support to Sustainable Procurement

(Do you think Sustainable Procurement is embraced by Senior Management?)

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	43.2	43.2	43.2
	No	21	56.8	56.8	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2020

According to the above response from the respondents, 43.2% answered YES implying that Sustainable Procurement is embraced by Senior Management while 56.8% of the respondents answered NO meaning that the concept is not fully supported by Senior Management of Mukono Local Government. This poses an obstacle to the enjoyment of the benefits of Sustainable Procurement.

This was also asserted by (Blair and Wrigh, 2012) that organizational culture and structures coupled with processes that are supportive and conducive towards Sustainable Solutions as well as senior management support are considered key in Sustainable Procurement and identified lack of senior management support as a barrier to Sustainable Procurement. The Sustainable Procurement Task Force (Defra, 20060 reiterated that there was a lack of clear direction from top management to make delivering Sustainable Development objectives through Procurement a priority.

4.5 Section D: Interventions aimed at successfully implementing sustainable procurement

4.5.1 Conducting initial training in key sustainable procurement principles

Table 11: Reveals respondents' response on whether initial training on key sustainable procurement principles have been conducted.

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	42.2	42.2	42.2
	No	22	57.8	57.8	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2020

According to the above response from the respondents, 42.2% answered YES implying that initial training in key sustainable procurement principles has been conducted while 57.8% of the respondents answered NO, meaning that initial training in key sustainable procurement principles hasn't been conducted or carried out yet. The lack of training on the key sustainable procurement principles causes lack of awareness, knowledge and capacity to implement the practice hence becoming a threat or barrier to sustainable procurement in local government.

4.5.2 Sustainability criterion when awarding key contracts

Table 12: Reveals respondents' response on whether there is a general sustainability criterion when awarding key contracts

Narration		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	37.8	37.8	37.8
	No	23	62.2	62.2	100.0
	Total	**37**	**100.0**	**100.0**	

Source: Primary Data 2010

From the findings in the table above, the researcher found out that 37.8% of the respondents believe that the organization has a sustainability criterion when awarding key contracts while 62.2% of the respondents contend that there is lack of a general sustainability criterion when awarding key contracts.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND REOMMENDATIONS

5.0 Introduction

This chapter consists of a summary of all field findings, draws conclusions from the research findings in chapter four and states recommendations to the study and points out areas that need further research.

5.1 Discussion of findings in relation to the specific objectives of the study

The researcher narrates the results of the findings with respect to the general and specific objectives of the study. The researcher's general objective was to investigate the barriers to sustainable procurement in local Government in Uganda while the specific objectives were concerned with examining the value or benefits of sustainable procurement practices in public sector organizations and developing interventions aimed at successfully implementing sustainable procurement practices.

5.2.1 Barriers to Sustainable Procurement

The cost implication of procuring sustainably is considered high and uneconomical. Sustainable products are often perceived as being expensive or requiring a big capital investment (Blair and Wrigh, 2012). The UN procurement guide reveals that the whole process and outcomes are professed to be expensive and time consuming. This conflicts with procurement objectives of obtaining the goods at the lowest possible price (Lyons and Farrington, 2006). Cost is the prime decision factor in purchasing.

Time consuming and attracting additional costs on a product was affirmed by 67.6% of the respondents. This affirmation was in relation to (Blair and Wrigh, 2012) who asserted that sustainable products are often perceived as being expensive or requiring a big capital investment. The UN procurement guide revealed that the whole process and outcomes are professed to be expensive and time consuming. This contradicts with procurement objectives of obtaining the goods at the lowest possible price (Lyons and Farrington, 2006) believed that cost is the prime decision factor in purchasing.

From the findings above, 67.6% respondents concluded that sustainable procurement was an expensive undertaking in terms of cost and time on implementing. Similarly, (Blair and Wrigh, 2012) asserted that sustainable products are often perceived as being expensive or requiring a big capital investment and the whole process outcomes are professed to be expensive and time consuming. This contradicts with procurement objectives of obtaining the right and goods at the lowest possible price. Therefore, basing on the integration of these two observations, the two conform to spearman's interpretation of coloration thus greatly colorate.

5.2.2 Value/ Benefits of Sustainable Procurement

Sustainable Procurement according to (Kennard, 2006) leads to control of costs through whole life costing. While life costing is a key tool in obtaining best value for a product, for example, energy efficient products often have an increased capital cost that is more than offset by reduced operating costs. The procurement process starts with the definition of what is needed and in doing so evaluating the option. In essence, it is setting the business plan for the product.

A group of fourteen (37.8%) of the respondents observed some benefits of sustainable procurement in the organization and a number of them asserted that there was value for money attached to the purchased items and the costs attributed to the products the organization procures were controlled throughout its shelf life. This was in accordance with (Kennard, 2006) who asserted that whole life costing is a key tool in obtaining best value for money and its assessment, results into significant savings as well as environmental and social gains.

There is a great synergy between (Kennard, 2006)'s understanding of the benefits of sustainable procurement and the field findings especially concerning the cost advantages. Basing on the respondent's response, the researcher found out that there was value for money attached to the purchased items and the costs attributed to the products the organization procures were controlled throughout its shelf life. Similarly, (Kennard, 2006) asserted that whole life costing is a key tool in obtaining best value and its assessment, results into significant savings as well as environmental and social gains. Therefore, this articulates a greater coloration between the research finding and Kennard 2006 conclusions.

5.2.3 Interventions aimed at successfully implementing sustainable procurement.

The (Sustainable Public Procurement) SSP approach by the Marrakesh Task Force guides through steps in building an effective SSP program. The SSP Approach is a series of stages to be followed to first design and implement a policy and action plan to push authorities towards more sustainable public procurement in a gradual and consistent way (Program, 2012).

The stages include the launch of the project which includes the establishment of the project governance and conduct initial training. This is followed by a status assessment, legal review, prioritization exercise and market readiness analysis.

According to (Sir Neville Simms, 2006) the first key requirement is the need for a comprehensive approach to help organizations understand, prepare and take the steps needed to an organizational and process level to improve procurement practice and to make sustainable public procurement happen. This approach is guided by key themes of people, policy, strategy and communications, procurement process, engaging suppliers, measurement and results. These key themes are all involved in the development, growth and maturity of sustainable public procurement which start with the foundation (level1), embedding (level 2), practice (level 3), enhancing (level 4), and finally leadership (level 5).

According to (Procuring the future, 2006), the themes all go through the foundation stage as the early preparation for the rest of the process. The required people for the process are identified and these are mainly key procurement staff who are then trained in sustainable procurement principles such as transparency, integrity, economy, openness, fairness, competition, and accountability. (The public procurement cycle, 2010-2018. This training should become part of the induction program for all new employees in the organization.

The organization should also start to include a general sustainability criterion when awarding key contracts and they should be awarded on grounds of value for money, not lowest price. At foundation level still according to (Procuring the future, 2006) key suppliers should be targeted for engagement on subjects such as the procurement policy. The spend analysis on these individual suppliers also needs to be taken. The final theme that needs to be addressed at the foundation level is measurement and results which can be done on the key sustainability impact of procurement activities that have been identified.

5.3 Conclusion

5.3.1 Barriers to Sustainable Procurement

In conclusion, the barriers to sustainable procurement in local governments and local purchasers most widely perceived by those procuring goods and services in procurement departments include a conflict between sustainable procurement and reducing costs, senior management support, knowledge and capacity, lack of leadership on sustainable procurement, lack of integration of sustainable procurement into standard procurement processes, meaning that prioritizing sustainability issues may not be taken into account. (The national audit office September, 2005)

5.3.2 Benefits of Sustainable Procurement

In conclusion, sustainable procurement is beneficial in a way that it provides cost savings through focusing organizations on following a whole life costing methodology when sourcing goods and services. This would include reducing use, reusing and recycling and ultimately reducing the amount of waste going to landfill.

It also enhances corporate image in the market place and mitigating not only present risks but future risks as well since organizations have to think beyond and outside the box. Similarly, it creates markets for new products and services by using technology to develop and market sustainable products that will initially attract consumers who are early adopters and command a premium price in the market place. It also helps to build an organizations reputation as well as secures the supply of goods and services in light of increasingly environmental legislation and reduces waste while improving resource efficiency.

5.3.3 Interventions aimed at successfully implementing sustainable procurement.

In conclusion, there a series of stages that an organization should go through in order to successfully implement sustainable procurement practices which include the establishment of the project governance and the conducting of initial training to key procurement staff who are then trained in sustainable procurement principles such as transparency, integrity, economy, openness, fairness, competition, and accountability. (The public procurement cycle, 2010-2018. This training should become part of the induction program for all new employees in the organization.

The organization should also start to include a general sustainability criterion when awarding key contracts and they should be awarded on grounds of value for money, not lowest price. At foundation level still according to (Procuring the future, 2006) key suppliers should be targeted for engagement on subjects such as the procurement policy

5.3.4 General conclusion

Sustainable procurement decisions consider the environmental and social impacts (both positive and negative) from products and services alongside the cost. Considering the environmental and social impacts from procurement aligns with Ugandan Government (PPDA) obligations to spend public money efficiently, effectively, economically and ethically. Basing on the field findings, lack of awareness and management support have made it difficult to successfully execute sustainable procurement practices. However, it is acceptable that sustainable procurement is cost effective and more economical to local government operations given its diverse contributions such as reduced waste, lean production fostering whole life costing of the product.

Despite all the mentioned benefits, a segment of respondents considered it a costly and time-consuming venture in terms of implementation, monitoring and maintenance.

5.4 Recommendation of the study

5.4.1 To the students and all sustainable procurement practitioners

All practitioners of sustainable procurement need to educate clients and suppliers through voluntary codes or legislation, environmental impact studies translated into the end product. Recognized environmental and social performance standards, current or evolving environmental legislation and standards, stakeholder requirements and bidders explaining their sustainable procurement policy.

5.4.2 To Local Governments

There is need for the Ugandan Government in conjunction with the public procurement and disposal unit to sign up to sustainable principles. Outside of those areas of influence, national and international regulatory and financial institutions make environmental and sustainable policies a corner stone of providing assistance. Hence the need to enforce the dictates of those

policies internally and not just through socially conscious organizations and public procurement body. A higher scoring for such environmentally friendly bids would discourage the cheapest option of lowest bid wins, which would not necessarily support a sustainable approach.

The researcher recommends local governments to be committed to building effective policies to make stakeholders aware of the sustainable procurement strategy. Training and guidance throughout the organization and to those of its suppliers and contractors should be carried out as well as developing links to other organizations and peer groups through bench marking to learn from their experiences and engaging in purchasing consortia where relevant.

Local governments need to manage their supply chains with considerations on ethical core values in contractors' policies and procedures. It is important to note that transparency in such policies is vital to support the ability to demonstrate that the policies have been followed. These policies should include protection of the environment, protection against corruption, respect for people and zero accident tolerance in health and safety issues. Bid lists should include small and micro businesses to create local supply chains.

This can be driven through assurance programs through all tiers of the supply chain and through the prequalification criteria and after establishing a sustainable supply chain, it is important to continue measuring the standard of performance and carry out regular evaluations, expectations of performance from the lower tiers in terms of ethics and sustainability which must be clearly identified and the risk of them failing to comply assessed in terms of capacity, experience, financial stability, technical qualifications and their systems and attitude in respect of health and safety.

5.5 Areas for further research

Other researchers should investigate on sustainable procurement and how it is embraced on the supplier's perspective, the relationship between sustainable procurement and organizational performance and the effectiveness of sustainable procurement throughout all the supply chain tiers.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Uganda Christian University

Research questionnaire

Dear Respondent,

I am **OKAO JESSE**, a student of Uganda Christian University pursuing a Bachelor's Degree in Procurement and Logistics Management. I am carrying out academic research on the barriers to sustainable procurement in local governments in Uganda. The results of this research will be used for specifically academic purposes and the information that you give will be treated with utmost confidentiality.

SECTION A: PERSONAL DATA (Please tick the most appropriate one)

1. **SEX:** Male ☐

   Female ☐

2. **AGE:** 18-29 ☐ 30-39 ☐ 40-49 ☐

   50-59 ☐ 60 and above ☐

3. **What is your level of Education?**

Certificate ☐ Diploma ☐ Degree ☐

Masters ☐ PhD ☐ Others ☐

If Others, please specify;

……..

4. **Which Department do you belong to?**

PDU ☐ Accounting and Finance ☐ Administration ☐

any other (specify) ……

SECTION B: This section seeks to identify the barriers to sustainable procurement in local government.

1. Do you think sustainable procurement is an expensive venture?

YES ☐

NO ☐

If yes, in which ways do you think it's expensive?

……
……
…….

If no, please justify?

……
……
……...

2. Do you think sustainable procurement is embraced by senior management?

YES ☐

NO ☐

If yes, how do you think they embrace it?

……

……

…….

If no, please explain why?

……

……

……

SECTION C: This section seeks to identify the benefits of sustainable procurement in local government.

1. Do you understand the concept of sustainability?

   YES ☐

   NO ☐

   If yes, please state how you understand the concept;

   ……

   ……

   …….

2. Do you think the organization procures sustainably?

   YES ☐

   NO ☐

3. Do you think your suppliers/ contractors embrace sustainable procurement?

   YES ☐

   NO ☐

If yes, how do you think they embrace sustainable procurement?

……
……
……

4. Do you think the organization has realized some benefits from the implementation of sustainable procurement?

   YES ☐

   NO ☐

If yes, what are some of the benefits?

……
……
……..

If no, please give your reason?

……
……
…….

SECTION D: This section seeks to identify the interventions aimed at successfully implementing sustainable procurement

1. Do you think initial training in key sustainable procurement practices has been conducted?

   YES ☐

   NO ☐

2. Is there a general sustainability criterion when awarding key contracts?

   YES ☐

   NO ☐

THE END

Thank you so much for your time.

APPENDIX II: LETTER OF APPROVAL

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

19th Aug, 2024

TO WHOM IT MAY CONCERN

Name: **OKAO JESSE** Reg. No **M21B12/006**

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

Investigating the Barriers to Sustainable Procurement in Local Government's in Uganda. A Case study of Mukono Local Government.

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

……..

Mukisa Simon Peter
Research coordinator