PROJECT PROCUREMENT PROCESSES AND PROJECT PERFORMANCE OF SELECTED INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN HARGEISA, SOMALILAND

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In Partial Fulfillment of the Requirements for the Degree of

Master of Arts in Project Planning and Management

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DECLARATION A

"This thesis is my original work and has never been presented for a Degree or any other academic award in any University or Institution of Learning".

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Name and Signature of Candidate

08/08/2011

Date

DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

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APPROVAL SHEET

This thesis entitled" Project Procurement Processes and Project Performance of Selected International Non-Governmental Organizations in Hargeisa, Somaliland" prepared and submitted by Jama Yusuf Saleban in partial fulfillment of the requirements for the degree of Master of Arts in Project Planning and Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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DEDICATION

I dedicated this thesis to my mother, Asha Abullahi Kahin, my father, Yusuf Saleban Ismail and all my brothers and sisters.

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ABSTRACT

The study is about project procurement processes and project performance of CARE International and Save the Children in Hargeisa, Somaliland. The study examined the relationship between project procurement processes and project performance of these two selected International Non-Governmental Organizations (NGOs). The specific objectives of the study were to find out the extent to which project procurement processes is implemented among the selected International NGOs in Hargeisa, Somaliland; evaluate the level of project performance among selected International NGOs in Hargeisa, Somaliland; establish the relationship between project procurement processes and the level of project performance among selected International NGOs in Hargeisa, Somaliland.

The study used correlational research design on a population of CARE International and Save the Children staff. The study used a questionnaire for data collection. The data collected was analyzed using SPSS by using cross tabulation, frequencies and correlations analyses. The study found out that project procurement processes had a significant relationship with project performance. The study concluded that project procurement processes significantly contribute to project cost, quality and schedule performance and project managers who need to achieve desired levels of project cost, quality and schedule performance need to ensure that project procurement planning, supplier solicitation and selection processes, and contract management during project management need to be harnessed.

The study recommended that international NGOs should always ensure that there is effective and adequate project procurement planning and implementation strategies, supplier solicitation and selection processes, and contract management to achieve the desired project costs, quality and schedule requirements. The study suggested other studies that need to be conducted to identify the effect to which donor demands and budget monitoring have on procurement processes of INGOs.

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CHAPTER ONE
THE PROBLEM AND ITS SCOPE

Background of the Study

Procurement according to Thai (2004) has a long history written on a red clay tablet, found in Syria, the earliest procurement order dates from between 2400 and 2800 B.C. the order was for "50 jars of fragrant smooth oil for 600 small weights in grain". Other evidence of historical procurement includes the development of the silk trade between China and a Greek colony in 800 B.C.

Similarly, Thai (2004), in the United States America (USA), government procurement at the municipal level predates that of state and federal governments. In the settlements and colonies, printing was one of the few services contracted out by government, but there were no professional procurement officials. Goods and services needed by the government were supplied by the commissioners or commissaries, which received a commission on what they bought for the militia or other administrative units. It was not until the late 1800s that state legislators began to create boards or bureaus responsible for purchasing, but central purchasing was hardly a process at that time in 1810.

Similarly, procurement was at one time perceived to be a simple ordering or clerical function of government intended to obtain the right goods, capital assets or services (meeting quality requirements), in the right quantity, for delivery at the right time to the right place, from the right source. Thus, the work of public procurement transited from a clerical function independently performed by various people throughout

different agencies or departments within a government entity to a more and more challenging government function that continues to evolve, both conceptually and organizationally. This evolution has accelerated as government entities at all levels come under increasing pressure to "do more with less", while simultaneously attempting to cope with broader socio- economic objectives of acquisition of goods and services. All government entities struggle within an environment of unrelenting budget constraints in as far as acquisition of goods and services is concerned.

The public demand for increased transparency, greater efficiency, fairness, and equity in public procurement has heightened. Policy makers use public procurement as an instrument to achieve contemporary policy concerns, including environment protection, stimulation of local or domestic economy and helping minority.

Furthermore, Thai (2004) highlights that the sheer magnitude of the public procurement dollar expenditure outlay has a dramatic impact on the economy of a country and thus needs to be well managed. Indeed, in all countries in the world estimates of the financial activities of government procurement are believed to be approximately 10%- 30% of Gross National Product (GNP).

In Africa, procurement reforms arose as a result of the need to make the public sector, private sector and non governmental organizations (NGOs) to be accountable to the citizens and project beneficiaries. The reforms as such emphasized the need to observe equitable procurement processes following established procurement legal frameworks and regulations to ensure value for money procurements.

To this effect, developing countries and their development partners (NGOs) started to reform their procurement systems and processes to conform to established national and international procurement procedures. The reforms aimed at achieving value for money and focused on procurement planning, supplier solicitation and selection and the management of the awarded contract (Michael & Harding, 2001).

In Somaliland, procurement reforms were introduced mainly by CARE International, Save the Children, United Nations Development Programme (UNDP), United States Agency for International Development (USAID), Department for International Development (DFID) and Oxford Committee for Famine Relief (OXFAM) (World Bank, 2005).

From the fall of the Somali central government following the civil war of the 1990s, service delivery was constrained and NGOs remained the only source of service delivery of education, health, road infrastructure, housing and sanitation. The service delivery interventions are implemented through programs and projects to address specific community needs. The projects are usually initiated by the NGOs given their mandate although consideration of local needs is equally considered (Nenova, 2004).

CARE international and Save the Children Alliance have been on the forefront of service delivery through numerous projects to improve the livelihoods, education and health of the communities in Somaliland. One such project was the Strengthening capacity of teacher training (SCOTT) implemented for two year (2007-2009). The project objective was to Improve and enhance professional teaching skills and knowledge of the teachers in Somaliland. SCOTT project was funded by European

Commission and co-implemented by CARE International and Save the Children. The project targeted the In-service primary teachers and Pre-service primary female teachers in Sool, Sanaag and Maroodi Jeh Regions.

Statement of the Problem

International NGOs implement a lot of projects in Somaliland. Moreover, International NGOs spend huge amounts of projects' budgets on procurements. On the other hand, the management of International NGOs acknowledges the importance of project procurement processes if their projects are to achieve the expected project performance. However, in Somaliland, many projects fail because they do not meet the cost, quality and schedule requirements .Despite the appreciation of the role of project procurement processes by management of International NGOs for envisaged project performance, no significant studies were carried out to provide evidence on the effects of project procurement processes on project performance in Somaliland a post conflict rebuilding state dependent on NGOs projects. Therefore, to determine whether project procurement processes have an effect on project performance, this relationship should not be assumed. It is against this background that the study seeks to asses the project procurement processes and project performance of selected International NGOs in Hargeisa, Somaliland.

Purpose of the Study

The aim of this study is to establish the relationship between project procurement processes and project performance of selected International NGOs in Hargeisa, Somaliland with a view of identifying

recommendations for improving project procurement processes and project performance.

Research Objectives

i. To determine the profiles of the respondents in terms of gender, education level, job section and number of years worked with the NGO.
ii. To examine the extent to which project procurement processes is implemented by the selected International NGOs in Hargeisa, Somaliland.
iii. To evaluate the level of project performance of the selected International NGOs in Hargeisa, Somaliland.
iv. To establish the relationship between project procurement processes and the level of project performance of the selected International NGOs in Hargeisa, Somaliland.

Research Questions

i. What is the profile of the respondents in terms of gender, education level, job section and number of years worked with the NGO?
ii. To what extent are the project procurement processes implemented by selected International NGOs in Hargeisa, Somaliland?
iii. What is the level of project performance of the selected International NGOs in Hargeisa, Somaliland?

iv. Is there a significant relationship between project procurement processes and the level of project performance of the selected International NGOs in Hargeisa, Somaliland?

Scope of the Study

The study was limited to project procurement processes and project performance of selected international NGOs. The study focused on SCOTT projects implemented by CARE International and Save the Children in Hargeisa. Hargeisa is the capital city of Somaliland and the center of all NGOs that implement projects in the country. Somaliland comprises of the territory, boundaries and people of the former British Somaliland protectorate. This study used correlational research design and a sample of (56) respondents. This study was conducted from February 2011 to June 2011. This research paper concentrated on examining the effect of project procurement processes on project performance.

Significance of the Study

It was expected that the findings of this study would be useful to individual NGOs to improve on the project procurement processes for improved project performance of the projects they implement in Somaliland. The researcher hopes that this study will yield data and information that will be useful for understanding the effect of project procurement processes on project performance. The finding and the recommendations of this study will also be useful for project decision makers to evaluate their project procurement processes for improved project performance.

To the government of Somaliland, the study will help identify effective project procurement processes for enhanced project performance that can be borrowed and adopted for use by government departments to ensure value for money of public procurements in the post conflict rebuilding efforts in liaison with development partners.

It is hoped that this study will be of great importance to other researchers and students researching on project procurement and project performance. The study will serve as an important function of providing up-to-date information and literature in the field of project procurement and project performance. It will also suggest further areas of essential studies that will appear while doing this study to avoid passing the boundaries of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATUE

Introduction

This chapter presents a review of related literature based on previous studies and what other authorities in the world and in different industries have observed on the study variables. The literature review is done with a view of throwing more light on the study problem and identifying literature gaps. The first section presents related literature on procurement process. This is followed by related literature on project performance, the relationship between project procurement process and project performance.

Concepts, ideas, Opinions from Authors/Experts

Project Procurement Processes

Project procurement, however, is the process of obtaining goods or services in any way including borrowing, leasing to achieve the project needs for transformation (Lysons & Farringham, 2006). Procurement Process is a method by which items are purchased from external suppliers. The procurement management process involves managing the ordering, receipt, review and approval of items from suppliers. A procurement process also specifies how the supplier relationships will be managed, to ensure a high level of service is received. Odhiambo and Kamau (2003) defined public procurement as the purchase of commodities and contracting of construction works and services if such acquisitions are affected with resource from state budgets, local authority

budgets, state foundations fund, domestic loans or foreign loans guaranteed by the state, foreign aid as well as revenue from the economic activity of the state. Thus, every effort of public procurement should consider achievement of sustainable development in the delivery of services to the citizens through effective procurement planning, good solicitation process and effective contract management (Love, Patrick, & Irani, 2002). Project procurement is a wider term than purchasing which implies acquisition of goods or services in return for a monetary or equivalent payment.

According to Bailey et al. (1999), the objective of project procurement is to acquire the right quality of material, at the right time, in the right quantity, from the right source, at the right price. The authors urge that remembering the need to work as an effective function, the project procurement serves the following function: to supply the project with a flow of materials and services to meet its needs; ensure continuity of project supplies by maintaining effective relationships with the existing source. Project procurement considers at developing other sources of supply either as alternatives to meet emerging or as planned needs; to buy efficiently and wisely, obtaining by an ethical means the best value for every dollar spent and to maintain sound cooperative relationships with other project departments. Project procurement also provides information and advice as necessary to the effective operation of the organization as a whole and to develop policies, procedures that can ensure the achievement of planned objectives. Project procurement encompasses three major considerations of procurement planning and implementation strategies, solicitation of suppliers and contract management.

Project Procurement Panning and Implementation Strategies

Thai (2004) considers project procurement planning to involve the identification of procurement needs by the procurement and the disposal entity, the user department in collaboration with procurement professionals and in some cases with the suppliers. The procurement needs identification equally involves development of specifications of the items/inputs required by the entity. It is important to note that procurement planning should arise from the strategic plan of the organization. As such, an effective project procurement plan should anticipate changes in the entities requirements for technological capabilities and identification of goods/services and works that are critical to implementation of the plan. Annually, users have to establish the acquisition plans by assessing their existing assets in order to identify the input gap between planned and actual performance and defining the gaps or inputs needs commonly called "wish list".

All needed project inputs have to be assessed in terms of their functionality, full life, cycle cost, affordability of the full life costs, and associated risks. Finally, the agency/entity establishes the project acquisition objectives in terms of requirements to be achieved and prepares an original acquisition portfolio (project procurement plan).

Project Supplier Solicitation and Selection Processes

Leonhard, Bernold, and Siman (2005) concurred that project procurement must solicit for suppliers to provide the goods, works and services needed for the entity. Five major activities are involved in the

project solicitation and supplier selection and they include: solicitation document preparation which may involve selecting from existing documents or modifying or a combination of both or a creation of new requirements documents to meet the agency's needs. solicitation of offers by considering competitive approval levels and along with public notice, electronic solicitation or other methods of publicizing; evaluation aims and intended to select best value contractor and through meeting principals of integrity, client service, social economic objective, competition, equal treatment, and accountability. Solicitation also includes negotiations arising from mistakes of offers especially on costs, scope of work aimed at resolving mistakes through established procedures; and contract award arising from the evaluation and meeting of the criteria stipulated in the bid documents.

According to Walker and Rowlinson (2003), competitive tendering is associated with better performance than directly negotiated project procurement contracts. Solicitation is a key vital consideration for successful outsourcing and a number of contractor solicitation methods available. Open domestic bidding is used to obtain maximum possible competition and value for money. Similarly, open international bidding is the procurement or disposal method, which is open to participation on equal terms by all providers, through advertisement of the procurement or disposal opportunity and which specifically, seeks to attract foreign providers.

On the other hand, Boselie, Henson, and Weatherspoon (2003) highlighted that in most cases; procurement against foreign aid is carried out by using the international competitive bidding process (ICB) with a

margin of preference given to domestic goods and services in developing countries. When the ICB is not the most appropriate method of procurement, alternative methods are used. These methods include limited international bidding (LIB), national competitive bidding (NCB), international and local shopping, direct contracting: by extending an existing contract, standardized equipment or spare parts from the original supplier, proprietary equipment and any other special circumstances such as in response to natural disasters (World Bank, 2002).

Project Procurement Contract Management

Project contract management consists of ordering, monitoring ordered items' quantities and quality, paying invoices and keeping a good accounting record. After the designated contract administrator issues a notice to proceed, this sets the contract administration in motion. While the contractor performs their contracts, the procurement official or their designated contract team need to carefully monitor their contract performance especially the quality schedules acceptance, conflicts, changes, budgets and payment. Payments may be extracted in three ways: Advance payments or prepayments, interim payments, and final payments. Contract closure involves several activities and should meet the following requirements: All contractual issues have been met, all changes if any have been incorporated in the final document, all the deliverable items have been received, all borrowed resources and classified documents have been returned, and final payment has been made (Thai, 2004).

Similarly, Pingali, Khwaja, and Meijer (2005) recommend that project procurement contract management should include monitoring and evaluation and knowing the parties' contractual rights and responsibilities. It also permits bartering when the agreement does not resolve the issue and leverage is necessary while maintaining contract formalities can be especially challenging when the original, pre-outsourcing organization was particularly informal. The breach of a term of agreement by the outsourcing vendor in relation to service level will give grounds for the procuring and disposal entity to sue for damages. However, litigation for contract damages is often expensive, time consuming and involves a good deal of uncertainty (Heinbuch, 1996).

Furthermore, Thai (2004) on his part recommends that there should also be explicit agreement in relation to the termination of services in cases where service levels are not met or when the vendor goes into liquidation, etc. It is particularly important that these issues are spelt out in the agreement because the relationship between the outsourcing customer and the vendor is likely to be tense in termination cases and voluntary assistance based on an assumption of goodwill cannot be relied on.

Theoretical Perspectives

This study will be guided by the transformation theory of projects. According to Koskela & Howell (2002), the theory of projects is provided by the transformation view on operations where a project is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which a project is managed. These

principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently to enable achievement of the expected project performance. This study will therefore be underpinned by the transformation theory of projects that relates largely to the acquisition of inputs that are turned to project outputs through value adding role of project procurement processes.

Related studies

Project Performance

Chan and Chan (2004) contends that establishment of performance indicators enable measurement of project performance and advocates that project performance is measured using traditional measures relating to schedule, quality and cost. Thus, project performance is considered in the context of achievement of a project's schedule, quality and cost objectives; it does not include other emerging performance metrics used in the measurement of project performance.

Project Schedule

Schedule refers to the duration for completing the project. It is scheduled to enable the project to be used by a date determined by the plans. Related to "time" is the concept of "effectiveness". Effectiveness is defined as a measure of how well the project was implemented or the degree to which targets of time and cost were met from the start-up phase to full production. According to Chan & Chan (2004), there are three formulae under the "time" category, namely construction time,

speed of construction and time variation. Construction time is the absolute time that is calculated as the number of days/weeks from start of the activities to practical completion of the project. Speed of construction is the relative time, which is defined by gross floor area divided by the construction time. Time variation is measured by the percentage of increase or decrease in the estimated project in days/weeks, discounting the effect of extension of time (EOT) granted by the client. More over, time management is a project function that establishes and maintains appropriate allocation of time to project activities to control overall conduct of project through the successive stages of the project cycle.

This is done through the planning, estimating, scheduling and schedule control-i.e. carry out activity/task definition, carry out activity sequencing, estimate duration of activities, develop activity scheduling and schedule control. Time management is a critically important skill for any successful project team. Project managers who succeed in meeting their project schedule have a good chance of staying within their project budget. The most common cause of blown project budgets is lack of schedule management.

Project Costs

According to Chan and Chan (2004), cost is defined as the degree to which the general conditions promote the completion of a project within the estimated budget. Cost is not only confined to the tender sum, it is the overall cost that a project incurs from inception to completion, which includes any costs arise from variations, modification during implementations period and the cost arising from the legal claims, such as

litigation and arbitration. Cost can be measured in terms of unit cost, percentage of net variation over final cost. Percentage net variation over final cost is the ratio of net variations to final contract sum expressed in percentage term and it gives an indication of cost overrun or under run.

Project cost performance is a group of processes required to ensure the project is completed within the approved budget. Project cost management includes: estimating, budgeting and cost control. Cost estimating is the process of developing an approximation (or estimate) for the cost of the resources necessary to complete the project activities. There is a difference in Cost Estimating and Pricing. Cost estimating is assessing how much it will cost the organization to provide the product or service. Pricing is assessing how much the organization will charge for the product or service. Cost estimating also includes identifying and considering cost alternatives. Cost estimating process is a part of "Project Planning Phase".

Cost Budgeting is allocating the value of the overall cost estimate to individual work items, in order to establish a cost baseline for measuring project performance. Cost Budgeting is part of "Project Planning Phase". Project cost control includes influencing the factors that create changes to the cost baseline, ensuring requested changes are agreed upon and managing the actual changes when and as they occur. Cost Control process is part of "Project Controlling Phase"(PMP, 2009).

Project Quality

Hardie and Walsh (1994) identified different definitions of quality, including ``conformance to specification''. This definition has been widely

implemented throughout industry and academia. They stipulate that if a product does not meet the specified standard defined according to customer demand and requirements, then it is defective, i.e. the customer will be dissatisfied with the product. Other notable definitions which were highlighted by Hardie and Walsh (1994) include ``anything that can be improved" and ``fitness for purpose or use". Quality has also been defined as "the totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs (ISO Press, 1994). Here, the stated and implied quality needs are the inputs used in defining project requirements from the donor and the beneficiaries. Quality is also defined as the "Conformance to requirements or fitness for use"-which means that the product or services must meet the intended objectives of the project and have a value to the donor and beneficiaries and that the beneficiaries can use the material or service as it was originally intended (Duran, 1951).

According to Chan & Chan (2004), quality is another project performance criterion that is repeatedly cited by previous researchers. However, the assessment of quality is rather subjective. In the construction industry, quality is defined as the totality of features required by a product or services to satisfy a given need; fitness for purpose. Nowadays, quality is the guarantee of the products that convinces the customers or the end-users to purchase or use. The meeting of specification is one way to measure quality.

They defined specification as workmanship guidelines provided to contractors by clients or clients' representatives at the commencement of project execution. The measure of technical specification is to the extent

that the technical requirements specified can be achieved. In real terms, technical specification is provided to ensure that buildings are built in good standard and in proper procedure. The central focus of quality management is meeting or exceeding stakeholder's expectations and conforming to the project design and specifications.

The ultimate judge for quality is the beneficiary, and represents how close the project outputs and deliverables come to meeting the beneficiaries' requirements and expectations. Quality management is the process for ensuring that all project activities necessary to design, plan and implement a project are effective and efficient with respect to the purpose of the objective and its performance. Project quality management (QM) is not a separate, independent process that occurs at the end of an activity to measure the level of quality of the output. It is not purchasing the most expensive material or services available on the market. Quality and grade are not the same, grade are characteristics of a material or service such as additional features. A product may be of good quality (no defects) but be of low grade (few or no extra features). The main principle of project quality management is to ensure the project will meet or exceed stakeholder's needs and expectations (PM4DEV, 2007).

Quality Characteristics

All material or services have characteristics that facilitate the identification of its quality. The characteristics are part of the conditions of how the material, equipment and services are able to meet the requirements of the project and are fit for use by the beneficiaries. Quality characteristics relate to the attributes, measures and methods attached to

that particular product or service. Quality characteristics include the following: Functionality is the degree, by which equipment performs its intended function, this is important especially for clinical equipment, that the operation should behave as expected. Performance is how well a product or service performs the beneficiaries intended use. A water system should be designed to support extreme conditions and require little maintenance to reduce the cost to the community and increase its sustainability. Reliability is the ability of the service or product to perform as intended under normal conditions without unacceptable failures. Material used for blood testing should be able to provide the information in a consistent and dependable manner that will help identify critical diseases. The trust of the beneficiaries depends on the quality of the tests.

Relevance is the characteristic of how a product or service meets the actual needs of the beneficiaries; it should be pertinent, applicable, and appropriate to its intended use or application. Timeliness is how the product or service is delivered in time to solve the problems when it is needed and not after, this is a crucial characteristic for health and emergency relief work. Suitability, defines the fitness of its use, its appropriateness and correctness, the agriculture equipment must be designed to operate on the soul conditions the beneficiaries will use it on. Completeness is the quality that the service is complete and includes all the entire scope of services. Training sessions should be complete and include all the material needed to build a desired skill or knowledge (PM4DEV, 2007).

Relationship between Project Procurement and Project Performance

Holt and Rowe (2000) link project efficiency and effectiveness to a continual attention to the possibility of improvement in the cost function. From the client side, organizations could support, rather than limit, such productivity by becoming involved, continually, within the process of project inception, delivery and use. This could be done by influencing, for instance, procurement processes, monitoring techniques and accounting procedures. Project quality is, then, not conceptually limited to the product process, but incorporates relations between suppliers and clients within the project supply network. So, before total quality management procedures governing the event of product and service delivery can operate effectively, concern must be given to the foundations within which such procedures make sense, notably, to nurturing a culture of innovation and continuous improvement. Attending to relations requires that quality concerns encompass all attitudes within the supply network so that consistency is attained and maintained.

Joe and Winnie (1999) recommend that to achieve the desired project performance, the tender's submission normally should comprise all required quality documents as stated and should be adequate for purchasing institution to assess the tender's quality system and rank them from a quality point of view. Winter (2005) argues that all supplies offered to the aid-funded projects also have to qualify in terms of minimum technical suitability and quality.

To this extent in order to market successfully to less developed country (LDC) governments, sellers need to understand "a series of

successive hurdles or screens which may be affected by two types of overlapping factors: intrinsic and extrinsic. Intrinsic influences are dominated by local factors unique to the region. Extrinsic influences originate from Supplier choice criteria international practices, procedures and processes".

As for many organizations the lion's share of the total cost can be attributed to external sources, and procurement processes can therefore play an important role in the endeavor to achieve low costs. Thus, the procurement function has a significantly important task in trying to reduce the cost from external sources as much as possible. The total cost of ownership tool can be used to understand the true costs associated with a certain purchase. It is imperative to know where the costs lie and work consistently to try to reduce them throughout the entire procurement process. Similarly, an effective implementation of contract management actions also requires adequate systems for quality, risk, safety and more human-related conflict management at the planning stage so that contract participants can have standard procedures to follow (Heinbuch, 1996).

In conclusion, Heinbuch (1996) recommended that to attain effective projects performance, managers would want to initiate the process in accordance with purchasing institutional-level directives; gather information, both internally and externally to inform comparative analyses of costs and levels of service. Effective project performance is to obtain and consider multiple-bids, when the market is competitive; and develop and implement, from the outset, a process for both monitoring the process leading to a contract and monitoring the implementation and on-going service delivery.

CHAPTER THREE
METHODOLOGY

Research Design

The study was conducted using a correlational research design. Correlational method describes in quantitative terms the degree to which variables are related (Mugenda & Mugenda, 2003). Correlational research design was used to quantify incidences in order to describe current conditions and to investigate the effect of project procurement processes on project performance using information gained from the questionnaire. The correlational research design was particularly chosen because it enables the researcher study the relationship between the independent and dependent variable through quantifiable results.

Research Population

The target population of this study was project and procurement staff of CARE International and Save the Children in Hargeisa, Somaliland. The total population of the study is 56 subjects as shown below.

Table 3.1: Showing the target respondents of the study

Population category	**Population**	**Sample size**
CARE International Hargeisa project officials	19	19
CARE International Hargeisa procurement officials	5	5
Save the Children Hargeisa Project officials	27	27
Save the Children Hargeisa Procurement officials	5	5
Total	56	56

Sample size

The study used a total sample of 56 respondents. The sample chosen was same as the target population. The reason is that the study population is small and it should all be chosen for study purposes.

Sampling Procedure

This study employed purposive sampling technique to select respondents who are highly knowledgeable and experienced in project procurement processes and project performance in Hargeisa district in Somaliland such as CARE International and Save the Children officials. More over, the researcher has chosen purposive sampling because the researcher wants to get the key informants of this study, for the reason that; selecting the respondents is more useful for this study than the representativeness of the sample.

Research Instruments

The research instrument for this study was questionnaire. The questionnaire was intended to collect data from CARE International officials and Save the Children officials. It contained three sections. Section I dealt with profile of the respondents with questions like gender, educational level, job section, and length of stay at the NGO. Section II dealt with project procurement processes and it consisted of 23 questions. Section III dealt with project performance and it contained 15 questions.

Validity and Reliability of the Instrument

Validity of the instrument was assured through expert judgment and the researcher made sure that the coefficient of validity to be at least 70%. The researcher consulted his supervisor for expert knowledge on questionnaire construction. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind the objectives of the study. The formula that was used to calculate the validity of the instrument is Content Validity Index (CVI) = no of items declared valid/total no of items.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Reliability of the instrument was established through a test-retest technique. The researcher conducted a pre-test of the instrument on group of subjects and waited one week then administered the same test to the same subjects a second time.

Data Gathering Procedure

After the research proposal was approved, the researcher passed administrative procedures and obtained a transmittal letter from Kampala International University. Then, the researcher presented the transmittal letter to the management of CARE International and Save the Children in Hargeisa, Somaliland to give assurance that research information obtained will serve purely academic purposes. The researcher distributed the questionnaire with attached letter of introduction from the university to the selected respondents. After receiving the questionnaire back, the researcher analyzed the collected data by using SSSP package.

Data Analysis

The researcher used cross tabulation, frequencies and percentages to analyze the profile of respondents. Similarly, frequencies and percentages were used to analyze the extent to which the project procurement processes have been implemented and the level of project performance. Correlation analysis using Pearson's coefficient values was used to analyze the relationships between the independent and dependent variables.

Ethical consideration

The study was carried out with permission and the full knowledge of the managers of the selected NGOs. No respondents name was mentioned in this research report. There was a need for the researcher to use professional and ethical standards to plan, collect and process data. The researcher ensured that objective methods are used in data collection. The researcher made sure that any elements of individual bias were subdued in favor of well-systematic and objective measures. The methodology chosen for the research was selected on the basis of the research objectives and not for other reasons.

The researcher made sure that he collected data according to accepted research standards, ensuring that he didn't mislead those who will read the research report. The researcher kept all the information given to him very confidential and used only for academic purpose.

Limitations of the study

Collection of data in Somaliland is very difficult. Problems such as secrecy and indifference on the part of respondents were limitations to this study. Because of the sensitivity of the topic of the study to the respondents, it took time for the researcher to convince every single respondent to fill the questionnaire. In addition, key respondents (project and procurement officials) felt uncomfortable in answering the questionnaire as they were so busy with carrying out their daily duties. On the other hand the researcher distributed 56 questionnaires to the staff of the selected INGOs and two of them were spoiled.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presents, analyzes and interprets the study findings arising from the field information collected from respondents on an assessment of project procurement process and project performance of CARE International and save the Children in Hargeisa, Somaliland. The first section presents the response rate. This is followed by background information about the respondents and a presentation and analysis of the study findings in relation to the specific objectives.

Response rate

A total of 56 questionnaires were distributed but 54 useable questionnaires were retuned making a response rate of 96%.

Research objective one: Profile of the respondents

The first objective of the study was to establish the profile of respondents in relation to the characteristics of the respondents in form of cross tabulations on gender, education level, job section and length of service with CARE International and save the Children. This is based on the information provided on the questionnaire by the respondents themselves.

Distribution of gender by education levels of the respondents

The distribution of gender by education level of the respondents was arrived at by conducting a cross tabulation of the two items. The findings are shown in table 4.1.below.

Table 4.1: Showing the distribution of gender by education level of CARE International and Save the Children Hargeisa project staff.

		Educational Level			Total
		Secondary	Bachelor	Master and above	
Gender	Male Count	5	32	7	44
	% of Total	9.3%	59.3%	13%	81.5%
	Female Count	1	2	7	10
	% of Total	1.9%	3.7%	13%	18.5%
Total	Count	6	34	14	54
	% of Total	11.1%	63%	25.9%	100%

Table 4.1 above shows the male constituted 81.5% of the total number of respondents while the female constituted only 18.5%. Among the male and female respondents, those who had Bachelors degree constituted 63% of the total number of respondents. This was followed by 25.9% who had attained a Masters degree and above while the least (11.1%) had attained a secondary degree level of education. The table also indicated that both genders were not equally distributed along the

education levels e.g. among 63% who had a bachelors degree, 59.3% were male and only 3.7% were female.

This study finding revealed that CARE International and Save the Children employed predominantly male staffs who were of reasonable education level to execute its projects mandate.

Distribution of Job section and years worked with CARE International and Save the Children of the respondents

The distribution of job section by years worked was arrived at by conducting a cross tabulation of the two items. The findings are shown in table 4.2.below.

Table 4.2: Showing the distribution of Job section and years worked with CARE International and Save the Children Hargeisa

		How long have you worked with the NGO				
		1-3	4-6	7-9	10 Years and above	Total
Your Job Section in the NGO	CARE Project Officials	1 1.9%	10 18.5%	4 7.4%	4 7.4%	19 35.2%
	CARE Procurement Officials	2 3.7%		2 3.7%		4 7.4%
	Save the Children Project Officials	6 11.1%	5 9.3%	11 20.4%	5 9.3%	27 50%

	Save the Children Procurement Officials			3 5.6%	1 1.9%	4 7.4%
Total	Count % of Total	9 16.7%	15 27.8%	20 37%	10 18.5%	54 100%

Table 4.2 above shows that 35.2% of the respondents were CARE project staff while 7.4% were CARE procurement staff. A total of 50% of the respondents were Save the Children project staff while another 7.4% where Save the Children Procurement staff. Among the job sections, a total of 37% had worked with the international NGOs for 7-9 years while 27.8% had worked with the organizations for 4-6 years. Those who had worked with the international NGOs for over 10 years constituted of 18.5% while those who had worked with the international NGOs for 1-3 years constituted 16.7%.

The table also suggested that the period of service with the International NGOs significantly differed in relation to one's job section within the NGO. This study finding generally suggested that CARE International and Save the Children staff had worked for a reasonable period and would be expected to have knowledge and experiences on project procurement processes and project performance.

Research objective two: Examination of the extent to which project procurement processes are implemented among selected International NGOs in Hargeisa, Somaliland.

The second objective of the study was to examine the extent to which project procurement processes is implemented among selected International NGOs in Hargeisa, Somaliland. Project procurement processes included three major processes of procurement planning and implementation strategies, project supplier solicitation and selection process and project contract management. Each of these sub variables are presented and discussed below.

Project procurement planning and implementation strategies

Project procurement planning and implementation strategies was measured using eight items scored on a Likert scale ranging from 1 for strongly disagree to 4 for strongly agree. The findings on project procurement planning and implementation strategies are presented and discussed below.

Table 4.3: Showing the scores on the projects planning and implementation

Project Procurement planning & implementation strategies	Strongly agree with no doubt	Agree with some doubt	Disagree with some doubt	Strongly Disagree with no doubt	Total

1. The NGO in Hargeisa, Somaliland I work for prepares annual procurement plan.	20 (37%)	29 (53.7%)	4 (7.4%)	1 (1.9%)	54 (100%)
2. The NGO in Hargeisa, Somaliland I work for ensures adequate specification of requirements that meet the needs of the project's procurement plans.	24 (44.4%)	26 (48.1%)	4 (7.4%)		54 (100%)
3. The NGO in Hargeisa, Somaliland I work for has well developed project procurement budgets.	26 (48.1%)	22 (40.7%)	3 (5.6%)	3 (5.6%)	54 (100%)
4. The NGO in Hargeisa, Somaliland I work for has well developed project acquisition objectives in terms of requirements to meet the project plan.	22 (40.7%)	26 (48.1%)	3 (5.6%)	3 (5.6%)	54 (100%)
5. The NGO in Hargeisa, Somaliland I work for always plans for the likely procurement method.	22 (40.7%)	28 (51.9%)	4 (7.4%)		54 (100%)
6. The NGO in Hargeisa, Somaliland I work for is always in a position to identify the proper size, volume and BOQs of potential project acquisition options for its projects.	24 (44.4%)	26 (48.1%)	3 (5.6%)	1 (1.9%)	54 (100%)
7. The NGO in Hargeisa, Somaliland I work for makes available project funds for goods and services acquisition in time.	23 (42.6%)	28 (51.9%)	3 (5.6%)		54 (100%)
8. The NGO in Hargeisa,	22	26	4	2	54

Somaliland I work for always schedules its project procurement in order of priority	(40.7%)	(48.1%)	(7.4%)	(3.7%)	(100%)

Table 4.3 above shows that 37% of the CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 7.4% disagreed with some doubt and only 1.9% disagreed with no doubt that CARE International and Save the Children prepare annual procurement plan.. This finding suggested that on overall CARE International and Save the Children conducted annual procurement plan as part of its procurement planning. Through effective project procurement needs identification, CARE International and Save the Children were in position to identify SCOTT projects inputs which would be used to transform into the desired project out puts and outcomes.

A total of 44.4% of CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 7.4% disagreed with some doubt that the NGOs ensured adequate specification of requirements that meet the needs of the project's procurement plans.. Going by the majority, this finding inferred that on overall, the NGOs ensured that adequate specification of requirements that meet the needs of the SCOTT projects procurement plans as part of the project procurement planning. Thus, through making of adequate specifications of project inputs, it was likely that the project inputs fitted to the functional requirements or purpose which enhances project performance.

Table 4.3 above further shows that 48.1% of CARE International and Save the Children staff strongly agreed with no doubt while 40.7% agreed with some doubt and 5.6% disagreed with some doubt and another 5.6% disagreed with no doubt that the international NGO they worked for had well developed project procurement budgets. Going by the majority, the study suggested that the SCOTT projects had an established procurement budget. This finding further informed this study that effective project procurement requires realistic procurement budgets.

Table 4.3 above further shows that 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 5.6% disagreed with some doubt and another 5.6% disagreed with no doubt that the international NGO they worked for had well developed project acquisition objectives in terms of requirements to meet the project plan. Since the majority of the staff agreed that CARE and save the Children Hargeisa had well developed project acquisition objectives in terms of requirements to meet the project plan.

The table further reveals that 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 51.9% agreed with some doubt and 7.4% disagreed with some doubt that the international NGO they worked always plan for the likely procurement method. .

A total of 44.4% of CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 5.6% disagreed with some doubt and another 1.9% disagreed with no doubt that the international NGO they worked for was always in a position

to identify the proper size, volume and BOQs of potential project acquisition options for its projects. This finding suggested that project procurement planning of the two international NGOs had a consideration of identification of the proper size, volume and BOQs of potential project acquisition options such as whole ownership or co-owning or outsourcing in the procurement plans to enable achievement of the desired project objective.

Table 4.3 further shows that 42.6% of CARE International and Save the Children staff strongly agreed with no doubt while 51.9% agreed with some doubt and 5.6% disagreed with some doubt that the international NGO they worked for had made available project funds for goods and services acquisition in time. This finding inferred that generally, there were efforts taken by the two international NGOs to make funds available for project procurements. Thus effective project procurement planning should have special consideration of making available project funds for goods and services acquisition in time.

The table further shows that 40.7% of the CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 7.4% disagreed with some doubt another 3.7% disagreed with no doubt that the international NGO they worked for had scheduled its project procurement in order of priority. These particular study findings suggested that effective procurement planning should have an element of prioritizing the needed procurements.

The above study findings are in concurrence with what Thai (2004) observed that project procurement planning should involve the identification of procurement needs by the procurement and the disposal

entity, the user department in collaboration with procurement professionals and in some cases with the suppliers. The procurement needs identification equally involves development of specifications of the items/inputs required by the entity. It is important to note that procurement planning should arise from the strategic plan of the organization.

As such, an effective project procurement plan should anticipate changes in the entities requirements for technological capabilities and identification of goods/services and works that are critical to implement the plan. Annually, users have to establish the acquisition plans by assessing their existing assets in order to identify the input gap between planned and actual performance and defining the gaps or inputs needs commonly called "wish list". All needed project inputs have to be assessed in terms of their functionality, full life, cycle cost, affordability of the full life costs, and associated risks. Finally, the agency/entity establishes the project acquisition objectives in terms of requirements to be achieved and prepares an original acquisition portfolio.

Project supplier solicitation and selection processes

Project supplier solicitation and selection processes is part of the project procurement processes and this study measured it using 7 items scored on a four point Likert scale ranging from 1 for strongly disagree to 4 for strongly agree. The findings on this sub variable are shown in table 4.4 below.

Table 4.4: Showing the scores on project supplier solicitation and selection processes

Project supplier Solicitation and selection processes	Strongly agree with no doubt	Agree with some doubt	Disagree with some doubt	Strongly disagree with no doubt	Total
1. The NGO in Hargeisa, Somaliland I work for prepares project solicitation documents using standardized and legally approved formats.	22 (40.7%)	29 (53.7%)	3 (5.6%)		54 (100%)
2. The NGO in Hargeisa, Somaliland I work for advertises its project procurement needs to invite interested suppliers or service providers.	18 (33.3%)	32 (59.3%)	4 (7.4%)		54 (100%)
3. The NGO in Hargeisa, Somaliland I work for conducts preliminary examination against project suppliers or service providers before selection.	21 (38.9%)	29 (53.7%)	3 (5.6%)	1 (1.9%)	54 (100%)
4. The NGO in Hargeisa, Somaliland I work for makes available its project solicitation documents to interested suppliers or service providers without discrimination.	19 (35.2%)	27 (50%)	6 (11.1%)	2 (3.7%)	54 (100%)
5. The NGO in Hargeisa, Somaliland I work for conducts transparent selection of suppliers using its procurement guidelines	21 (38.9%)	30 (55.6%)	3 (5.6%)		54 (100%)

6.The NGO in Hargeisa, Somaliland I work for, project contract selection process are conducted on specific acquisition requirements	19 (35.2%)	32 (59.3%)	3 (5.6%)		54 (100%)
7. The NGO in Hargeisa, I work for, project contract awards processes are made public to all suppliers that expressed interest in the bid.	21 (38.9%)	29 (53.7%)	4 (7.4%)		54 (100%)

Table 4.4 above shows that a total of that 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 5.6% disagreed with some doubt that the international NGO they worked for prepared project solicitation documents using standardized and legally approved formats. This finding suggested that effective project solicitation and supplier selection processes should include production of project solicitation documents to guide potential suppliers gain information on the project requirements and offer a basis for supplier evaluation based on the established procedures in the project solicitation documents.

A total of 33.3% of CARE International and Save the Children staff strongly agreed with no doubt while 59.3% agreed with some doubt and 7.4% disagreed with some doubt that the international NGO they worked for advertised its project procurement needs to invite interested suppliers or service providers.. This finding inferred that effective project supplier solicitation processes involved invitation of prospective suppliers to bid through use of mass media which is accessible to a wider audience of potential suppliers if the project is to attract responsive suppliers who contribute to achieving the desired project objective.

A majority of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 5.6% disagreed with some doubt and 1.9% strongly disagreed with no doubt that the international NGO they worked for conducted preliminary examination against project suppliers or service providers before selection. This finding suggested that effective supplier solicitation requires a preliminary examination to be made for eligibility and responsiveness purposes before the selection of the suppliers.

Similarly, a majority of 35.2% of CARE International and Save the Children staff strongly agreed with no doubt while 50% agreed with some doubt and 11.1% disagreed with some doubt and 3.7 strongly disagreed with no doubt that the international NGO they worked for made available its project solicitation documents to interested suppliers or service providers without discrimination. This finding generally suggested that efforts were taken to make project solicitation documents available to interested suppliers or service providers without discrimination in the project supplier solicitation processes. Thus, effective project supplier solicitation involves an effort of transparency in making project solicitation documents available to interested suppliers or service providers without discrimination.

Furthermore, a majority of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 55.6% agreed with some doubt and 5.6% disagreed with some doubt that the international NGO they worked for conducted transparent selection of suppliers using its procurement guidelines. This particular finding inferred that there was an effort by the two International NGOs to make adequate project

supplier evaluation/selection using the available evaluation criteria in the solicitation documents as a requirement for supplier selection to identify the most responsive suppliers to contribute to project success.

Another total of 35.2% of CARE International and Save the Children staff strongly agreed with no doubt while 59.3% agreed with some doubt and 5.6% disagreed with some doubt that the international NGO they worked for, contract awards negotiations were conducted on specific acquisition requirements a finding which suggested that effective project supplier selection included an element of negotiations on specific procurement requirements such as place of delivery, adjustments on quotations and logistics issues.

A total of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 7.4% disagreed with some doubt that in the international NGO they worked for contract award processes were made public to all suppliers that expressed interest in the bid. The study concluded that effective project procurement supplier solicitation and selection process needed inclusion of an element of making public to all suppliers that expressed interest in the bid.

The above study findings are supported by Leonhard, Bernold, and Siman (2005) indicating that project procurement must solicit for suppliers to provide the goods, works and services needed in the entity. Five major activities are involved in the project solicitation and supplier selection and they include, solicitation document preparation which may involve selecting from existing documents or modifying or a combination of both or a creation of new requirements documents to meet the agency's needs.

Solicitation of offers by considering competitive approval levels and along with public notice, electronic solicitation or other methods of publicizing; evaluation aims and intended to select best value contractor and through meeting principals of integrity, client service, social economic objective, competition, equal treatment, and accountability. Solicitation also includes negotiations arising from mistakes of offers especially on costs, scope of work aimed at resolving mistakes through established procedures; and contract award arising from the evaluation and meeting of the criteria stipulated in the bid documents.

According to Walker and Rawlinson (2003), competitive tendering is associated with better performance than directly negotiated project procurement contracts. Contract solicitation is a key vital consideration for successful outsourcing and a number of contractor solicitation methods available. Open domestic bidding is used to obtain maximum possible competition and value for money. Similarly, open international bidding is the procurement or disposal method, which is open to participation on equal terms by all providers, through advertisement of the procurement or disposal opportunity and which specifically, seeks to attract foreign providers.

On the other hand, Boselie, Henson, and Weatherspoon (2003) highlighted that in most cases; procurement against foreign aid is carried out by using the international competitive bidding process (ICB) with a margin of preference given to domestic goods and services in developing countries. When the ICB is not the most appropriate method of procurement, alternative methods are used. These methods include limited international bidding (LIB), national competitive bidding (NCB),

international and local shopping, direct contracting (by extending an existing contract, standardized equipment or spare parts from the original supplier, proprietary equipment and any other special circumstances such as in response to natural disasters) and force account (World Bank, 2002).

Project contract management

Project contract management is the last sub component of project procurement processes and was measured using 8 items scored on likert scale ranging from 1 for strongly disagree to 4 for strongly agree. The findings on this sub variable are shown in table 4.5 blow.

Table 4.5: Showing the project contract management results

Project contracting management and administration	Strongly agree with no doubt	Agree with some doubt	Disagree with some doubt	Strongly disagree with no doubt	Total
1. The NGO in Hargeisa, Somaliland I work for reviews the awarded project contract to settle any issues that may have arisen before contract execution.	21 (38.9%)	29 (53.7%)	3 (5.6%)	1 (1.9%)	54 (100%)
2. The NGO in Hargeisa, Somaliland I work for places specified project orders in time to ensure the services or goods or works meet the acquisition objective.	22 (40.7%)	27 (50%)	5 (9.3%)		54 (100%)
3. The NGO in Hargeisa, Somaliland I work for supervises and monitors the performance of the project suppliers or service providers.	20 (37%)	31 (57.4%)	3 (5.6%)		54 (100%)
4. The NGO in Hargeisa, Somaliland	20	32	2		54

I work for ensures the correct quality and quantity of goods/services are supplied before payments.	(37%)	(59.3%)	(3.7%)		(100%)
5. The NGO in Hargeisa, Somaliland I work for ensures that project suppliers or service providers are paid as stipulated in the contract agreements.	22 (40.7%)	27 (50%)	5 (9.3%)		54 (100%)
6.The NGO in Hargeisa, Somaliland I work for ensures that project contracts are terminated if the contractor does not perform to expectations stipulated in the contract	21 (38.9%)	26 (48.1%)	5 (9.3%)	2 (3.7%)	54 (100%)
7. The NGO in Hargeisa, Somaliland I work for ensures that all awarded project contracts are phased/closed out following meeting the requirements.	21 (38.9%)	29 (53.7%)	4 (7.4%)		54 (100%)
8. The NGO in Hargeisa, Somaliland I work for conducts project vendor rating/appraisal at the end of the contract.	17 (31.5%)	32 (59.3%)	4 (7.4%)	1 (1.9%)	54 (100%)

Table 4.5 above shows that a total of a total of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 5.6% disagreed with some doubt yet only 1.9% strongly disagreed with no doubt that the international NGO they worked for reviewed the awarded project contract to settle any issues that may have arisen before contract execution.

A majority of 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 50% agreed with some doubt and 9.3% disagreed with some doubt that the international NGO they

worked for placed specified project orders in time to ensure the services or goods or works meet the acquisition objective. These particular findings revealed that effective project procurement contract management should involve a review of the contract and ensuring the services or goods are inline with acquisition objective.

Similarly, a majority of 37% of the CARE International and Save the Children staff strongly agreed with no doubt while 57.4% agreed with some doubt and 5.6% disagreed with some doubt that the international NGO they worked for monitored the performance of the project suppliers or service providers. The finding suggested that effective project procurement contract management should involve an element of monitoring of the project suppliers performance based on the set project procurement performance indicators during implementation.

Similarly, a majority of 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 50% agreed with some doubt and 9.3% disagreed with some doubt that the international NGO they worked for ensured that project suppliers or service providers were paid as stipulated in the contract agreements. These findings suggested that effective project procurement contract management required prompt and accurate payments to be given to the supplier to enable them meet their financial supply needs during contract management.

A total of that 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 9.3% disagreed with some doubt yet only 3.7% strongly disagreed with no doubt that the international NGO they worked for, project contracts were terminated if the contractor did not perform to

expectations stipulated in the contract. Another majority of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 7.4% disagreed with some doubt that the international NGO they worked for ensured that all awarded project contracts were phased/closed out following meeting the requirements. These particular findings suggested that effective project procurement contract requires efforts to terminate the contract if the contractor violets the terms and conditions of the contract yet efforts should be taken to close out contracts that have reached their end and are expected to have met their needs successfully.

Last but not least, a total of 31.5% of CARE International and Save the Children staff strongly agreed with no doubt while 59.3% agreed with some doubt and 7.4% disagreed with some doubt yet only 1.9% strongly disagreed with no doubt that the international NGO they worked for conducted project vendor rating/appraisal at the end of the contract, a finding which informed this study that at the end of each project procurement contract, there was need to carry out project vendor ratings to qualify them as future suppliers.

The above study findings on project contract management are similar to what other scholars have observed. Notably Thai (2004) highlights that while the contractors perform their contracts, the procurement officials or their designated contract team need to carefully monitor their contract performance especially the quality schedules acceptance, conflicts, changes, budgets and payment. Payments may be extracted in three ways: Advance payments or prepayments, interim payments, and final payments. Contract closure involves several activities

and should meet the following requirements: All contractual issues have been met, all changes if any have been incorporated in the final document, all the deliverable items have been received, all borrowed resources and classified documents have been returned, and final payment has been made.

Similarly, Pingali, Khwaja, and Meijer (2005) recommend that project procurement contract management should include monitoring and evaluation and knowing the parties' contractual rights and responsibilities also permits bartering when the agreement does not resolve the issue and leverage is necessary while maintaining contract formalities can be especially challenging when the original, pre-outsourcing organization was particularly informal. The breach of a term of agreement by the outsourcing vendor in relation to service level will give grounds for the procuring and disposal entity to sue for damages. However, litigation for contract damages is often expensive, time consuming and involves a good deal of uncertainty (Heinbuch, 1996).

Research objective three: Evaluation of the level of project performance among selected International NGOs in Hargeisa

The level of project performance was measured using cost, quality and schedule perspectives and were measured using 15 items scored on a four point Likert scale ranging from 1 for strongly disagree to 4 for strongly agree. The findings on these variables are shown in table 4.6 below.

Table 4.6: Showing project performance results

SCOTT Project cost performance	Strongly agree with no doubt	Agree with some doubt	Disagree with some doubt	Strongly disagree with no doubt	Total
1. The SCOTT project overhead costs were within estimated budget	29 (53.7%)	21 (38.9%)	4 (7.4%)		54 (100%)
2. The SCOTT project direct material costs were within the estimated budget	20 (37%)	32 (59.3%)	2 (3.7%)		54 (100%)
3. The SCOTT project human resource costs were within the project costs	21 (38.9%)	29 (53.7%)	4 (7.4%)		54 (100%)
4. The SCOTT project equipment and supplies costs were within the project costs	22 (40.7%)	27 (50%)	5 (9.3%)		54 (100%)
5. The SCOTT project costs arising from variations, modification during implementation period	21 (38.9%)	29 (53.7%)	3 (5.6%)	1 (1.9%)	54 (100%)

were kept to the minimal.					
Project quality					
6. The SCOTT project conformed to specification	19 (35.2%)	32 (59.2%)	3 (5.6%)		54 (100%)
7. The SCOTT project met the beneficiaries expectations and demand	24 (44.4%)	26 (48.1%)	4 (7.4%)		54 (100%)
8. The SCOTT project was fit for purpose or use	22 (40.7%)	26 (48.1%)	4 (7.4%)	2 (3.7%)	54 (100%)
9. The SCOTT project was responsive to the felt needs of the beneficiaries	22 (40.7%)	28 (51.9%)	4 (7.4%)		54 (100%)
10. The SCOTT project was attractive to the community in Somaliland	23 (42.6%)	28 (51.9%)	3 (5.6%)		54 (100%)
Project schedule					
11. The SCOTT project was started within the planned date.	22 (40.7%)	27 (50%)	5 (9.3%)		54 (100%)
12. The SCOTT project intended beneficiaries enrolled for the project in time.	22 (40.7%)	29 (53.7%)	3 (5.6%)		54 (100%)
13. The SCOTT project	21	30	3		54

completed on time schedules	(38.9%)	(55.6%)	(5.6%)		(100%)
14. The SCOTT project number of days/weeks from start to practical completion of the project was within the planned time framework.	26 (48.1%)	22 (40.7%)	3 (5.6%)	3 (5.6%)	54 (100%)
15. SCOTT project time variations were always kept to the minimal	24 (44.4%)	26 (48.1%)	3 (5.6%)	1 (1.9%)	54 (100%)

Project Cost

Table 4.6above shows that a total of 53.7% of the CARE International and Save the Children staff strongly agreed with no doubt while 38.9% agreed with some doubt and 7.4% disagreed with some doubt that SCOTT projects overhead costs were within estimated budget while another total of 37% of CARE International and Save the Children staff strongly agreed with no doubt while 59.3% agreed with some doubt and 3.7% disagreed with some doubt that SCOTT projects direct material costs were within the estimated budget. These findings revealed a good SCOTT project cost performance in relation to overhead and direct material costs.

A total of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 7.4% disagreed with some doubt that project human resource costs were

within the project costs while another total of a total of 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 50% agreed with some doubt and 9.3% disagreed with some doubt that project equipment and supplies costs were within the project costs.

Similarly, a total of 38.9% of CARE International and Save the Children staff strongly agreed with no doubt while 53.7% agreed with some doubt and 5.6% disagreed with some doubt yet only 1.9% strongly disagreed project costs arising from variations, modification during implementation period were kept to the minimal.

These findings generally revealed a good project cost performance in relation to human resources, equipments and variations arising from modifications. The above study findings are supported by Chan and Chan (2004) who contended that cost is defined as the degree to which the general conditions promote the completion of a project within the estimated budget. Cost is not only confined to the tender sum, it is the overall cost that a project incurs from inception to completion, which includes any costs arise from variations, modification during implementations period and the cost arising from the legal claims, such as litigation and arbitration.

Cost can be measured in terms of unit cost, percentage of net variation over final cost. Percentage net variation over final cost is the ratio of net variations to final contract sum expressed in percentage term and it gives an indication of cost overrun or under run.

Project Quality

Table 4.6 above shows that a total of a total of 35.2% of CARE International and Save the Children staff strongly agreed with no doubt while 59.3 % agreed with some doubt and 5.6% disagreed with some doubt that SCOTT projects conformed to specification while another total of 44.4% of the CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 7.4% disagreed with some doubt that SCOTT projects met the beneficiaries demand and expectations. Another total of 40.7% of the CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 7.4% disagreed with some doubt yet only 3.7% strongly disagreed with no doubt that project was fit for purpose or use. These study findings generally show a good impression in terms of the project quality performance as most project implementers felt that the project conformed to specifications, met the demands of the beneficiaries and was fit to purpose.

Furthermore, a total of 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 51.9% agreed with some doubt and 7.4% disagreed with some doubt that the SCOTT project was responsive to the felt needs of the beneficiaries while another majority of 42.6% of CARE International and Save the Children staff strongly agreed with no doubt while 51.9% agreed with some doubt and 5.6% disagreed with some doubt that the project was attractive to the community in Somaliland. These two particular findings suggested that a good project quality performance was achieved for the SCOTT project implemented by CARE International and Save the Children in Somaliland.

The above study findings are echoed by Hardie and Walsh (1994) who stipulated that if a product does not meet the specified standard defined according to customer demand and requirements, then it is defective, i.e. the customer will be dissatisfied with the product. Other notable definitions of quality which were highlighted by Hardie and Walsh (1994) include ``anything that can be improved'' and ``fitness for purpose or use''. According to Chan & Chan (2004), quality is another project performance criterion that is repeatedly cited by previous researchers. However, the assessment of quality is rather subjective. In the construction industry, quality is defined as the totality of features required by a product or services to satisfy a given need; fitness for purpose. Nowadays, quality is the guarantee of the products that convinces the customers or the end-users to purchase or use. The meeting of specification is one way to measure quality.

Project Schedule

Table 4.6 above shows that a total of a total of 40.7% of CARE International and Save the Children staff strongly agreed with no doubt while 50% agreed with some doubt and 9.3% disagreed with some doubt that SCOTT project was started within the planned date while another majority of 40.7% of the CARE International and Save the Children staff strongly agreed with no doubt while 53.7 % agreed with some doubt and 5.6% disagreed with some doubt that beneficiaries enrolled for the project in time. A total of 38.9% of the CARE International and Save the Children

staff strongly agreed with no doubt while 55.6% agreed with some doubt and 5.6% disagreed with some doubt that CARE International and Save the Children managed to complete the project on time schedules.

These study findings revealed that there was a general agreement that the project met its schedule performance significantly in starting in the planned time, beneficiaries enrolling in time and completed within schedule. Furthermore, a total of 48.1% of CARE International and Save the Children staff strongly agreed with no doubt while 40.7% agreed with some doubt and 5.6% disagreed with some doubt while another 5.6 strongly disagreed with no doubt that project number of days/weeks from start to practical completion of the project was within the planned time framework. A total of 44.4% of CARE International and Save the Children staff strongly agreed with no doubt while 48.1% agreed with some doubt and 5.6% disagreed with some doubt yet only 1.9% strongly disagreed with no doubt that project time variations were always kept to the minimal.

These findings of meeting the number of project days/weeks and project time variations suggested a good project time performance of the SCOTT project. The above study findings and observation on project time performance are supported by Chan and Chan (2004) who noted that time refers to the duration for completing the project and its intended milestones. It is scheduled to enable the project to be used by a date determined by the plans. Related to "time" is the concept of "effectiveness". Effectiveness is defined as a measure of how well the project was implemented or the degree to which targets of time and cost

were met from the start-up phase to full production. Time management is a project function that establishes and maintains appropriate allocation of time to project activities to control overall conduct of project through the successive stages of the project cycle. Time is the absolute time that is calculated as the number of days/weeks from start of the activities to practical completion of the project while time variation is measured by the percentage of increase or decrease in the estimated project in days/weeks, discounting the effect of extension of time (EOT) granted by the client.

Research objective four: The relationship between project procurement processes and the level of project performance among selected International NGOs in Hargeisa, Somaliland.

The relationship between project processes and the level of project performance among selected international NGOs in Hargeisa, Somaliland was the fourth objective of the study. To test if there was a relationship between project procurement processes and the project performance discussed above a correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed level. The findings are presented in table 4.7 below.

Table 4.7: Showing Correlation results between project procurement processes and project performance (n=54)

		Cost Performance	Quality Performance	Schedule Performance	**Interpretation**
Project Procurement Processes	Pearson Correlation	0.751	0.602	0.872	Significant
	Sig(2-tailed)	0.001	0.001	0.001	

The results in the correlation matrix shown in table 4.7 above revealed Pearson's correlation coefficient r=0.751 between project procurement processes and project costs performance of SCOTT Project implemented by CARE international and Save the Children. The r = 0.751 and significance p = 0.001 between project procurement processes and project costs performance suggests that there was high positive significant relationship between project procurement processes and project costs performance.

This has policy implications in that to achieve the desired level of project cost performance, there was need to effectively conduct project procurement processes of procurement planning and implementation strategies, supplier solicitation and selection, and contract management.

The results in the correlation matrix shown in table 4.7 above revealed Pearson's correlation coefficient r=0.602 between project procurement processes and project quality performance of SCOTT project implemented by CARE international and Save the Children project. The r = 0.602 and significance p = 0.001 between project procurement processes and project quality performance suggests that there was moderate positive significant relationship between project procurement processes and project quality performance. This has policy implications in that to achieve the desired level of project quality performance, there was need to effectively conduct project procurement process.

The results in the correlation matrix shown in table 4.7 above revealed Pearson's correlation coefficient r = 0.872 between project procurement processes and project schedule performance of SCOTT project implemented by CARE international Save the Children. The r = 0.872 and significance p = 0.001 between project procurement processes and project schedule performance suggests that there was high positive significant relationship between project procurement processes and project schedule performance. This has policy implications in that to achieve the desired level of project schedule performance, there was need to effectively conduct project procurement process.

The above table gives the nature and type of relationship between project procurement processes and project performance of selected international NGOs. Thus, the computed r-value reveals that there is a significant relationship between project procurement processes and project performance of selected international NGOs. Therefore, research

question four was answered. So the results show that there is a significant relationship between procurement processes and project performance.

The above project procurement processes seem to contribute to project cost performance which aaccording to Holt and Rowe (2000) link project efficiency and effectiveness to a continual attention to the possibility of improvement in cost function. From the client side, organizations could support, rather than limit, such productivity by becoming involved, continually, within the process of project inception, delivery and use. This could be done by influencing, for instance, procurement processes, monitoring techniques and accounting procedures.

The link between project procurement processes and project quality performance is significant. Project quality is, then, not conceptually limited to the product process, but incorporates relations between suppliers and clients within the project supply network. So, before total quality management procedures governing the event of product and service delivery can operate effectively, concern must be given to the foundations within which such procedures make sense, notably, to nurturing a culture of innovation and continuous improvement. Attending to relations requires that quality concerns encompass all attitudes within the supply network so that consistency is attained and maintained. Joe and Winnie (1999) recommend that to achieve the desired project performance, the tender's submission normally should comprise all required quality documents as stated and should be adequate for purchasing institution to assess the tender's quality system and rank them from a quality point of view.

Heinbuch (1996) recommended that to attain effective projects performance, managers would want to initiate the process in accordance with purchasing institutional-level directives; gather information, both internally and externally to inform comparative analyses of costs and levels of service. Effective project performance is to obtain and consider multiple-bids, when the market is competitive; and develop and implement, from the outset, a process for both monitoring the process leading to a contract and monitoring implementation and on-going service delivery. As for many projects the lion's share of the total costs can be attributed to external sources, and procurement can therefore play an important role in the endeavor to achieve low costs. Thus, the procurement function has a significantly important task in trying to reduce the cost from external sources as much as possible. The total cost of ownership tool can be used to understand the true costs associated with a certain purchase. It is imperative to know where the project costs lie and work consistently to try to reduce them throughout the entire project procurement processes.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents findings, conclusions and recommendations based on the study findings.

FINDINGS

The study found out that CARE International and Save the Children had adopted effective elements of project procurement process including; preparing annual procurement plan; ensuring adequate specification of requirements that meet the needs of the project procurement plans and having well developed project procurement budgets. More over, elements of project procurement processes included: well developed project acquisition objectives in terms of requirements to meet the project plans; planning for the likely procurement method; identifying the proper size and scope of potential project acquisition options for its projects; making available project funds for goods and services acquisition in time; and prioritizing project procurements.

Similarly, the study found out that CARE International and Save the Children conducted supplier solicitation and selection process for their SCOTT project including consideration of generation of project solicitation documents using standardized formats; advertizing project procurement needs to invite interested suppliers or service providers; conducting preliminary examination against project suppliers or service providers

before selection and making available its project solicitation documents to interested suppliers or service providers without discrimination. The study also found out that the selected International NGOs conducted transparent selection of suppliers using its procurement guidelines; negotiated specific acquisition requirements on awarded contracts; and it made contract awards public to all suppliers that expressed interest in the bid.

Furthermore, the study found out that on contract management, CARE International and Save the Children reviewed the awarded project contract to settle any issues that may have arisen before contract execution; monitored the performance of the project suppliers or service providers; strived to ensure that correct quality and quantity are supplied before payments yet project suppliers or service providers were paid as stipulated in the contract agreements; and that project contracts were terminated if the contractor did not perform to expectations stipulated in the contract yet all awarded project contracts were phased/closed out following meeting the requirements. Project vendor rating/appraisal at the end of the contract was equally done.

On project cost performance, the study found out that the SCOTT project overhead costs were within estimated budget while project direct material costs were within the estimated budget. Project human resource costs were within the project costs while the project equipments and supplies costs were within the project costs. Similarly, the SCOTT project costs arising from variations, modification during implementation period were kept to the minimal.

The study further found a significant positive relationship between project procurement processes and project cost performance with a coefficient correlation of r = 0.751. This suggested that to achieve the desired level of project cost performance, there was need to effectively conduct project procurement processes.

The study found out that SCOTT project conformed to specification while the project equally met the beneficiaries' demand and requirements. The SCOTT project was fit for purpose or uses yet project was found to be responsive to the felt needs of the beneficiaries and attractive to the community in Somaliland. The study further found a moderate positive relationship between project procurement processes and project quality performance with a coefficient correlation of r = 0.602. This suggested that, to achieve the desired level of project quality performance, there was need to effectively conduct project procurement processes.

The study also found out that SCOTT project was started within the planned date while the project intended beneficiaries enrolled for the project in time. It was also found out that SCOTT project completed on time schedules yet the project number of days/weeks from start to practical completion of the project was within the planned time framework and it was equally found out that SCOTT project time variations were always kept to the minimal.

The study found a positive significant relationship between project procurement processes and project schedule performance with a coefficient correlation of r=0.872. This suggested that to achieve the desired level of project schedule performance, there was need to effectively conduct project procurement processes.

CONCLUSIONS

Conclusions can be drawn based on the finding which is in conformity with research objectives and questions. Despite any other factors, the results obtained in this study showed that project procurement processes affect project performance of the selected international non-governmental organizations.

Project procurement processes

The study concluded that CARE International and Save the Children implemented effective project procurement processes, particular considerations were given to:

1. Project procurement planning aspects of preparing annual procurement plan; ensuring adequate specification of requirements that meet the needs of the project; having well developed project procurement budgets; well developed project acquisition objectives in terms of requirements to meet the project plans; identifying the proper size and scope of potential project acquisition options for its projects; making available project funds for goods and services acquisition in time; and prioritizing project procurements.

2. Project supplier solicitation and selection process aspects of generation of project solicitation documents using standardized formats; advertizing project procurement needs to invite interested suppliers or service providers; making available its project solicitation documents to interested suppliers or service providers without

discrimination; conducting adequate project supplier evaluation/selection using the available evaluation criteria in the solicitation documents; negotiating specific acquisition requirements on awarded contracts; and making contract awards public to all suppliers that expressed interest in the bid.

3. Project contract management aspects of reviewing and settling any issues that may have arisen before contract execution; monitoring the performance of the project suppliers or service providers; ensuring that correct quality and quantity are supplied before payments; paying project suppliers or service providers as stipulated in the contract agreements; terminating of the contract if the contractor did not perform to expectations stipulated in the contract and phasing out/closing out contracts following meeting the requirements.

Project performance

The study concluded that SCOTT project achieved its cost performance as the two International NGOs managed all cost components as per the budget including overhead costs, material, human, equipment costs and cost variations. The project equally achieved the desired project quality performance significant in conformance to specifications, meeting beneficiaries' demands and requirements, being fit to purpose and attractive to the community. The SCOTT project met the required schedule requirement significant in starting within planned date, enrollment of the beneficiaries on time, completion of the project within time.

Relationship between project procurement processes and project performance

The study concluded that project procurement processes significantly contributed to project cost performance and for project managers to achieve the desired project cost performance, they should ensure that project procurement planning and implementation strategies, supplier solicitation and selection processes, and contract management during project management need to be harnessed.

The study concluded that project procurement processes significantly contributed to project quality performance and for project managers to achieve desired project quality performance, they should ensure that project procurement planning and implementation strategies, supplier solicitation and selection practices, and contract management during project management need to be harnessed.

The study concluded that project procurement processes significantly contributed to project schedule performance and project managers who need to achieve desired project schedule performance need to ensure that project procurement planning and implementation strategies, supplier solicitation and selection practices, and contract management during project management need to be harnessed.

RECOMMENDATIONS

The study recommends that:

1. For effective project cost performance, International Non-Governmental Organizations are recommended to follow project procurement processes of procurement planning, supplier solicitation and selection processes, and contract management.

2. For effective project quality performance, International Non-Governmental Organizations are recommended to follow project procurement processes of procurement planning, supplier solicitation and selection processes, and contract management.

3. For effective project schedule performance, International Non-Governmental Organizations are recommended to follow project procurement processes of procurement planning, supplier solicitation and selection processes, and contract management.

Suggestions for Further Studies

On the basis of the knowledge that the researcher gained during the research period, the researcher would suggest the following further studies to be conducted which seem very important in the field of procurement process and it may help users enhance the performance of their respective projects.

1. The effect of donor demands on INGOs procurement processes
2. Budget monitoring and procurement processes of INGOs

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APPENDIX I

TRANSMITTAL LETTER

KAMPALA
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EXPLORING THE HEIGHTS

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OFFICE OF THE DEPUTY DIRECTOR ACADEMICS
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

22th July, 2010

Dear Sir/Madam,

RE: REQUEST FOR JAMA YUSUF SALEBAN, REG. NO. MPP/41240/91/DF TO CONDUCT RESEARCH IN YOUR INSTITUTION.

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Project Planning and Management.

He is currently conducting a field research the title of which is "**Project Procurement Processes and Project Performance in Selected International NGOs in Hargeisa, Somaliland".** As part of his research work he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him will be used for academic purposes only and we promise to share our findings with your institution. Rest assured the data you provide shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

KAMPALA INTERNATIONAL UNIVERSITY
SCHOOL OF POST GRADUATE STUDIES
P.O. BOX 20000 KAMPALA

Dr. Roseann Mwaniki
Associate Dean Postgraduate Studies
Faculty of Social Sciences.

APPENDIX II

RESEARCH INSTRUMENT

Dear respondent,

I am conducting a study entitled "**Project Procurement Processes and Project Performance of selected International NGOs in Hargeisa, Somaliland**".

In view of this may I request that you answer my questionnaire. I will appreciate it very much if you can return the questionnaire as soon as possible.

Please be assured that the data you provide will be used only for academic purpose and the information you provide will be treated with utmost confidentiality.

Thank you very much in advance.

Yours truly,

Jama Yusuf Saleban
Candidate for Master of Arts in Project Planning and Management
Kampala International University
Uganda

SECTION I: PROFILE OF RESPONDENT

Direction: Kindly tick the appropriate space or provide the data requested where appropriate.

1. Gender: Male [ ] Female [ ]

2. Educational level: Primary [ ] Secondary [ ] Bachelor [ ] Master and above [ ] 3. Your job section within your NGO

CARE International Hargeisa project officials	
CARE International Hargeisa procurement officials	
Save the Children Hargeisa Project officials	
Save the Children Hargeisa Procurement officials	
Others (specify.....)	

4. How long have you worked with your NGO : 1-3 years [ ] 4-6 years [ ] 7-9 years [ ] more than 10 years [ ]

SECTION II: PROJECT PROCUREMENT PROCESSES

Instructions

Kindly indicate the extent to which you agree with the following project procurement processes in the International NGO you work for in Hargeisa, Somaliland.

Please use the key below to answer the following statements by indicating: (4) strongly agree-you agree with no doubt at all (3) agree- you agree with some doubt, (2) disagree- you disagree with some doubt (1) strongly disagree – you disagree with no doubt at all.

Scale	4	3	2	1
Project Procurement planning & implementation strategies				
1. 1The NGO in Hargeisa, Somaliland I work for prepares annual procurement plan.				
2. The NGO in Hargeisa, Somaliland I work for ensures adequate specification of requirements that meet the needs of the project's procurement plans.				
3. The NGO in Hargeisa, Somaliland I work for has well developed project procurement budgets.				
4. The NGO in Hargeisa, Somaliland I work for has well developed project acquisition objectives in terms of requirements to meet the project plan.				
5. The NGO in Hargeisa, Somaliland I work for always plans for the likely procurement method.				
6. The NGO in Hargeisa, Somaliland I work for is always in a position to identify the proper size, volume and BOQs of potential project acquisition options for its projects.				
7. The NGO in Hargeisa, Somaliland I work for makes available project funds for goods and services acquisition in time.				
8. The NGO in Hargeisa, Somaliland I work for always schedules its project procurement in order of priority				
Project supplier Solicitation and selection processes				
1. The NGO in Hargeisa, Somaliland I work for prepares project solicitation documents using standardized and legally approved formats.				
2. The NGO in Hargeisa, Somaliland I work for advertises its project procurement needs to invite interested suppliers or service providers.				
3. The NGO in Hargeisa, Somaliland I work for conducts preliminary examination against project suppliers or service providers before selection.				
4. The NGO in Hargeisa, Somaliland I work for makes available its project solicitation documents to interested suppliers or service providers without discrimination.				
5. The NGO in Hargeisa, Somaliland I work for conducts transparent selection of suppliers using its procurement guidelines				
6. The NGO in Hargeisa, Somaliland I work for, project contract selection process are conducted on specific acquisition				

	requirements				
7.	The NGO in Hargeisa, I work for, project contract awards processes are made public to all suppliers that expressed interest in the bid.				
Project contracting management and administration					
1.	1The NGO in Hargeisa, Somaliland I work for reviews the awarded project contract to settle any issues that may have arisen before contract execution.				
2.	The NGO in Hargeisa, Somaliland I work for places specified project orders in time to ensure the services or goods or works meet the acquisition objective.				
3.	The NGO in Hargeisa, Somaliland I work for monitors the performance of the project suppliers or service providers.				
4.	The NGO in Hargeisa, Somaliland I work for ensures the correct quality and quantity of goods/services are supplied before payments.				
5.	The NGO in Hargeisa, Somaliland I work for ensures that project suppliers or service providers are paid as stipulated in the contract agreements.				
6.	The NGO in Hargeisa, Somaliland I work for ensures that project contracts are terminated if the contractor does not perform to expectations stipulated in the contract				
7.	The NGO in Hargeisa, Somaliland I work for ensures that all awarded project contracts are phased/closed out following meeting the requirements.				
8.	The NGO in Hargeisa, Somaliland I work for conducts project vendor rating/appraisal at the end of the contract.				

SECTION III: PROJECT PERFORMANCE

Instructions

Kindly indicate the extent to which you agree with the following project performance expectations among the projects in Hargeisa, Somaliland.

Please use the key below to answer the following questions by indicating: (4) strongly agree- you agree with no doubt at all (3) agree- you agree with some doubt, (2) disagree- you disagree

with some doubt (1) strongly disagree- you disagree with no doubt at all.

Scale	4	3	2	1
Quality				
1. Our project(s) in Hargeisa, Somaliland conformed to specification				
2. Our project(s) in Hargeisa, Somaliland met the beneficiaries expectations and demand				
3. Our project(s) in Hargeisa, Somaliland was fit for purpose or use				
4. Our project(s) in Hargeisa, Somaliland was responsive to the felt needs of the beneficiaries				
5. Our project(s) in Hargeisa, Somaliland projects was attractive to the community in Somaliland				
Schedule				
6. Our project(s) in Hargeisa, Somaliland was started within the planned date.				
7. Our project(s) in Hargeisa, Somaliland intended beneficiaries enrolled for the project in time.				
8. Our project(s) in Hargeisa, Somaliland completed on time schedules				
9. Our project(s) in Hargeisa, Somaliland number of days/weeks from start to practical completion of the project was within the planned time framework				
10. Our project(s) in Hargeisa, Somaliland time variations were always kept to the minimum				
Cost				
11. Our project(s) in Hargeisa, Somaliland overhead costs were within estimated budget				
12. Our project(s) in Hargeisa, Somaliland direct material costs for project were within the estimated budget				
13. Our project(s) in Hargeisa, Somaliland human resource costs were within the project costs				
14. Our project(s) in Hargeisa, Somaliland equipments and supplies costs for the office were within the project costs				
15. Our project(s) in Hargeisa, Somaliland costs arising from variations, modification during implementation period were kept to the minimum				

APPENDIX III

RESEARCHER'S CURRICULUM VITAE

Personal profile

Name: Jama Yusuf Saleban

Nationality: Somalilander

Address: Hargeisa, Somaliland.

Date of birth: 1982

Email:jaamac_yuusuf@hotmail.com

Educational background

Master of Arts in Project Planning and Management, Kampala International University, Uganda, thesis on Project Procurement Processes and Project Performance of Selected International Non-Governmental Organizations in Hargeisa, Somaliland

Bachelor Degree: Business Administration- Major in Accounting
University of Hargeisa

Diploma: Management
AIDAM Institute, Hargeisa

Diploma: Accounting
AIDAM Institute, Hargeisa

Certificate: Business English: Mercy Academy, Hargeisa

Certificate: Project Monitoring and Evaluation
Makerere University, Kampala, Uganda

Certificate: Project Planning and Management
Makerere University, Kampala, Uganda

Work Experiences

- Currently working for Norwegian Refugee Council Hargeisa office as Grants Officer
- Worked for IOM Hargeisa office as Finance/ Admin from 2007-2008

- Worked for UN-ICAO Hargeisa office as an Airport Ops Officer from 2004-2007

Languages:

- English: Very good (Speaking/Writing/Reading)
- Arabic: Good (Speaking/Writing/Reading)
- Somali: Native

Computer Skills

Microsoft Office Programs: -

- MS Word
- MS Excel
- MS PowerPoint
- MS Access

SPSS – Statistical Package for Social Science
Microsoft Project

Enterprise Resource Planning (ERP): -

- SAP

Accounting Software Packages: -

- QuickBooks
- Peachtree
- DacEasy

Referees

1. Mohamed Ahmed Hassan — NRC E-mail: fc_ec@som.nrc.no
2. Abdikarim Hassan Ismail — IOM E-mail: aismail.iom.int
3. Abdillahi Ibrahim Ahmed — UN-ICAO E-mail: jarkafad@hotmail.com
4. Mohamed Dahir — YMD e-mail:mawdaahir@gmail.com