



IMPROVING PROCUREMENT THROUGH STAKEHOLDER INVOLVEMENT (A CASE OF UGANDA'S COTTON DEVELOPMENT ORGANIZATION)

ABSTRACT

The study assessed how to improve procurement performance through stakeholder involvement at Cotton Development Organization. A sample size of 92 respondents was selected using the Krejcie and Morgan, 1970 Scientific Model and questionnaires were administered using convenient sampling. Data collection was carried out using self-administered questionnaires to the respondents. Results indicated that; majority of respondents (59.7%) were of advanced age (≥ 40 years), 49.4% of respondents held at least a Bachelor's degree academic qualification, 46% of the respondents have worked for or been associated with CDO for six or more years (≥ 6 years), Suppliers don't always supply as per specifications and as a result incoming services and products are not defect free. Delays in the delivery of services or goods were reported but user departments were reported to be making orders following a procurement plan though respondents were uncertain whether CDO had an inventory management system.

The staff in CDO's procurement department possessed the required knowledge and skills, records were properly maintained during contract management but interim reports were not being issued timely. The study also indicated that the right procedures were being followed in the procurement process of CDO.

One major finding however, was that at CDO, there was no stakeholder; identification, analysis and involvement in the procurement process. As a result, stakeholder's; interests, characteristics, circumstances, patterns and contexts of interaction between stakeholders were not investigated. However, respondents acknowledged the importance of stakeholders to the organization and it was reported that the composition of stakeholders at CDO does not hinder effective procurement performance.

Among the challenges identified were; stakeholder's interests are not represented in a democratic manner, lack of top management involvement in CDO procurement, and lack of stakeholders' valuable knowledge which affects the procurement performance.

Many strategies are provided to the management of CDO in order to improve the procurement performance; staff should evaluate the performance of suppliers, Contract Managers should be appointed from user departments, effective communication channels should be set up between CDO and all stakeholders. Furthermore, clearly defined objectives, goals, and expectations should be set, adequate research and planning are recommended as well as creating external procurement audit structures.