PROCUREMENT PROCESS
AND ITS EFFECT ON THE EFFECTIVENESS / PERFORMANCE
OF PROCUREMENT FUNCTIONS IN THE ORGANIZATION:

THE CASE OF MINISTRY OF INFORMATION, CULTURE,
TOURISM AND SPORTS – ZANZIBAR

By
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A Thesis Submitted to Mzumbe University in Fulfillment of the Requirements for the Award of a Master of Science in Procurement and Supply Chain Management (MSc. PSCM) of Mzumbe University.

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TOURISM AND SPORTS – ZANZIBAR
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a proposal entitled The Procurement Process and Its Effect on the Effectiveness / Performance of the Procurement Functions in the Organization – the case of Ministry of Information, Culture, Tourism and Sports - Zanzibar in partial/fulfillment of the requirements for award of the degree of Master of Science in Procurement and Supply Chain Management of Mzumbe University.

__________________________________________
(Major Supervisor)

__________________________________________
Internal Examiner

Accepted for the Board of

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AND
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I, Abdalla A. H declare to the best of my ability that this report is as a result of my own efforts and has never been submitted for any academic award to this university and any other university or institution.

Signature ___________________________

Date________________________________

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ACKNOWLEDGEMENT

My sincere gratitude to;

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The respondents who took part in this study especially the staff from Ministry of Information, Culture, Tourism and Sports and other respondents, I salute them for their courage, commitment and pioneering spirit.

Everyone who assisted me through this study process, in particular Fadhil Ali Hassan for the statistical processing, and organizing of this report.

My classmates; Tum Abdi, Hanifa Nyanza, Magreth Milembe, Athuman Jumanne, Sixtus Burashahu, Ramadhan Kijanga and Imani Francis and all the family members with whom we have shared great love and also helped me not to give up because of their inspiration moments.

Above all To The Almighty God, Whose blessings allowed me the privilege of completing this study in time, without His compassion, generosity and love I can do nothing.
DEDICATION

I dedicate this report to my two beloved wives Mrs Jema Mrisho and Mrs Maryam Kondo and my beloved daughter Subira Abass who have laid for me their courage that has led me to this level and lastly to all my friends for their motivation and developmental ideas.
## LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>APP</td>
<td>Annual Procurement Plan</td>
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<tr>
<td>BoT</td>
<td>Bank of Tanzania</td>
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<td>CA</td>
<td>Crown Agent</td>
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<td>CPAR</td>
<td>The Country Procurement Assessment Report</td>
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<td>CTB</td>
<td>Central Tender Board</td>
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<td>EU</td>
<td>European Union</td>
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<tr>
<td>NOU</td>
<td>Nämnden för offentlig upphandling</td>
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<td>PEs</td>
<td>Procurement Entities</td>
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<td>PMU</td>
<td>Procurement Management Unit</td>
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<td>PPA</td>
<td>Public Procurement Act</td>
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<tr>
<td>PPDA</td>
<td>Public Procurement and Disposal of Public Asset Authority</td>
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<td>PPDPA</td>
<td>The Public Procurement and Disposal of Public Asset Authority</td>
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<td>PS</td>
<td>Procurement Support</td>
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<td>Q</td>
<td>Question</td>
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<tr>
<td>RFP</td>
<td>Request for Proposal</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<td>UD</td>
<td>User Department</td>
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<tr>
<td>WB</td>
<td>World Bank</td>
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<tr>
<td>ZMOF</td>
<td>Zanzibar Ministry of Finance</td>
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<tr>
<td>ZCT</td>
<td>Zanzibar Commission for Tourism</td>
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<td>ZIToD</td>
<td>Zanzibar Institute of Tourism and Development</td>
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ABSTRACT

The purpose of the study was to assess how the procurement process and it effect on the effectiveness/performance of the procurement function in the organization. The study focused in assessing the time delivery of the product and quality of the procuring items in relation with the existing Procurement Act of Zanzibar and Policy and they are related in the procurement process.

The study adopted the descriptive or qualitative research methodology employing a case study research design. A population of 45 respondents was selected from some selected departments of user, head of the organization, finance department and procurement personnel within the Ministry of Information, Culture, Tourism and Sports using simple random from the user department and purposive sampling from the rest three departments. The findings of the study revealed a significant and positive relationship between the procurement process and its effectiveness in the time delivery and the quality of the procuring items.

The study recommended that Public Procurement Act should adopt strong policy measures on the procurement process since the policy to a large extent show the ways how to act in order to perform better.
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CHAPTER ONE

OVER VIEW OF THE STUDY

1.1 Introduction

This chapter includes a short introduction to the whole aspect of the research proposal which comprises among others are background information, statement of the problem, objectives of the study, statement of hypothesis, scope and significance of the study ending up with the limitation and delimitations of the study.

1.2 Background Information to Research Problem

The Government of Tanzania has long realized the importance of Public Procurement to the economic development of the country and its contribution to poverty reduction. As part of its effort, to improve public procurement system the Government in 1996 commissioned Crown Agent as Consultant to study the country’s procurement system and assess its adequacy (ACPS, 2007).

In terms of capacity, it was observed that at all levels of the administration in Zanzibar; procurement is being handled, often improperly, by untrained, non-specialist staff. The lack of capacity is much more pronounced at the lower levels of administration particularly at the community level. With the government’s recent policy to promote Community Driven Development (CDD), there will be a need to pay much more attention in the capacity issue at this level. The lack of capacity constitutes a major weakness of the entire procurement system (CPAR, 2003)

The government has been using the Government Stores (GS) for its expertise in procurement and also to achieve the economies of scale but GS has neither the funds nor the organizational capacity to do so. It was also observed that presently procurement is not recognized as an established profession within the public sector and does not present an attractive career path (CPAR, 2003). This situation stands in the way of establishing the necessary capacity for proper procurement in compliance with existing rules and it is important that measures for capacity building are systematically devised as soon as possible. At the local government level lack of capacity at the technical level is exacerbated by tender boards which are composed of
politicians (councilors) (ACPS, 2007). Politicians are responsible for approving the budget and supervising its implementation, but should not be involved in the executive role of dispersing the funds. The recently gazette Local Government Regulations have removed councilors from the district tender boards.

Zanzibar current organizational set up of the procurement function is prone to inefficiency and lacks accountability. This inefficiency and lack of accountability mainly stems from the current centralized system. As mentioned above, the CTB holds both executive and regulatory powers, which contributes to an unstable situation where the CTB on one hand participates in the procurement procedure and on the other hand enforces the same procedures. The executive role of the CTB also leads to lack of accountability and responsibility at the level of the ministerial tender boards and the ministerial Accounting Officers, who are otherwise responsible for the budget but not for procurement (ACPS, 2007). Currently procurement in Zanzibar is carried out on an ad hoc basis. Until July 1, 2002, procurement was supposed to have been carried out in accordance with the 1965 Treasury Instructions but for unknown reasons these were suspended a number of years ago without any replacement procedures (ACPS, 2007).

Under these Instructions, all contracts above 1.0 million shillings were required to be approved by the Central Tender Board (CTB). When the Instructions were suspended, ministries were approving all their contracts either through the Principal Secretary or through a ministerial tender board (CPAR, 2003). However, in many cases, the Zanzibar Ministry of Finance (ZMOF) purchased the goods on behalf of the other ministries. All the other ministries had to do was to submit their requirements to the ZMOF which would carry out the procurement process without involving the user ministry (ACPS, 2007).

Therefore, the researcher of this study was going to find out for what extent the process of procurement affect the performance of the procurement functions in the Organization of Ministry of Information, Culture, Tourism and Spots in Zanzibar.

1.3 Statement of the problem

Zanzibar current organizational set up of the procurement function is prone to inefficiency and lacks of accountability. This inefficiency and lack of accountability
mainly stems from the current centralized system. It is concluded that the procurement system was fragmented and there was no uniform system of procurement in place as each entity operated differently using un-regulated public procurement system. It was also found that there were no standard documents or records used in the procurement function and that there was no central organ responsible for coordination and regulation of the government procurement process.

However measures have been taken to address the situation. Based on the Crown Agent’s report the Government undertook measures to reform public procurement by enacting the Public Procurement Act No. 3 of 2001 (PPA 2001). This act provided for the establishment of the Central Tender Board (CTB) as the central coordinating body for public procurement activities within the government. As a result, public procurements undertaken in the country from 2001 was governed by the PPA 2001 and its Regulations.

Even though there is still loophole in the procurement system and process in Zanzibar organizations. As have been explained by ACPS (2007) that it can be concluded that under CTB the procurement undertaking were centralized. The shortcoming of this arrangement was that CTB was doing the public procurement but there was no a regulatory body to monitor it. There were also no time limits to process procurement actions.

Therefore the researcher of this study was going to find out to what extent the process of procurement affects the performance of the procurement functions in the organization of Ministry of Information, Culture, Tourism and Spots in Zanzibar.

1.4 Objective of the study

1.4.1 General Objective
The main objective of this study was to explore how procurement process affects the performance of procurement function at the Ministry of Information, Culture, Tourism and Sports.
1.4.2 **Specific Objectives**

(i) To assess how the time delivery is affected through the procurement process.

(ii) To evaluate how the quality of the procuring items is affected through the procurement process.

(iii) To find out how our policies of procurement can be improved to facilitate the procurement function.

1.4.3 **Specific Research questions**

(i) To what extent does the time delivery affected through the procurement process?

(ii) How far does the quality of procuring items does is affected through the procurement process?

(iii) In which way do the rules and policies affect the procurement process?

1.5 **Statement of Hypothesis**

**Hypothesis 1**

1Ho1 Time delivery of the product from the supplier may not be affected by the procurement process.

1Ha1: Time delivery of the product from the supplier may be affected by the procurement process

**Hypothesis 2**

1Ho2: Failure to deliver the specification of the product may not be affected by the procurement process.

1Ha2: Failure to deliver the specification of the product may be affected by the procurement process.

**Hypothesis 3**

1Ho3: Policies and rules of procuring items may not affect the procurement process.

1Ha3 Policies and rules of procuring items may affect the procurement process
1.6 Significance of the Study

The study intended to find out how the procurement process affects the performance of the procurement activities in the organization. The study was expected to be of much value to a number of people as follows:

The findings of the research will help management and decision makers of organization to appreciate on the right way on the procuring process for the better use of the organization.

The study will also help researchers to identify viable areas for further research. Also it will be used as an additional reference to researchers on other aspect.

More specifically, the study is done to enable the researcher to fulfill the requirement for the Degree of Master of Science of Procurement and Supply Chain Management of Mzumbe University.

1.7 Scope of the study

The research covered only one Ministry in Zanzibar that is Ministry of Information, Culture, Tourism and Sports. Since there are numbers of ministries in Zanzibar Revolutionary Government, only one ministry is chosen, and the sample covered used only in the Ministry identified above due to the limitation of time and finance. Therefore since this was being a case study research, the results of this proposed study could not be representative of all Ministries in Zanzibar.

1.8 Limitation and Delimitation of the study

There were numbers of limitations that was regard in this study. These included but not limited to the following:

Limited accessibility to confidentially data from the organization was not given to any unauthorized person/ anybody.

Lack of cooperation from respondents as they were reluctant to fill the questionnaire thinking the researcher was spying their business.

Time constraint, Mzumbe University offers a short time of less than one year to prepare research proposal, gather data and write report, the researcher had difficulties in meeting the deadline.
**In order to solve the above limitation the following are some measures that:**

The scarce time could be managed effectively during the preparation of the research proposal, gather data and write report, the researcher in order to meet the intended deadline of the University.

Provision of the introduction letter to the organization that intended the research to take place helped to reduce limited accessibility to confidentially data from the organization as they are not publicly automated or given out for the public to study according to the government policy on accessibility of the data.

The encouragement of employee was my sole responsibility during the data collection process so as to reduce the lack of cooperation from respondents including employee as they were reluctant to fill the question.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter covers critical review of literature by other scholars and writers who tried to sight the study and give their views in general. The chapter starts with the key words that were discussed in the study, the theories, empirical studies and ending up with the research gap and conceptual frame work.

2.2 Definitions of key terms
The following key terms are defined from the Act No. 9 of 2005 for Public Procurement and Disposal of Public Assets (PPDPA No. 9 of 2005) that is used in Zanzibar, and other sources.

**Procurement**: means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by a procuring entity spending public funds on behalf of a ministry, department or regional administration of the Government or public body and includes all functions that pertain to the obtaining of any goods, works or services, including description of requirements, selection and invitation of tenderers, preparation and award of contracts (PPDPA No. 9 of 2005).

**Procurement process**: means the successive stages in the procurement cycle, including planning, choice of procedures, measures to solicit offers from tenderers, examination and evaluation of those offers, award of contract and contract management;

**Performance**: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

**Competitive selection**: means the method of procurement whereby limited number of consultants or providers of services are invited by the procuring and disposing entity to compete with each other in submitting either on the basis of quality alone or on the basis of a combination of quality and cost;
**Competitive tendering or tendering:** means the method of procurement or disposal of public assets whereby suppliers, and/or contractors are invited by the Procuring and disposing entity to compete with each other in submitting priced tenders for goods and works.

**Independent Department:** means a government department which holds vote of account in the government budget.

**Advance Contract Award Notice (ACAN):** An ACAN is a public notice published on the Tenders minisite for a minimum of 15 calendar days, indicating to the supplier community that a department or agency intends to award a contract for goods, services or construction to a pre-qualified supplier believed to be the only one capable of performing the work, that way enabling other suppliers during the publishing period to signal their interest in bidding by submitting a statement of capabilities. If no other supplier submits a statement of capabilities that meets the requirements set out in the ACAN, the contracting officer may then proceed with awarding the contract to the pre-qualified supplier.

If one or more suppliers meet the requirements, the contracting officer will then use the competitive process.

**Pre-qualification:** means a formal procedure whereby suppliers, contractors or consultants are invited to submit details of their resources, and capabilities and are screened prior to invitation to tender on the basis of meeting the minimum criteria to invitation to tender on the basis of meeting the minimum criteria on experience, resources, capacity and financial standing.

**Post-qualification:** means a formal procedure applied after tenders have been evaluated prior to award of contract, to determine whether or not the lowest evaluated tender has the experience, capability and resources to carry out the contract effectively;

**Procurement contract:** means any license, permit, or other concession or authority issued by a public body or entered into between a public body and a supplier,
contractor or construction or other related works or for the supply of any goods or services.

Supplier: means a company, corporation, organization, partnership or individual person supplying goods or providing services, hiring equipment or providing transport services and who is, according to the contract, a potential party or the party to a procurement contract with the Procuring and disposing entity.

Tender: means an offer, proposal or quotation made by a supplier, contractor or consultant in response to a request by a procuring and disposing entity;

Terms of reference: means the statement issued by the procuring and disposing entity giving the definition of the objectives, goals and scope of the services, including where applicable the means to be used.

User Department: means an entity which goods; services or works are intended for;

2.3 Theoretical Literature Review
In this context of the study, the research looks on various aspects concerning the study; the most important consideration part were theories, concepts and even policies were applied in this part of the study.

The procurement process have been discussed in many variation, amongst others are the process discussed in the Procurement as an Innovation Instrument Inno-Utillities as follows.

Regular Public Procurement: The Open Procedure
“Regular public procurement” (i.e., non-innovative procurement of already existing goods and services) is considered here to correspond to one of three types of procurement procedures that the Act stipulates for public procurement above the threshold values. This procedure is called the “open procedure.

Open Procedure
The “open procedure” is described by NOU as follows:

Open procedure: a procurement in which all suppliers may submit tenders.
After advertising, the supplier requests the contract documents and these are dispatched as these requests are received. No negotiations with suppliers may be held.

In the open procedure, as in other procedures, there are a number of basic steps to be followed. They are the following:

(i) Advertising
(ii) Contract documents
(iii) Applications to submit tender and tenders
(iv) Documentation
(v) Evaluation of Tenders

In addition, there are two further steps that conclude the procurement process:

(i) Notification/Provision of information
(ii) Review and damages, etc.

**Advertising**

Procurers ("contracting entities") are required to inform all potential suppliers about forthcoming and concluded procurements by publishing, with the use of standardized forms, the following information in the *Supplement to the Official Journal of the EU*:

(i) “Indicative notices” of the procurements planned each budget year for certain product areas, special categories of services, and planned public works.
(ii) “Contract notices” of the specific procurements in question.
(iii) “Contract award notices” announcing the award of procurement contracts.

Only advertising of type 1 (Indicative Notice) and type 2 (Contract Notice) actually occurs at the beginning of the procurement process. Advertising of type 3 (Contract Award Notice) only occurs at or near the end of the process, in the step referred to above as “Notification”.

Chapter 4 of the Swedish Act, concerning utilities (including telecommunications), states in Article 14 that “for each fiscal year a contracting entity shall publish an indicative notice of the planned award of public supply and service contracts above the
value of € 750 000 within each product area or category of service” and in the case of public works contracts “the entity shall publish indicative notices for public contracts exceeding the threshold value … indicating their essential characteristics and extent”. (85 Chap. 4, Art. 14) In addition, Article 15 states that “A contracting entity shall advertise its procurements unless otherwise provided”. (85 Chap. 4, Art. 15).

**Contract documents**

Procurers (“contracting entities”) normally prepare the contract documents at the same time that they prepare to advertise procurement, since potential suppliers are expected to respond to the advertisement by requesting the contract documents, which must be provided as soon as possible. Therefore, both advertisements and contract documents are expected to contain the same basic information about the procurement.

Contract documents, in particular, should be carefully formulated, since they provide the essential documentation for the procurement. The contract documents should not unduly restrict the number of suppliers by referring to specific brands or processes, and where such a reference is deemed necessary it must be followed by the phrase “or equivalent”. Above the threshold values, references to European standards are required. NOU states that the contract documents must at a minimum comprise the following:

(i) A specification of the goods/services required
(ii) Commercial terms
(iii) Administrative conditions e.g. for submission of tenders
(iv) Evaluation criteria.
(v) Qualification requirements in respect of suppliers (in open procedure procurements and in simplified procurements) (86 p. 7).

Two particular aspects of the information contained in contract documents are especially subject to regulation. The first of these concerns technical specifications. The second concerns the qualification of tenderers.

Regarding *technical specifications*, NOU states “When contract documents contain technical specifications, these must refer to European specifications if any exist”. (86 p. 9).
As for the *qualification of tenderers*, NOU provides the following instructions:

The [Act] stipulates what requirements a contracting entity may lay down for suppliers concerning their internal conditions (rules for exclusion are mentioned in the [Act]), technical ability and capacity as well as their financial and economic standing. (86 p. 9).

**Application to submit tender and tenders**

Generally, applications to submit a tender should be submitted in writing. Other forms of submission are permissible, if they can be confirmed. As NOU explains, in procurement above the threshold values, “confirmation is an obligatory requirement” and “Normally, applications are confirmed in writing”. (86 p. 7).

NOU provides the following account of the time limits for tenders and applications to participate in tendering that are stipulated by the [Act]:

In open procedures, the minimum time for the submission of tenders is 52 days and in restricted and negotiated procedures the time is normally 37 days for applications to participate in the procurement and a further 40 days for the submission of tenders. Other time limits apply to utilities.

The time limits commence from the date of the dispatch of the contract notice to the Official Journal. (86 p. 9).

Although it notes departures from these time limits for other types of procedures, Chapter 4 of the Swedish Act, concerning utilities (including telecommunications), states in Article 17 that for the open procedure the “date of receipt of the tender shall be at least 52 days from the date of dispatch of the contract notice”. (85 Chap. 4, Art. 17).

Since the details of public procurement processes, including tenders received, can eventually be subject to public disclosure after these procurements have been concluded, suppliers should indicate whether – and, if so, why – any part of their tenders should be kept secret: “The supplier should specify in the tender if it is desired
During the procurement process, however, tenders and applications to tender are kept secret:

Tenders and applications to tender are subject to absolute secrecy until the contracting entity has decided which supplier is to be awarded the contract, after all the tenders have been made public or the contracting entity has concluded the procurement in some other way.

Before a contracting entity has come to a decision, it may not provide information on whom it has approached, whether it has received tenders or applications and, of course, who has submitted a tender or an application to tender other than to the tenderers or the applicants themselves. (86 p. 12).

**Documentation**

Procurers (“contracting entities”) are obligated to maintain extensive documentation of procurement procedures, indicating the grounds for their decisions and other important matters. They must, for example file the following types of documents.

The advertisement, the contract documents, a list of suppliers circulated, applications to tender, tenders, working documents regarding contracts with suppliers (e.g. notes from negotiations), a record of the evaluation, documents indicating the reasons for selection of tenderers as well as the reasons for rejecting applications to tender. (86 p. 8).

In addition to confirming these requirements and noting certain exceptions, Chapter 4 of the Swedish Act, concerning utilities (including telecommunications), states in Article 27 “This information is to be archived for four years”. (85 Chap. 4, Art. 27).

**Evaluation of tenders**

NOU provides the following account of the evaluation of tenders:
The accepted tender shall be either the economically most advantageous in consideration of the given evaluation criteria, such as price, operating costs, quality, aesthetic and functional characteristics, service and maintenance, environmental impact, etc. or have the lowest price. Only one of these two evaluation principles may be given in the contract documents. If the economically most advantageous tender is required, the evaluation criteria must be cited and if possible be placed in order of precedence. (86 p. 8).

Chapter 4 of the Swedish Act, concerning utilities (including telecommunications), states in Article 28 that in the case of tenders that comprise supplies originating from a country outside the EEA (third country), a contracting entity may reject a tender “if more than half of the total value comprises goods originating from a third country”, provided that an equivalent tender is available that would not be rejected under this principle. However, this condition does not apply if there are no available alternatives that could fulfill the technical requirements, and would not cause technical problems or “occasion disproportionately high costs”. (85 Chap. 4, Art. 28).

**Notification/Provision of Information**

The evaluation of tenders normally leads to a decision on procurement – i.e., the selection of which supplier will be awarded the contract. The supplier is, of course, notified. In addition, the contracting entity is required to publish a “contract award notice” announcing the award of the procurement contract in the *Official Journal of the EU*.

If the contracting entity is a public sector organization – i.e., belonging to the categories of government, local or other authorities, decision-making bodies, local authorities, county councils and companies owned by a county or local authority – it is subject to the principle of public access to official records.

The contracting entity is therefore required to produce records of the procurement, if they are demanded.
If the documents are requested, the contracting entity has to determine without delay whether some of the documents or parts of them are secret. Reasons for maintaining the secrecy of documents or information they contain may be that the community or the contracting entity would be harmed by the disclosure of the information or there are particular reasons to assume that the disclosure of the information would harm the supplier. Secret information may not be disclosed. (86 p. 12).

**Review and damages, etc**

Suppliers who consider that they have been wrongly treated in a procurement process have several avenues of appeal, including both the EC and the national procurement authority (in Sweden, NOU).

The most usual procedure is to appeal, under the national procurement law, for rectification of the procurement procedure and the award of damages ensuing from an infringement. For Sweden, NOU describes this procedure as follows:

During an ongoing procedure (until the conclusion of a contract), a supplier who considers that he has been harmed, or risks harm, may appeal to a County Administrative Court. It is obligatory for contracting entities to allow a reasonable time to elapse between the award decision and the conclusion of contract. There must be a period of at least ten days after the contracting entity announces its award decision and its reasons. This information must be provided to all the applicants and tenderers.

The County Administrative Court may order recommencement of the award procedure or that it may not be concluded until the infringement has been remedied. The court can also make an interim decision pending a final decision.

An appeal against the decision of the County Administrative Court can be lodged at the Administrative Court of Appeal. An order of certiorari is required for judicial review in the Administrative Court of Appeal.
When an award procedure has been concluded, a supplier who considers that he has been harmed can claim damages against the contracting entity in a District Court. Appeal can be made against rulings in these cases to a Court of Appeal. (86 p. 13)

2.3.1 Maturity Models of Procurement
Maturity models have a dominant focus as part of the discussion of procurement changing from clerical tasks to a strategic contribution. It starts with Van Weele (1984), who identify, from an empirical survey of 72 Dutch firms, that management can view procurement along a continuum from a low clerical level to a high strategic level involving corporate planning processes.

Reck & Long’s (1988) main claim concerns the power of strategy for developing its own capabilities in order for procurement being integrated with other functions. This can initiate a positive movement for the procurement function:

“As the purchasing function gains expertise and experience focusing on decision areas such as suppliers, personnel, and information, it begins to make positive contributions toward improving the firm’s competitive effectiveness. Over time, the purchasing function becomes an integral part of the firm’s competitive success.” (Reck & Long 1988:8).

This line of contemplation is augmented in their key observation of common characteristics of procurement’s development into strategic contributors. First, they argue that the developmental process of the procurement function is neither evolutionary nor revolutionary; indicating that the change does not happen by itself with the passage of time. To secure that procurement does not move backwards; policies, attitudes and skills must be established (1988:8). The methodology Reck & Long has applied is based on interviews with different companies at one point in time and thus does not as such have an empirical inquiry of how procurement organizations change; although they triangulate the interviews with two small case examples. What is observed are different procurement organizations varying in sophistication; however, it is the normative part of their work that has gained most influence in the procurement domain literature where procurement is facilitated by strategy developing linearly and gradually from a clerical stage to a strategic contributor.
The strategic leverage (up-stream activities) is develop/challenge specifications, develop sourcing strategy, and analyze future needs/influence delivery schedule whereas traditional procurement is about negotiating contracts, obtaining quotes and placing order, and monitoring vendor performance. For example, successful specification by eliminating components from the product design is of considerable more value than for example negotiating contracts.

Cousins et al (2006) provide an empirical test on the configuration of procurement functions focusing on its performance outcomes and aiming to recommend potential strategies to be adopted for improving the procurement function. The four categories are ‘Strategic’, ‘Capable’, ‘Celebrity’ and ‘Undeveloped. Four criteria decide the contribution of procurement; ‘strategic planning’, ‘purchasing skills’, internal integration’, and ‘purchasing status’. The ‘strategic’ status performs high on all four criteria, the ‘capable’ has a medium to high status on all four categories, while ‘undeveloped’ only performs high on procurement skills. The result of the study, they claim, does to a large extent support the initial work by Reck & Long (1988); however, with the exception of what Cousins et al call “celebrity” purchasers. This classification has a high level of status in the eyes of top management, but contains lower knowledge and skill levels than any other cluster; there is low involvement in strategic planning and low-to-moderate integration with the rest of the business. Cousins et al speculate that such situation can be caused by an “enigmatic” leader; that is, one that is able to sell the procurement function to top management but, nonetheless, and “emperor without clothes” (2006:788).

Procurement functions should behave. Without ever being explicitly stated in these bald terms, the current conventional wisdom – particularly the influence of the ‘evolutionary’ or ‘developmental’ models – leads to the belief that clerical and administrative activities such as order-raising and progressing, invoice payments, record filing, cost and quality control through negotiation and so on, are ‘primitive’ or ‘undeveloped’ activities, whilst more ‘sophisticated ‘or ‘developed’ activities should be actively pursued in order to move the function from stage to stage, up an evolutionary development path leading to improved performance and enhanced intra-organizational status. These ideas are so widespread that it is reasonable to describe
them as a generalized anti-administrative or anti-tactical procurement activity bias” (Ramsay & Croom 2008:202).

2.3.2 Work definition of Procurement and Domain Literature Boundaries

There is a general divergence in the language applied in the domain literature when defining procurement. For example, purchasing and procurement is often used interchangeably, while supply management is applied as synonymous with the former two but also understood as a broader organizational process. Concerned with applying procurement or purchasing, the discussion at least dates back to Lewis (1946) who identifies a general ambiguousness to what the phenomenon should be called. Contemporary textbooks take a linear perspective to the matter; for example, Cousins et al (2008) describe it historically as going from ‘buying’ to ‘purchasing’ to ‘procurement’ and contemporary it is called supply management. The tendency to applying new words to describe the field seems to be done in order to signal more sophistication and strategic orientation. For example, Axelsson et al apply the word sourcing that is defined as: ”managing the external resources of the firm, aimed at acquiring inputs at the most favorable conditions” (2005:16) and also suggest a supplementary pragmatic definition of saying that sourcing simply is involving all activities that lead to an incoming invoice (ibid). Thus, Axelsson et al aim to signal that sourcing involves strategic aspects of resource acquisition at the expense of focusing on operational matters and what happens after the invoice.

Ellram & Carr (1994) accept the argument that procurement tends to evolve and grow through stages in strategic posture. A prerequisite of this evolution, they argue, is a changing view of top management and change in attitude from procurement managers. They note that this has been a slow process in most organizations. Furthermore, the competence base remains undeveloped, which prevents procurement to contribute effectively to corporate strategy.

Cousins & Spekman (2003), to be strategic, they claim, requires that procurement understands the pressures on the organization and how it will react to these pressures. They found that procurement professionals took courses in negotiation but lacked insight into relationship management, and companies engaged in collaboration were more interested in cost reduction purposes than delivery and quality. Issues such as
decreasing time-to market and joint product development were ranked even lower in terms of importance. The “Strategic Supply Wheel” is explicitly based on policy, processes and procedures. Policy refers to the strategy formulation itself (without policy, there is no strategic supply wheel), procedures concerns organizational systems (including performance measurement and total cost-benefit analysis), and process refers to specific organizational processes, facilitating strategy implementation (including development of appropriate skills and competences and information systems) (Cousins et al 2008). Cousins’ work was initiated by a thorough review of the existing procurement domain literature and, as such, the supply wheel is a confirmation of the work on procurement in general.

Policy is the element that binds procurement competence together with how procurement links to the company and corporate strategies, and this is the starting point for procurement analysis (Cousins et al 2008). In relation to the supply wheel, Cousins (2005) goes further, claiming that instead of asking why procurement is not considered a strategic entity, we should have our point of departure in the overall corporate strategy. Corporate strategy determines the collaboration type with suppliers’ and business outcomes. Thus, we end up in two different approaches to procurement:

2.3.3 The cost focused approach to procurement: achieve cost reductions, lead time reduction, increasing purchasing profiles, and developing some external relationships. The mechanism is through operational collaboration, i.e. sharing operations planning, forecast, demand for sales etc.

2.3.4 The differentiator approach to procurement: focus is on resources and capabilities to translate strategy into managing the supply base and effectively make use of their capabilities. The main focus is strategic collaboration including relationship developments, and market collaboration including market share developments. Cousins claims and verify in his study that in cost focused companies, the role of procurement will be based on cost-minimization strategies and operational collaboration. A company with a differentiator focus will involve marketing collaboration and strategic collaboration. Hence, we should not expect that cost-focused companies will adopt ‘supply’ as a strategic process, whereas a differentiator
in the market place would be more likely to adopt a strategic view of supply. The claim from Cousins is a contingency perspective that was a stance away from earlier discourse where procurement in “one-way fits all” should become a strategic contributor to the company.

2.3.5 Strategic Change of Procurement – Developing Competences & Professionalism

The process of changing procurement strategically primarily focuses on increasing the level of procurement professionalism and competence, because it is expected to increase procurement’s status within the company. In particular, one reference has been extensively applied; Kraljic (1983) claims that procurement was burdened with too many routine operations and as a consequence did not have the time to do the value-adding activities that was needed. This job included securing long-term availability of critical materials and components at competitive cost in the context of risks and complexities connected to the procurement task. Thus, in order to cope with uncertainties in supply markets, companies are to change the outlook from procurement (operational) to supply management (strategic). Kraljic’s argumentation, however, was not necessarily a radically new claim in the procurement literature. For example, Lewis (1946) argues that top management did not recognize and understand the importance of procurement as a major function. Rather, top management prioritized other areas and in particular marketing. Furthermore, Lewis argued that negotiation must not be restricted to price concerns; in fact this may be the problem: that executives judge a procurer solely on the basis of ability to get lower price. Procurement should be able to judge a purchase agreement including change in specification, follow materials, markets, prices, stocks, and suppliers; thus broadening the scope of negotiation. Applying this knowledge is the role and value of procurement, arguing that “good” procurement performance is rarely achieved by those whose primary interest, training and responsibility are in other specialist areas (1946). Lewis pays particular attention to negotiation and inventory control as primary procurement skills and he also points to clear policies and procedures as the primary activities to change its position.

2.4 Empirical Literature Review

In this field of the study, the researcher aimed to find out from the different researches or study that has been already undertaken or written in relation to the field and come
out with the ideas of what have been said about the topic. For the interest of this study, various studies have been taken from different authors, scholars, institutions and organization and come out with the ideas and even recommendation for the further studies.

From the assessment done in The Country Procurement Assessment Report (CPAR) on the procurement system undertaken by the Public Procurement Regulation Authority - Final Report done in September 2007, the report has come out with the various issues on the whole processes of the procurement system in Tanzania.

Among other things that have been revealed out in the assessment are discussed here under the following aspect

**Budget Law and Financial Procedures Support Timely Procurement, Contract Execution and Payment**

After the approval of the budget, funds are committed to cover the portion of the contract to be performed within the budget period. Funds are normally released from the Exchequer on a monthly basis, however for the priority sectors this can also be on a quarterly or half-yearly basis. Standards for processing invoices are provided by the Public Finance Act and Regulations, and invoices are processed along with the required Local Purchase Order (which can be generated from IFMS) and the relevant delivery certificate. Payments are carried out by MDAs upon internal approval of invoices or progress reports.

The assessment is also revealed that there were some contracts which were note approved budget allocations. About 10% of the contracts assessed were not in the approved budget, 9% no data to reveal if the contracts were in the approved budget or not while 1% of the contracts were procured under PPPs arrangement such as collection of tax/revenue in local Government authorities.

According to Section 45 of the Public procurement Act 2004 and Regulations 47 and 25 of GN No. 97 and 98 respectively, requires Procuring Entities to prepare procurement plan in order to avoid emergency procurement wherever possible and to
aggregate its requirements in order to obtain the value for money and reduce procurement costs.

**Payment Schedule**
The assessment has revealed that out of the assessed tender documents, 40% does not have schedule of payment clauses. It was also found that Local Purchase Order (LPO) developed by LGAs don’t have clauses specifying payment schedule which contributed to the increase in the percentage of contracts without payment schedule.

From the above findings, it’s observed that STD is modified to delete payment schedule provisions in order to suit the requirement of some PEs due to uncertainty of cash flow. Furthermore, it was noted that assessed had late payment exceeding contractual payment schedule. This does not reflect the real picture as only 15 contracts out of total contracts (388) assessed has revealed that. The interviews with the stakeholders have commented that in case of any delays they are not claiming interest as they are afraid of being victimized by the PEs.

**Procurement Actions not initiated Without Budget Appropriations**
According to the Public Finance Act, availability of funds is required for initiation of procurement. Likewise, the Regulations 62 of GN 97 requires that funds are “voted or committed” before procurement can commence.

The assessment has revealed that; 80% of the contracts were in the approved budget, 10% were not, 9% no data were available to reveal while 1% of contracts were Public Private Partnership (collection of taxes).

**Cost of Tender Process**
The assessment has revealed that the cost for the preparation of a solicitation document by the PEs ranges from Tshs 3,000 (lowest) to Tshs 150,000 (highest). From the sample cases, the average is 48,000 Tshs In some cases the documents were sold up to Tshs. 200,000 regardless of the volume/bulkiness of the document. The reasons given by the PES was that they charge higher cost in order to cover the procurement administration costs which for some institutions are not budgeted for. Regulation 82(3) of GN97 requires the solicitation documents to be sold at a price to cover only the
costs related to printing, copying and distribution of the document without including any element of profit. In observing this, some ministries have allocated sub votes to PMUs. Furthermore, PPRA has issued guideline on how to reduce tender administration costs.

Another area of concern is the costs associated with the tendering process which include cost for tender advertisements, cost for evaluation committees and cost for the tender boards meetings. Assessment also revealed that the highest administrative costs reached Tshs. 9,870,000 while the lowest was Tshs. 210,000 per contract. For some contract the percentage of tendering administrative cost accounted for 9% of the contract price. Enforcement of Sec 45 of the Act and monitoring to ensure that the PEs prepares annual Procurement Plan which entail to aggregate requirements in turn will reduce tender administrative costs.

Adequacy of Organization, Funding, staffing, and Level of Independence and Authority to Exercise the Duties
The PPRA is staffed to the appropriate level but unable to perform all of its designated functions due to fine Government need to appreciate the benefit of a good procurement system in reducing spending and therefore avail adequate funds for PPRA to set and monitor the system.

Separation and Clarity to Avoid Conflict of Interest and Direct Involvement in the Execution of Procurement Transactions
The PPRA is only involved in execution of its own procurement transactions and not involved in the undertaking procurement of other PEs.

System for Collecting and Disseminating Procurement Information and Accessibility
PPRA has its own website that disseminates procurement information. Furthermore on June 2007 Procurement journal registered “Tanzania Procurement Journal” preparation of articles for the journal in progress. PPRA has also prepared a Procurement Management Information system which shall be used to collect and share procurement information.
Systems for Collecting and Monitoring National Procurement Statistics
There is a systematic gathering of procurement information. The system has been tested in five pilots PEs and it is being rolled out in other procuring entities effective from July 2007.

Strategy and Training to Provide Training, Advice and Assistance to Develop the Capacity
PPRA is offering training on PPA 2004 and its regulations in five different modules to PEs. Currently PPRA is in the process of employing a Consultant to disseminate PPA 2004 MDAs & LGAs. PEs and general Public are offered advisory services in the following areas: Use of standard documents, use of guidelines, interpretation of PPA 2004 and its regulations.

Quality Control Standards and Staff Performance Evaluation for Capacity Development
Currently, the procurement system does not have any quality assurance or staff performance evaluation systems. The Third Schedule of the Regulations provides standard for processing time, but these standard are not linked up with a quality control or performance measurement system.

In the study undertaken by Patrick Kakwezi and Sonny Nyeko on the Procurement Processes and Performance: Efficiency and Effectiveness of the Procurement Function in Uganda, the authors had come out with some result and recommendation for the study. The findings of the study suggested that financial and non-financial measures are equally important in indicating the performance of the procurement function.

This position was held by many authors as was earlier seen in the literature (Lardenoije, Van Raaij, & Van Weele, 2005) and also was the opinion of the respondents in this study. Interestingly, however, not every set indicator is important in the procurement process.
Accordingly the respondents’ suggestions, *quality of goods and services* is delivered through the procurement process is the most important set target of the procurement function and *safety of employees* the least important of the non-financial measures. This suggests that quality goods and services create a safe working environment and understanding of safety to employees. Through this study, quality has been identified as a generic measure for purchasing performance.

Based on the options that were provided by the respondents, quality was the most preferred measure of procurement performance followed by purchasing efficiency and purchasing effectiveness that, when pursued, ensure consistent quality of goods and services, competitive costs, flexibility on the terms of purchase and in meeting changing needs and demand, dependability on the source of supply, and reduces cycle time, and quality alone cannot bring these along (Knudsen, 1999 and Kumar, Ozdamar, & Peng, 2005).

Again, the respondents’ suggestions on financial measures pointed out the most important measure of procurement performance as the *purchasing audit and budgetary controls* and least was use of *profit centres*. Purchasing audit is a management tool used in assessing how goals and objectives are being met while utilizing organisational limited resources (Van Weele, 2006). The resources are inputs (personnel, budgets, time, and equipment) that need to be used effectively and efficiently in fulfilling different goals and objectives. The importance of the findings shows budgetary controls. Effective resource utilisation is facilitated by proper planning and budgeting by proper controls, though, this cannot be proved by the research results. The public sector the major “push” is on reducing costs, this focus has consequences on performance. Experience shows that when organisations focus on reducing costs, the quality of goods and services procured suffers, and when organisations focus on quality, costs come down.

More over a case study undertaken at Boliden AB by Magnus Bloomberg on Developing a Strategic Procurement Process to make it easier to standardise the procurement process and introduce new lead- buyers, Boliden has decided to create procurement manual. The primary purpose of the Manual is to provide an over view of Bolidens procurement operations. Procurement processes and procurement information systems. As such, this Manual provides an awareness of mandatory
requirements, policy considerations, guidelines, procedures and best practices. The Manual contains job description for all roles involved in procurement, instruction on how to handle communications, purchasing ethics and policies and detailed description of the procurement process and its sub processes.

In the process of creating this manual, five main processes are identified: Governess and administration, strategic sourcing, contracting, operative procurement and supplier management.

The final conclusion of the study is that in order to be able to control and measure procurement process in order to improve it, it has to be properly mapped.

Another empirical study that has been undertaken in this study was one taken in Kosovo under the title. Procurement Phases in The process of Procurement in Kosovo by Drita Kaçandolli-Gjonbalaj And Myrvete Bajivuku-Pantina – Lesij Nr. Xvii, Vol. 1/2010: Under this study the formal procedures of tendering and procurement procedures were explained in details. Different methods of awarding public procurement contracts derive from the theory and practice of many countries. Local and International newspapers and advertising through electronic web pages. This procedure were realized through certain terms of tendering. Applying of these includes:

(i) Open procedure.
(ii) Restricted procedure
(iii) Negotiated Procedure after Publication of a Contract Notice.
(iv) Negotiated Procedures without Publication of a Contract Notice
(v) Design Contest
(vi) Price Quotation Procedure
(vii) Tender Opening
(viii) Tender evaluation
(ix) Contracts- General principle
2.5 Research Gap
This chapter was designed to explain the existing gap of the previous research done about the topic.

The study research aimed to find out on how the procurement process affects the effectiveness of the procurement function within the organization. It is in the interest of the researcher that financial performance should NOT be the only measure to conclude the performance of the procurement function thus intangible performances like quality of procured goods and services, timely delivery of orders, customer satisfaction, dependability, flexibility and quality of employees should all be included. Therefore, the purpose of this study was to identify how the procurement process can affect the effectiveness of the procurement function. Indeed, the measures will enhance procurement efficiency and procurement effectiveness of the purchasing function as different models have shown how procurement process has a link to improved performance (Uganda Department of Trade and Industry, 2008).

2.6 Conceptual Framework
Van Weele (2005) presents a basic model of the procurement process. This basic model of procurement process has six steps as follows:

(i) Define specification
(ii) Select Supplier
(iii) Contract Agreement
(iv) Ordering
(v) Expediting
(vi) Evaluation

This process gives a rather good overall picture of the operative handling of procurement, but it lacks descriptions of other parts of procurement such as: measuring performance and advanced supplier management. So to get a broader view of the subject research on other parts of procurement process has also been investigated.

Meanwhile, the best practice models of procuring of goods and services were illustrated in the following diagram.
Procurement of Good and Services

Purchase Requisition

Sourcing of Suppliers or service provider

Petty Cash Purchase  Purchase by Quotation  Purchase by Tendering

Order and receipt of goods or award of service contract

Monitoring and Evaluating Performance of Suppliers or Contractor

Management oversight and Supervision

Procurement performance functions:
Lead time, quality products, cost minimization, financial performance etc.

Source: www.icac.org.hk (Best Procurement Practice Checklist) (Jan 5, 2014)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter will outline the research methodology which describe the study area, research design, study population, sample size and sampling techniques, types and sources of data, data collection methods, validity issues, and data analysis methods applied in this study.

3.2 Area of the Study
The Island of Zanzibar is situated between latitudes 5º 40’ and 6º 30’ and longitude 39º east. It is about 85km (53 miles) long and at its broadest point it is 39 km (24 miles) wide. Its area is about 1660 km² (640 square miles). Administratively, Zanzibar is a composition of two regions, i.e. Unguja and Pemba regions. Unguja regions are North Unguja, South Unguja and Urban West where as Pemba regions are North Pemba and South Pemba. This study was conducted in Urban West of Unguja region.

The study was conducted in Zanzibar in the Ministry of Information, Culture, Tourism and Sports, which is a public institution. The office is located in the Municipality of Zanzibar, in the Urban District in former House of Representative at Kikwajuni area opposite to Mnazi-mmoja Grounds.

The rationale for choosing Ministry of Information, Culture, Tourism and Sports was as a matured and large ministry in Zanzibar as public institution with many departments which deals with many activities of procurement function. So the ministry is chosen to enable the researcher on assessing how the procurement process affects the performance of procurement activities in the organization.

3.3 Research Design
This study employed a case study design as the main research design, the case study strategy was relevant since the researcher wish to gain a rich understanding of the context of the research and the processes being enacted (Eisenhardt and Graebner 2007). The study was intended to use a qualitative data rather than quantitative for analysis and interpretation even if both data will be used (Sekaran, 2003). The study was conducted at one ministry in Zanzibar, so, the researcher intended to asses a
contemporary phenomenon within its real life context using multiple sources of evidence.

The motives for adopting a case study were due to the following merits as outlined by Kothari (1990).

It is a fairly exhaustive method which enabled the researcher to study deeply and thoroughly different aspects of the phenomenon. It is flexible in respect to data collection methods; it saves both time and money.

3.4 Target Population
According to Bryman (2003), Population—basically is the universe of units from which the sample is to be selected. The term ‘units’ is employed because it is not necessarily people who are being sampled—the researcher may want to sample from a universe of nations, cities, regions, firms, etc. Thus, population has much broader meaning than the everyday use of the term, whereby it tends to be associated with a nation’s entire population.

Therefore the population of this study was forty five (45) employees of the Ministry of Information, Culture, Tourism and Sports which include the managerial department, accounting department, procuring department and users department.

3.5 Sample Size and Sampling Techniques
3.5.1 Sample Size
With sampling, researcher infers population characteristics from a sample. Factors that may lead the researcher into choosing sampling against census are budget, time available, population size, variance characteristics, nature of measurement, and attention to individual cases (Bryman, Bell, 2003:182). This study, applied sampling due to limited time and budget, large population size and high amount of attention required to individual cases.

The sample size of the study was selected from the sample population as follows; eight respondents selected from heads of organization, ten respondents from finance department, seven respondents from procurement personnel and twenty respondents from user department staff. This going hand to hand with what Hogg and Tanis (1977), said, 25 to 30 observations are enough for analysis and reporting purposes. Therefore this study used the sample of 45 populations.
Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>STRATUM</th>
<th>SAMPLE SIZE</th>
<th>ACTUAL SAMPLE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Organization</td>
<td>8</td>
<td>6</td>
<td>75%</td>
</tr>
<tr>
<td>Finance Department</td>
<td>10</td>
<td>8</td>
<td>80%</td>
</tr>
<tr>
<td>Procurement Personnel</td>
<td>7</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Users department</td>
<td>20</td>
<td>17</td>
<td>85%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>45</strong></td>
<td><strong>38</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Produced by Researcher’s (2014)*

3.5.2 Sampling Techniques

According to Cohen, at al: (2001), a sample is a representative group drawn from the population in such a way that the findings from the sample can be generalised on population. Kombo and Tromp (2006) defined sample as the analysis of large population where bias is minimized and the chance of inclusion of every member. Both random and purposive sampling technique was used in this study.

3.5.3 Random Sampling

Simple random sampling is a probability sampling whereby all members in the population have equal chance to being selected to form a sample. The random sampling maintains the original sampling frame but the number of elements available to be drawn decreases as each elements of the sample is removed before the next choice is made.

The study employed random sampling for the respondent from the user department staff because this population is made up with similar characteristics, as the size of a random sample depends on the homogeneity (variability) of the population (Shaughnessy et al,2000).

3.5.4 Purposive Sampling

The nature of this study involved the purposive sampling. Cohen et al (2000) described purposive sampling as a sampling in which the researcher selects the sample based on a certain purpose. However this approach does not represent the wider
population, it is deliberate, selective and biased. Purposive sampling is recommended when sample elements and locations are chosen to fulfill certain characteristics. In this case, purposive sampling was employed in Finance, Management, and Procuring Office Departments.

3.6 Data Collection Techniques and Instruments
Cohen, (2000) described research tools as the range of approaches used in gathering information, which were to be used as a basis for inference and interpretation, for explanation and prediction.

Both Primary and secondary data were collected from the field, the primary data was obtained from respondents through questionnaires and interviews while secondary data was obtained from documents that contains relevant information about the study, for our case the following method were employed in data collection.

3.6.1 Documentary Analysis
Documentary analysis has been considered by many researchers as potential source of data for research (Mason, 1996). Providing the meaning of a document in research context Bryman (2004) says that it is any written material that can be read, have not been produced specifically for the purpose of social research, are preserved so that they become available for analysis and are relevant to the concerns of a social researcher. In this study documents have been used to complement other sources of information with the idea that documents corroborate and augment evidence from other sources (Yin, 1994).

Various published and unpublished working documents and record from libraries of various departments and ministry was used in collection secondary data. This helps to obtain different information related to the study. But also help to understand the relationship between stated variables.

3.6.2 Interview
The researcher conducted interviews where by the respondents were interviewed privately and one at a time. This involved structured questions to gather only the necessary information and serving time for both the researcher and respondent.

The interviews were structured in such a way that it looks more as normal conversation. Before moving to the specific question relate to my study, I was starting
my interviews by asking general question about the process to the stakeholders in the organization. This created friendly environment for trust between the interviewers and respondents, it also provided chance to get more required information and clarification of some issues which were not clear. This procedure is supported by Spradley (1979) cited in Shekh (2003:121) by saying that familiarizing with the research environment minimizes barriers in data collection and in some instances allows the researcher to develop mutual trust that allows for smooth flow of information.

3.6.3 Questionnaire
This is an instrument of data collection from individuals using a formally designed schedule of questions (Veal, 1997). This was a self-administered questionnaire where respondents were requested to fill the questionnaires. Thus, the study used questionnaires as the instrument for data collection, so as to allow respondents to express their idea independently. Before questionnaire being administered, they was tested to the respondents to ensure its clarity (Adam and Kamuzora, 2008), removing sensitive and non-respondents questions and redrafting ambiguous questions, the study used questionnaires as the main data collection instrument, so as to allow respondents to express their idea Independently. The questionnaires addressed a variety of questions which could raise magnitude and awareness of the problem.

3.7 Validity and Reliability
Validity is the extent to which a test measurement or other device measures what it is intended to measure. A data collection tool should accurately reflect the concept that it is intended to measure.

Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is refereed under a similar methodology then the research instrument is considered to be reliable (Joppe 2000).

To ensure validity and reliability of the instrument for data collection, the researcher, pre tested the instruments such as questionnaire and interview guided by doing a pilot study with some of the respondents. Therefore the researcher employed multiple techniques in which one instrument will complement the others. The researcher also sought assistance of supervisor to go through tools to see if they were actually measures what the researchers planned to measure. Then the researcher makes necessary changes to improve the tools.
3.8 Ethical Issues
Research ethics involved the application of fundamental ethical principles to variety of issues in conducting scientific research. Among the ethical issues regarded in this research was voluntary participation of respondents which does not require people to be coerced.

Apart from that, the appointment was made with all respondents and the interviews were conducted as per every interviewee’s convenient time. But before conducting interview, the informed consent was taken. It is argued by Creswell (2003:64) that during research the researcher is compelled to develop an informed consent form for participants to sign before they engage in the research. This form acknowledges that the participants’ rights have been protected during data collection. The informed consent form is found in (Appendix VI).

3.9 Data Analysis Techniques
The data should be classified in ways that it assist the researcher in reaching pertinent conclusions and clearly reveal the findings that have led to those conclusions (Cooper and Schindler, 2003:17).

Data analysis method is normally based onto the forms of data the study aims to collect. Although this study intended to collect mostly qualitative data, it was imperative that the methods of data analysis was contained both qualitative and quantitative forms.

Qualitative data analytic methods used included explanation building, matching of data and information from the units of analysis and using comparisons as suggested by Yin (1994). This was guided by the research questions. These techniques were used to help the researcher analyze the data obtained through the open-ended questions in large quantitative forms (Weber, 1990).

When quantitative data are presented, this should be done with charts, graphics and tables (Cooper and Schindler, 2003:664). Quantitative methods of data analysis can be of great value to the researcher who is attempting to draw meaningful results from a large body of qualitative data. The main beneficial aspect is that it provides the means to separate out the large number of confounding factors that often obscure the main qualitative findings. Quantitative analysis approaches are particularly helpful when the
qualitative information has been collected in some structured way, even if the actual information has been elicited through participatory discussions and approaches (Abeyasekera, 2002). The researcher was assisted by the SPSS programme in coming up with the statistical analysis for this study.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction
This chapter presents, analyze and discuss data which were collected from the study sites in the Ministry of Information, Culture, Tourism and Sports in Zanzibar, data were collected from the Ministry’s head office, Zanzibar Commission for Tourism (ZCT) and Zanzibar Institute of Tourism Development (ZIToD).

The presented data, analysis and their discussion in general were based on the research objectives and research questions respectively. Therefore the recommendations and conclusion of the further study may derive from this chapter.

The research objectives were based in the three main categories as follows:

(i) To assess how the time delivery is affected through the procurement process.

(ii) To assess how the quality of the procuring items is affected through the procurement process.

(iii) To come out with the ideas of how our policies of procurement can be improved to facilitate the procurement function.

The respondents from this study were grouped into the user department, finance department, head of the organization and procurement personnel respectively.

4.2 Data Presentation and Analysis
The section aims to present and analysis data that were found from the field research, the analysis of data are started by the respondents from user department followed by finance department, head department and procurement personnel department respectively.

User Department
The researchers are presented the finding by considering the objectives of the study. In presenting his data, the researchers first looking was based on the respondents from User department on whom, he considered on the first two objectives which dealt on the assessment on time delivery and the quality of the procuring items and how is affected through the procurement process.
The findings are presented in tables as shown below.

**Table 4.1: Time and Quality assessment in the Procurement Process**

<table>
<thead>
<tr>
<th>Failure/Issue</th>
<th>Time Delivered</th>
<th>Product Quality</th>
<th>Cost Incurred</th>
<th>All Three</th>
<th>Time and Quality</th>
<th>Time and Cost</th>
<th>Quality and Cost</th>
<th>Neither</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure identifying the need</td>
<td>29.4%</td>
<td>5.9%</td>
<td>-</td>
<td>-</td>
<td>52.9%</td>
<td>-</td>
<td>-</td>
<td>11.8%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Misinterpretation of user</td>
<td>0.0%</td>
<td>11.8%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>29.4%</td>
<td>23.5%</td>
<td>23.5%</td>
<td>11.8%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Insufficient fund</td>
<td>41.2%</td>
<td>5.9%</td>
<td>-</td>
<td>-</td>
<td>35.3%</td>
<td>-</td>
<td>-</td>
<td>17.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Failure to define the product</td>
<td>11.8%</td>
<td>17.6%</td>
<td>5.9%</td>
<td>23.5%</td>
<td>23.5%</td>
<td>11.8%</td>
<td>5.9%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Failure to identify potential source</td>
<td>-</td>
<td>35.3%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>47.1%</td>
<td>17.6%</td>
<td></td>
<td>100.0%</td>
</tr>
<tr>
<td>Overstatement of the requirement</td>
<td>0.0%</td>
<td>23.5%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>23.5%</td>
<td>0.0%</td>
<td>23.5%</td>
<td>29.4%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Low knowledge of specification</td>
<td>0.0%</td>
<td>29.4%</td>
<td>0.0%</td>
<td>11.8%</td>
<td>11.8%</td>
<td>11.8%</td>
<td>29.4%</td>
<td>5.9%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Poor administration</td>
<td>17.6%</td>
<td>29.4%</td>
<td>0.0%</td>
<td>23.5%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>5.9%</td>
<td>23.5%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Unethical behavior</td>
<td>11.8%</td>
<td>11.8%</td>
<td>5.9%</td>
<td>47.1%</td>
<td>5.9%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>17.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Narrow definition of specification</td>
<td>-</td>
<td>47.1%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>41.2%</td>
<td>11.8%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Source:** Field Research (2014)

From the sample population of the study, the sample size of the respondent from user department was targeted to be 20 respondents; meanwhile the actual numbers of responses were 17 which are represented to 85% of the total population from user department.

From the question one asked from the respondents from user department based on time delivery and quality of the procuring items, referring to table 4.1 above, only 29.4% shows how time delivery is affected, while 5.9% only shows the quality of procuring items is affected through the procurement process.

The same question 52.9% of the whole respondent from the user department agreed on both two side i.e. time delivery and quality of the procuring items is affected through the procurement process and the remaining 11.8% were not agreed on the question.
The answer from question two of the user department shows that only 11.8% of the respondents were agreed on the affected of the procuring items in the procurement process, whereby 29.4% were agreed on both time and quality of the product, and 23.5% agreed on time and cost and the same percentage affected quality and cost respectively, and the remaining 11.8% were not agreed on the question.

As table 4.1 shows, 41.2% of the respondent from the user department agreed on the time delivery only that is affected through the procurement process, and only 5.9% is affected in quality of the procuring items in question number three, more over 35.3% of respondents agreed that both time and quality is affected through the process and 17.6% were not agreed with the question respectively.

In question four, table 4.1 shows that only 11.8% from the respondent agreed on the effectiveness of the procurement process in time delivery, where as 17.6%of the respondent support the effectiveness of the procurement process on product quality only. On the same question 5.9% of the respondent shows that cost incurred also affected in the procurement process, more over 23.5% of the respondent agreed that all three variable (time, quality and cost) were affected in the process and the same percentage also affected in time and quality respectively. Time delivery and cost were also affected by 11.8% in the procurement process as it happened to quality and cost alone which is affected by 5.9% only.

In question number five from the questionnaire, by referring to our table above, we can see that product quality alone affected by 35.3% compared to 47.1% affected by both quality and cost, meanwhile the 17.6% of the respondent were not agreed on the question.

In question number six the respondents from user department shows that 23.5% agreed that the quality of the procuring items were affected in the procurement process alone, not only that but also time and cost together affected too in the process which is graded up to 23.5% respectively to quality and cost together which shows the same percent of affection compared to 29.4% of the respondent on which shows that they were not agreed with the question.

In question number seven which is represented by the value of low knowledge of specification at our question, the respondent from the user department also differed on
their responses, 29.4% of the respondent shows that the quality of the product alone were affected, the same question the respondents were agreed that 11.8%, 11.8% and 11.8% respectively were affected, the former were affected by all three variables (time, quality and cost), while the later were affected only on time and quality alone and the rest were affected time and cost in the procurement process, more over the respondents shows that 29.4% of their responses were agreed that both quality and cost were affected, and the remaining 5.9% of the respondents were not agreed on the question asked.

Poor administration in the procurement process is another value which is discussed in question number eight by the researcher in his study. The table 4.1 shows that only 17.6% of the respondents were agreed that time delivery is affected, whereby on the same question 29.4% of the respondents supports that product quality alone is affected in the process,

The results also shows that 23.5% of the respondents were agreed that time, quality and cost were affected in the process while 5.9% shows that only quality and cost were affected and the rest 23.5% of the respondents from the same question were not agreed with the question.

On question number nine which is represented by the value of unethical behaviour, the respondents shows that 11.8% respectively were affected in time and quality alone, while the cost were affected by 5.9% only. On the same question 47.1% of the respondents agreed that all three variables (time, quality and cost) were affected in the procurement process, only 5.9% of respondents shows the time and quality together were affected and the rest of 17.6% of the respondents were not agreed with the question.

The last question which was represented by the value of narrow definition of the specification was also asked to the respondents from user department, the table 4.1 shows that, 47.1% of the respondents were supported on quality of the procuring items, while 41.2% alone affected both in quality and cost and the rest 11.8% of respondents were not agreed with the question.
Finance Department

From the sample population of the study, the sample size of the respondent from finance department was targeted to be 10 respondents; meanwhile the actual numbers of responses were 8 which are represented to 80% of the total population from finance department.

The findings are presented in tables as shown below.

Table 4.2: Time and Product assessment in the procurement process

<table>
<thead>
<tr>
<th>Variables</th>
<th>Time Delivered</th>
<th>Product Quality</th>
<th>Cost Incurred</th>
<th>All Three</th>
<th>Time and Quality</th>
<th>Quality and Cost</th>
<th>Neither</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q 1</td>
<td>12.5%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>87.5%</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q 2</td>
<td>37.5%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>62.5%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q 3</td>
<td>25.0%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>75.0%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q 4</td>
<td>62.5%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>37.5%</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q 5</td>
<td>-</td>
<td>37.5%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Q 6</td>
<td>0.0%</td>
<td>37.5%</td>
<td>0.0%</td>
<td>25.0%</td>
<td>12.5%</td>
<td>0.0%</td>
<td>25.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q 7</td>
<td>-</td>
<td>25.0%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>25.0%</td>
</tr>
<tr>
<td>Q 9</td>
<td>0.0%</td>
<td>0.0%</td>
<td>25.0%</td>
<td>50.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>25.0%</td>
</tr>
</tbody>
</table>

Source: Field Research (2014)

Table 4.2 shows that only 12.5% of the respondents from finance department in question one were agreed on time delivery only that affected through the procurement process while 87.5% of the respondents agreed that both two of the values (time and quality) are affected through the procurement process.

Referring to table 4.2, question number two we can see that only 37.5% of the respondents from finance department accepted time delivery only as affected in the procurement process and the rest 62.5% of the respondents agreed that time and cost together affected in the procurement process.

Table 4.2 above, in question 3 shows that only 25.0% of the respondents agreed on the time that is affected through the procurement process while the remaining 75.5% of the respondents agreed that time and cost both together affect the procurement process.

Sixty two point five percent (62.5%) from question 4 of the respondents from finance department agreed that time delivery was affected in the procurement process and rest 37.5% of the respondents agreed that time and cost were respectively affected in the procurement process.
As table 4.2 shows in question number five, only 37.5% of the respondent from finance department agreed that quality of the procuring items alone affected in the procurement process, while 50.0% of the respondents and 12.5% of the respondents agreed on the effectiveness on the quality and cost together and the rest were not agreed neither (quality and cost were not affected in the procurement process.

More over referring to the same table above in question number six, we can see that product quality alone is affected by 37.5%, the same question shows that 25.0% of the respondents agreed on both three variable (time, quality and cost) were affected in the procurement process. 12.5% of the respondents from the same question shows that quality and time together were affected in the procurement process and the remaining 25.0% of the respondents shows both quality and cost were affected in the procurement process respectively.

In question number seven from the table, 25.0% of the respondents shows that quality of the procuring items were affected in the procurement process while both quality and cost together were affected in the process and the rest 25.0% of the respondents were not agreed with the question.

The three (3) specific objective of the study was to come out with the ideas of how our policies of procurement can be modifies to facilitate the procurement function. The presentations of the finding are as the following.

**Table 4.3: Assessment of Policy and Procurement Act**

<table>
<thead>
<tr>
<th>Details</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
</tr>
<tr>
<td>Q 8</td>
<td>2</td>
<td>25.0%</td>
<td>6</td>
</tr>
<tr>
<td>Q 10</td>
<td>6</td>
<td>75.0%</td>
<td>2</td>
</tr>
<tr>
<td>Q 11</td>
<td>8</td>
<td>100.0%</td>
<td>0</td>
</tr>
</tbody>
</table>

**Source:** Field Research (2014)

Referring to table 4.3, we can see that only 25.0% of the respondents from finance department are aware on the procurement policy while the rest of 75.0% of the respondents are not aware on the procurement policy.
Table 4.3 also shows that 75.0% of the respondents in question number ten (10) are agreed on the procurement process and the rest of 25.0% of the respondents were not agreed on the procurement process.

Again, in the same table above in question number 11 shows that 100% of the respondents from finance department agreed on the challenges existed within the procurement process.

**Head Department:**

From the sample population of the study, the sample size of the respondent from head department was targeted to be 8 respondents; but the actual numbers of responses were only 6 which are represented to 75% of the total population from head department.

The findings are presented in tables as shown below:

**Table 4.4: Assessment on Time Delivery and Product Quality in the procurement process**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Time Delivered</th>
<th>Product Quality</th>
<th>Cost Incurred</th>
<th>All Three</th>
<th>Time and Quality</th>
<th>Time and Cost</th>
<th>Quality and Cost</th>
<th>Neither</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q 1</td>
<td>33.3%</td>
<td>-</td>
<td>16.7%</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q 2</td>
<td>33.3%</td>
<td>-</td>
<td>16.7%</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q 3</td>
<td>16.7%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>-</td>
<td>33.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q 4</td>
<td>16.7%</td>
<td>-</td>
<td>16.7%</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>-</td>
<td>16.7%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q 5</td>
<td>33.3%</td>
<td>-</td>
<td>16.7%</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q 6</td>
<td>-</td>
<td>16.7%</td>
<td>33.3%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q 8</td>
<td>16.7%</td>
<td>16.7%</td>
<td>0.0%</td>
<td>33.3%</td>
<td>0.0%</td>
<td>16.7%</td>
<td>16.7%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Source: Field Research (2014)*

Table 4.4 shows that only 33.3% of the respondents from head department in question one were agreed on time delivery only that affected through the procurement process while 16.7% of the respondents agreed that cost are affected through the procurement process and the rest 50.0% of the respondents all together agreed both time and cost are affected in the process the same answer were reported to question number two.
Referring to table 4.4, question number three (3) we can see that only 16.7% of the respondents from head department accepted time delivery only as affected in the procurement process and the 50.0% of the respondents agreed that time and cost alone affected in the procurement process and the rest of 33.3% of the respondents were not agreed on the question.

In question number four (4) from the table 4.4 above, 16.7% of the respondents shows that timely delivered of the product and cost incurred within the organization were affected in the procurement process respectively, moreover 50.0% of the respondents both together agreed that time and cost were affected in the process and the rest of 16.7% of the respondents were not agreed on the question.

Table 4.4 also shows that 33.3% of the respondents in question number five (5) are agreed that time delivery alone is affected in the procurement process while 16.7% of the respondents agreed on cost alone that is affected and the rest of 50.0% of the respondents were agreed on both time and cost were affected in the procurement process.

As can be seen from the table 4.4, only 16.7% of the respondents from question number six (6) from the head of the organization point out that product quality alone is affected in the procurement process, 33.3% of the respondents from the same question point that cost within the organization is affected in the process and the remaining 50.0% of the respondents agreed on both two i.e. quality and cost were affected in the process.

Again the table 4.4 shows that in question eight (8), the respondents from the head department agreed on the time delivered and product quality were affected by 16.7% each one, apart from that they also agreed that time and cost together and quality and cost affected by the same percent respectively, while the rest of 33.3% of the respondents shows that both three variables (timely delivered, quality of the product and cost) were affected in the procurement process.

In specific objective number three in the study, the researcher wanted to come out with the ideas of how the procurement policy can modified in order to facilitate the procurement function. Their findings are presented in the following table.
Table 4.5: Assessment on Policy and Act in the procurement process:

<table>
<thead>
<tr>
<th>Details</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Numbers</td>
<td>Percentage</td>
<td>Number</td>
</tr>
<tr>
<td>Q 7</td>
<td>0</td>
<td>0.0%</td>
<td>6</td>
</tr>
<tr>
<td>Q 9</td>
<td>6</td>
<td>100.0%</td>
<td>0</td>
</tr>
<tr>
<td>Q 10</td>
<td>6</td>
<td>100.0%</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Field Research (2014)

From the table 4.5 above, in question number seven (7) which aimed to examine if there is an existence policy of the procurement, 100.0% of the respondent from the head of the organization shows that they are not aware of this.

Question number nine and ten (9 &10) from the table 4.5 shows that 100.0% of the respondents from the head of the organization were agreed on the procurement process itself as a good process even if encountered by many challenges in facilitating the procurement function effectively.

**Procurement Personnel**

From the sample population of the study, the sample size of the respondent from procurement personnel department was targeted to be only seven respondents; luckily the actual numbers of responses were also seven (7) which are represented to 100.0% of the total population from the department.

Their findings are presented in tables as shown below:

Table 4.6: Assessment on Time delivery and Quality in the Procurement Process

<table>
<thead>
<tr>
<th>Time Delivered</th>
<th>Product Quality</th>
<th>Cost Incurred</th>
<th>All Three</th>
<th>Time and Quality</th>
<th>Time and Cost</th>
<th>Quality and Cost</th>
<th>Neither</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 100.0%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q2 0.0%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>100.0%</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q3 28.6%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>71.4%</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q4 0.0%</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>100.0%</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q5 0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q6 0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q7 0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>14.3%</td>
<td>85.7%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Q8 0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>71.4%</td>
<td>28.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: Field Research (2014)
Table 4.6 shows that 100.0% of the respondents from procurement personnel department in question one agreed on time delivery only that affected through the procurement process, and 100.0% on the respondents agreed that both time and quality are affected in the procurement process in question two as shown from the table 4.6 above.

Referring to table 4.6 question number three (3) we can see that only 28.6% of the respondents from procurement personnel department accepted time delivery only as affected in the procurement process and the rest of 71.4% of the respondents agreed that both time and cost together affected in the procurement process.

In question number four (4) from the table 4.6 above, 100.0% of the respondents shows that both time and cost were affected in the procurement process respectively, the same percentages (100.0%) were found in the question number five and six respectively where by the respondents agreed that time delivery, quality of the procuring items and cost incurred were affected in the procurement process.

Table 4.6 also shows that 14.3% of the respondents in question number seven (7) are agreed that both time delivery, quality of the procuring items and cost incurred within the firm were affected in the procurement process while the rest of 85.7% of the respondents agreed on time and quality alone that were affected in the procurement process.

Again the table 4.6 shows that in question eight (8), the respondents from the procurement personnel department agreed on the time delivered, product quality and cost together were affected by 71.4% each one, apart from that they also agreed that time and quality together were affected by 28.6% of the respondents were affected in the procurement process.

In specific objective number three in the study, the researcher wanted to come out with the ideas of **how the procurement policy can modified in order to facilitate the procurement function.** Their findings are presented in the following table.
### Table 4.7: Assessment on Policy and Act in the procurement process

<table>
<thead>
<tr>
<th>Details</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q 9</td>
<td>0</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Q 10</td>
<td>7</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Q 11</td>
<td>7</td>
<td>0</td>
<td>7</td>
</tr>
</tbody>
</table>

Source: Field Research (2014)

Form the table 4.7 above, in question number nine (9) which aimed to examine if there is an existing policy of the procurement, 100.0% of the respondent from the procurement personnel shows that they are not aware of this.

Question number nine and ten (10 &11) from the table 4.7 shows that 100.0% of the respondents from the procurement personnel were agreed on the procurement process itself as a good process even if encountered by many challenges in facilitating the procurement function effectively.

#### 4.3 Discussion and Interpretation

Again the section aims to discuss and interpret the data that were collected from the field, the section start by discussing the data obtained from the respondents of user department followed by the finance department, head department ending with procurement personnel department.

**User Department**

The researcher wanted to assess on how time delivery of the product/services and quality of the procuring items were affected in the procurement process. Referring to table 4.1 from the USER DEPARTMENT, the result shows that both time delivery and quality of the procuring items were affected in the procurement process. The percentage wise presented through that table from question one (1) to question ten (10) shows how the respondents from this department agreed on how time and quality of the products were affected through the procurement process.

This finding may be caused through the procurement process itself, or sometimes created by the procurement personnel staff by not involving the end-user of such items procured in their day to day activities. More over the problems may arise because of the user themselves by having low or no knowledge of specification with the items to
be procured that would resulted on getting low quality items, not only that but also the professionalism of the procurement knowledge would be a reason for this to happen.

Apart from time delivery affected and quality of the procuring items, the researcher also found that cost incurred in the organization was another issue arisen that could be affected in the procurement process. This may be led from buying off low quality specification of the items which would not be effective in production process, not only that but also the cost may arise from the process of procuring itself, for example sometimes may happen due to the process existed (tendering process), it does not give other alternative to make a purchase of the items required in case of limited or non-responses from tenderer, in order to make the process effective the organization will need to make re-tendering which of course lead to incurred unnecessary cost.

This finding obvious show that the procurement process’s itself has a big challenge in implication and shows how the user of the procuring items have their role playing on the procurement process, so the procurement personnel and management in general should have considered them in day to day operation.

**Finance Department:**

The researcher wanted to assess on how time delivery of the product /services and quality of the procuring items were affected in the procurement process. Referring to table 4.2 from the FINANCE DEPARTMENT, the result shows that both time delivery and quality of the procuring items were affected in the procurement process. The percentage wise presented through that table from question one (1) to question seven (7) shows how the respondents from this department agreed on how time and quality of the products were affected through the procurement process.

This finding may be caused through the procurement process itself, or by the procurement personnel staff with low or not having knowledge of specification of the items which resulted to identify the needs of the end-user of such items procured in their day to day activities. More over the problems may arise because of the financial budget of the organization, it happened most of the time in the public sectors in Tanzania in general that the allocated budget to be spend for the whole year, either delay on time or not given on the amount budgeted or some time given it at the end of
the year, this means that most of the procurement plan failed to be implemented on the
time prescribed.

To be effective in operation within the organization the budget should be managed and
received in a time, the finding from the finance department will also shows that
because of the inadequate fund the procuring process could be more effective in the
day to day activities, just imagine the contract award process both parties were failure
to sign the contract simply because of failure to fulfill the terms and condition of
payment ,the process will automatically stopped and the operation within the same
function will also stopped and caused delay in operation.

Moreover, the researcher found that cost incurred in the organization was another issue
arisen that could be affected in the procurement process. This may be led from the
limited budget that could not enough in the procurement planning by receiving fund at
the end of financial year the environment always change (not static) so any time due to
economic reasons the price will go up and down, so if the budget does not delivered on
time the whole process of procuring will also affected.

Not only that but also the cost may arisen from the process of procuring itself, for
example sometimes may happen due to the process existed (tendering process), it does
not give other alternative to make a purchase of the items required in case of limited or
non-responses from tenderer, in order to make the process effective the organization
will need to make re-tendering which of course lead to incurred un necessary cost.

This finding show how the procurement process could be affected in case of limited
budget within the organization and illustrated that perhaps effort should be taken to
make sure that the allocated fund within the organization are getting on time so as to
avoid un necessary cost and that could lead to delay in operation.

In most cases this seems to be problems in public sectors in Tanzania in general, most
of the public sector are failure to perform their duties on time simply because of
delaying of getting the allocated fund that could be used in implementation of their
activities. This issue was also risen up by the respondents of finance department
during the research field.
Head Department

The researcher wanted to assess on how time delivery of the product/services and quality of the procuring items were affected in the procurement process. Referring to table 4.3 from the HEAD DEPARTMENT, the result shows that the large numbers of responses agreed on time delivery and small amount of respondents agreed on quality of the procuring items were affected in the procurement process. The percentage wise presented through that table from question one (1) to question eight (8) shows how the respondents from this department agreed on how time and quality of the products were affected through the procurement process.

This finding may be caused through the procurement process itself, the process to be followed in the supplier selection or the time taken for tender evaluation, not only that but also the time taken to complete the signing of the contract may cause to delay in time delivery of the product/services in the organization. Luck of knowledge of contract together with the procurement personnel staff with low or not having knowledge of specification of the items which resulted to identify the needs of the end-user of such items procured in their day to day activities were amongst the reasons argued by the head of the organization that led to the series of problem in the procurement process.

The cost is another issue that arisen from the head of organization that affected in the procurement process, the respondents argued that the cost may arise if the supplier selection is chosen through biasness, not only that but also if the evaluation of tender will take more time due to delay of tendering process by non-responses from the bidder which will lead to retendering ,the result for this automatically lead to incurred un necessary cost within the organization and make delay in the procurement function.

The respondents also argued that there should be a knowledgeable staff with highly understanding of the specification of the items to be purchased and the knowledgeable staff with highly understanding on contract management ,by having these professional staff the organization may for a large extent avoid unnecessary cost that could be driven from the contract award and signing.
Procurement Personnel Department

The researcher wanted to assess on how time delivery of the product/services and quality of the procuring items were affected in the procurement process. Referring to table 4.6 from the PROCUREMENT PERSONNEL DEPARTMENT, the result shows that the large numbers of responses agreed on both time delivery and quality of the procuring items together were affected in the procurement process. The percentage wise presented through that table from question one (1) to question eight (8) shows how the respondents from this department agreed on how time and quality of the products were affected through the procurement process.

This finding may be caused through the procurement process itself, the process to be followed in the supplier selection or the time taken for tender evaluation, not only that but also the time taken to complete the signing of the contract may cause to delay in time delivery of the product/services in the organization. Luck of knowledge of contract together with the procurement personnel staff with low or not having knowledge of specification of the items which resulted to identify the needs of the end-user of such items procured in their day to day activities were amongst the reasons argued by the procurement personnel staff that led to the series of problem in the procurement process.

Moreover the problems may arise because of the financial budget of the organization, it happened most of the time in the public sectors in Tanzania in general that the allocated budget to be spend for the whole year, either delay on time or not given on the amount budgeted or some time given it at the end of the year, this means that most of the procurement plan failed to be implemented on the time prescribed.

To be effective in operation within the organization the budget should be managed and received in a time, the finding from the procurement personnel department was also shows that because of the inadequate fund the procuring process could be more effective in the day to day activities, just imagine the contract award process both parties were failure to sign the contract simply because of failure to fulfil the terms and condition of payment, the process will automatically stopped and the operation within the same function will also stopped and caused delay in operation.
This finding show how the procurement process could be affected in case of limited budget within the organization and illustrated that perhaps effort should be taken to make sure that the allocated fund within the organization are getting on time so as to avoid unnecessary cost that could lead to delay in operation.

In most cases this seems to be problems in public sectors in Tanzania in general, most of the public sector are failure to perform their duties on time simply because of delaying of getting the allocated fund that could be used in implementation of their activities. This issue was also risen up by the respondents from the procurement personnel department during the research field.

The cost is another issue arisen from the procurement personnel that affected in the procurement process, the respondents argued that the cost may arise if the supplier selection is chosen through biasness, not only that but also if the evaluation of tender will take more time due to delay of tendering process by non-responses from the bidder which will lead to retendering, the result for this lead to incurred unnecessary cost within the organization and make delay in the procurement function.

The respondents also argued that there should be knowledgeable staffs with highly understanding of the specification of the items to be purchased by having these professional staff the organization may for a large extent avoid unnecessary cost that could be driven from the buying low quality items from the suppliers.

**How the procurement policy can be modified to facilitate the procurement process:**

In his study, in specific objective number three (3) the researcher wanted to understand whether the procurement policy is aware by the three departments (finance department, head department and procurement personnel department), or otherwise, the researcher came out with only 25.0% of respondents from finance department said that they heard about the procurement policy but they didn’t see it and the rest 75.0% they know nothing about the procurement policy, that is totally different from head department which were represented by 100.0% of the respondent said they don’t think if the policy is there, and procurement personnel as presented in table 4.3 4.5 and 4.7 above respectively.
These results show that small number of respondents understands the procurement policy but the rest don’t know. This may be the policy was not presented to the stakeholders or otherwise the stakeholders themselves were not interested with the policy.

In Africa, it seemed most policies made are not making known to the public, the designers create these policies but they forget to make awareness to the stakeholders. This point is supported by some of the respondents during the field study. By this issue the Director of Planning said

“We are supposed to know this issue as we are the actors of the organization, but I don’t know whether the policy is there or not, if it’s happened to you, you get it please let me knows”.

“The same word was explained by the procurement personnel he said “I don’t know if there is a policy of procurement in Zanzibar if it there may be a minimum of only two people from the Ministry of Finance you will get there; otherwise I know nothing about policy.”

Apart from the policy issue, the researcher wanted to know about the procurement process itself, the Procurement Act and its challenges, the respondents responses show that large number were agreed with the existence of the procurement process and Procurement Act simply because both two things put the operation in the right way in terms of accountability and responsibility within the organization. Not only that but also the respondents argued that the procurement process and Act in general help in controlling the proper use of the public resources.

If this is the case, the respondents from the study would like to advice the Government on putting the policies aware to the public and its stakeholders in general because it’s only the policies that could guide the organization in operating the day to day activities, the policy shows the way how to act.

**An Interview Discussion**

During his study the researcher also used interview questions that aimed to find out how the time delivery of goods/service and quality of the procuring items are affected through the whole process of procurement. Not only that but also the researcher...
wanted to know the policy of the procurement and Act in general in facilitating the procurement function.

The respondents of these interviews questions were directed to head of the organization/department and procurement personnel only. The main reason for this is that they are the best actors within the procurement process. The head are the one who are responsible of controlling and managing of the organization, while procurement personnel are the one who is responsible on the procurement activities within the organization.

During interview, the researcher prepared an interview guide questions that could help him in getting the information required based in the study.

The responses from the respondents are discussed here under:

In question number one, the researcher wanted to know the important of having a good procurement process within the organization. The respondent’s responses were based on increasing the efficiency within the organization in general in terms of accountability.

Most of the interviewers were agreed that the good procurement process will helps the organization in increasing efficiency in the procurement of items from the suppliers, their main emphasizing were based on getting quality product on the right time and in the value for money. This argument was supported by the Executive Secretary from Zanzibar Commission for Tourism by saying:

“It’s better to have a good procurement process simply because the process makes the sense of accountability by increasing efficiency within the organization in terms of getting high quality product on the right time and in cost minimization that will result to better production within the organization”.

In question two the researcher wanted to know if there are specific sequences to be followed in purchasing the items, the respondent’s shows that the sequences are there and should be following in the procurement process. They said that the procurement process should followed the procedure prescribed by the central government starting by identifying the needs of the organization, the tendering process selection and should be followed till the end of process of contract award to be given for the successful
tenderer. All these steps should be passing through the principle of equity and transparency.

In question number three and four respectively the researcher wanted to know the important of having and considering of the supplier sources and selection in the whole process of procurement, some of the respondents replied:

“Of course this act will help the organization on ensuring that the items purchased are in good condition in terms of quality standard that will meet the customer need and will be getting on the right time this is because once we enter into a contract with the supplier he/she should act in a good manner “said the director.

The same words were supported by the procurement officer by said “it’s better to consider the supplier source and selection because it will help us on getting the product on the right quality, on a right time and right price”

This supported words shows how the important is in considering the supplier source and selection in the procurement process.

Question number five, six and seven from the interview guide the researcher wanted to know the reasons for delaying in the procurement process in general and what can be done to minimize it and it is important in the procurement process

Some of the responses argued that “the process itself is too long in operation that should be pass through many steps, others said that lack of funding within the organization will cause delays in the procurement process, but others went far by saying that poor procurement personnel skills is also the reasons for delaying in the procurement process”.

In order to minimize delay and making the procurement process act efficiently the director of planning said “the procurement process is good so it should be strengthen by eliminating those obstacle and to make it in a good way” she continued by saying “the Act and policy of the procuring should be mandated in order to facilitate procurement function easily by looking the business environment exist.”

Other said that the fund should be posted early as possible in order to meet the procurement plan.
The respondents agreed that by eliminating the delay in the procurement process lead to increase efficiency within the organization by delivering of the right product on time prescribed and lead to produce the product/services in standard that will meet the needs of the customers.

The respondents declared many challenges that existed in the procurement process within the existing Act of procurement in Zanzibar. In question number eight the researcher wanted to know this challenges and how it will be taken for the future implementation in the procurement process. Some of the presented challenges are low amount of money that is prescribed in the Act for tendering which is exceeded US $10,000. Not only that but also the respondents argued that the awareness of the procurement Act and policy in general is a big challenges since up to this moment there are some leader within the organization are neither knowing the existence of the procurement policy even the researcher himself are not aware if the policy is existed.

The financial issue (budget) is another challenge explained by the respondents in the procurement process.

In question number nine, the respondents from the interview also agreed that there should be a change in the procurement process with the existing Act in order to facilitate the procurement process in relation to the business environment.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMANDATION

5.1 Introduction
This chapter summarizes the purpose of the study and the findings. The chapter ends by providing policy implications and areas for further research.

5.2 Summary
The government of Tanzania has undergone several reforms in public sector including procurement Act and disposal of public assets for the better use of the public resources, its compliance has been discouraging despite its contribution in delivering qualitative and quantitative services. So this situation surfaced a way to a researcher to carry out this study.

The research general objective was to explore how the procurement process affects the effectiveness or performance of the procurement functions at the Ministry of Information, Culture, Tourism and Sports in Zanzibar. There were three (3) specific objectives of the study which included, to assess how the time delivery is affected through the procurement process with references within the ministry chosen, to assess how the quality of the procuring items is affected through the procurement process and to come out with the ideas of how the procurement policies can be modified in order to facilitate the procurement functions.

This study used case study design that is single case of Ministry of Information, Culture, Tourism and Sports, data was from three areas within the ministry responsible which includes in it Zanzibar Commission for Tourism, Zanzibar Institute of Tourism Development and at the ministry’s head quarter. Data collection method used was questionnaire and in-depth interview complemented by documentary data review. Simple random sampling and purposive sampling were used to select a total of 45 respondents. Data were analyzed using statistical package for social sciences and the findings were presented in tables, percentages and frequencies.

The findings of this study revealed that there were a number of obstacles in the procurement process which hinder the effectiveness or performance in the procurement functions practices in public service such as delay in signing of the contract, failure to identify the need of the organization, low knowledge of
specification, low knowledge of contract, delay in tendering process, supplier selection process with the process existing in the procurement Act itself were some of the obstacles of the performance in the procurement functions.

5.3 Conclusion
The purpose of the study was to access how the procurement process affects the effectiveness/performance of the procurement function within the organization.

The study confirms a relationship between the procurement process and its effectiveness on the procurement function in terms of timely delivered of the items and the quality of the procuring items in general.

The responses from the whole categories of respondents show that there was a great interrelation between the procurement process and its effectiveness of the procurement function. This means that when the whole process of procurement process is managed in a proper way there are fewer obstacles in the procurement functions. Not only that but also when there are effective procurement processes in the organization the performance of the procurement function, the objectives which are amongst are timely delivered and procuring of the quality items will be achieved.

The study also found that there is a gap between the procurement policy and procurement process, a large number of respondents were not aware of the procurement policy even if some of them are making assumption but it seems that they are not sure on the way they are thinking. The respondents are somehow aware on the existing of the procurement Act and confirm a relationship between the Act and the procurement process itself.

5.4 Recommendations
(i) The respondent’s responses show that they are not aware on the procurement policy, it can be there or otherwise, so if that is the case the Government should have to adopt the procurement policy and present to the stakeholders for the better implementation of the procurement function.

(ii) There is a need for the government officials especially those in head department and other related posts to have at least a minimum level of knowledge on procurement unit because these are things on which they act on their day to day of operation.
(iii) The budget adopted in the procurement planning should be getting on time otherwise the problem of timely delivered will be fails and resulted to failure of the performance within the organization.

5.5 Areas for Further Study
The researcher, after conducting the research on the procurement process and effect on the effectiveness /performance of the procurement function within the organization would like to recommend further research to be conducted on the following areas:

(i) More research could be carried out on the effectiveness of the procurement process and the cost incurred in the organization.

(ii) Not only that but also I would like to recommend for more research to be carried out on the effectiveness of the procurement process between the public and private sectors.

(iii) More over the ,more research could be taken on the procurement process and its effectiveness within the existing public procurement Act
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APPENDICIES

Appendix I

Questionnaires to ask Heads of the Organization:

I am Abass H. Abdalla from Mzumbe University, undertaking a research on PROCUREMENT PROCESS with your esteemed organization for academic purposes only.

Please, I request you to assist me with the information as per the questionnaires hereunder. Confidentiality of information will be maintained and assured.

Please answer the questions to the best of your knowledge.

Personal Particulars

Position of the Respondent

Age

Education

Duration of service

1. Briefly explain how time delivery is affected through the supplier selection?

2. How does the evaluation of tender affect the time delivery in the procurement process?

3. Explain how the signing of the contract can affect the time of delivery in the procurement process?
4. How does the supplier selection affect the quality of goods in the procurement process?

5. Briefly explain how does the developing of the specification of the items requested affect the quality of the product in the procurement process?

6. How does the delay of the signing of the contract affect the quality of the procuring items in the procurement process?

8. How does the selection of the unsuccessful tenderer can affect the quality of the product in the procurement process?

7. Briefly explain how our procurement policy can be improved in relation to the procurement process?

9. How does procurement Act of Zanzibar facilitate the procurement process?
10. What are the encounter challenges in the procurement process in relation to the existing procurement Act?

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Appendix II

Question for the Finance Department

I am Abass H. Abdalla from Mzumbe University, undertaking a research on PROCUREMENT PROCESS with your esteemed organization for academic purposes only.

Please, I request you to assist me with the information as per the questionnaires hereunder. Confidentiality of information will be maintained and assured.

Please answer the questions to the best of your knowledge.

Profile of the Respondent:

Position of the respondent………………………………………………………………………………

Age……………………………………………………………………………………………………

Education……………………………………………………………………………………………

B: Questions:

1. How does the misinterpretation of user’s need affect the time delivery in the procurement process?
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2. Explain how the budget constraint affects the time delivery in the procurement process?
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3. How does the communications problem in the procurement process affect time delivery in finance department?
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4. In your opinion how does the contract awarded affect the time delivery in the procurement process?

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5. How does the selection of unsuccessful tenderer affect the product quality in the procurement process?

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6. Briefly explain, how does the poor management of contract affect the quality of product in the process of procurement?

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7. In your opinion, how does the failure to identify the need of the end user affect the quality of the product in the procurement process?

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8. Briefly explain how our procurement policy can be improved in relation to the procurement process?

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9. How does procurement Act of Zanzibar facilitate the procurement process?

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10. Give your opinion for the procurement process.

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11. What are the encounter challenges in the procurement process in relation to the existing procurement Act?

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THANKS FOR YOUR CORPORATION
Appendix III

Question for the Procurement Personnel:

I am Abass H. Abdalla from Mzumbe University, undertaking a research on PROCUREMENT PROCESS with your esteemed organization for academic purposes only.

Please, I request you to assist me with the information as per the questionnaires hereunder. Confidentiality of information will be maintained and assured.

Please answer the questions to the best of your knowledge.

Personal Particulars

Age……………………………………………………………………………………………………………………

Education………………………………………………………………………………………………………………

Duration of service……………………………………………………………………………………………………

1. Elaborate on how supplier failure to deliver the product on time is affected in the procurement process?

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2. Briefly explain how the problems of identifying the need is affected time delivery in the procurement process?

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3. Elaborate on how the budget constraints challenge affects time delivery on the procurement process?

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4. How has the insufficient number of responses in the procurement process affect the time delivery of the product in the organization?
5. For your experiences, explain how poor evaluation of tender is affects time delivery in the procurement process?

6. To what extent do you apply the principle of fairness, equitableness, transparency, cost effectiveness and competitiveness in improving the quality of procuring items in the procurement process?

7. Explain how the failure to identify the potential sources can affect the quality of product in the procurement process?

8. How do the challenges of lack of responses from the known quality supplier can affect the quality of procuring items in the procurement process?

9. Briefly explain how our procurement policy can be improved in relation to the procurement process?
10. How does procurement Act of Zanzibar facilitate the procurement process?

11. What are the encountered challenges in the procurement process in relation to the existing procurement Act?

THANKS FOR YOUR CORPORATION
Appendix IV

Question for the User department:

I am Abass H. Abdalla from Mzumbe University, undertaking a research on PROCUREMENT PROCESS with your esteemed organization for academic purposes only.

Please, I request you to assist me with the information as per the questionnaires hereunder. Confidentiality of information will be maintained and assured.

Please answer the questions to the best of your knowledge.

Personal Particulars

Age……………………………………………………………………………………

Education………………………………………………………………………………

Duration of service……………………………………………………………………

B: Questions:

1. How does the failure of identifying the need of the end user affect time delivery in the procurement process?

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2. Mention how misinterpretation of user need is affected in the procurement process?

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3.  Show how insufficient funding can affect the procurement process?

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4.  How does the failure to define the appropriate product or service of procured can affect the procurement process?

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5.  How does the failure to identify the potential sources may affect the quality of the product in the procurement process?

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6.  Show how the overstatement of the requirement need may affect the procurement process?

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7.  In your experience, how the low knowledge of specification may affect the procuring items in the procurement process?

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8.  How does poor administration process in the procurement process affect the quality of product?
9. In your opinion, how do unethical behaviors may affect the procurement process?

10. Show how lack /narrow definition or commercial specification may affect the product quality in the procurement process?

THANKS FOR YOUR CORPORATION
Appendix V


I am Abass H. Abdalla from Mzumbe University, undertaking a research on PROCUREMENT PROCESS with your esteemed organization for academic purposes only.

Please, I request you to assist me with the information as per the questionnaires hereunder. Confidentiality of information will be maintained and assured.

Please answer the questions to the best of your knowledge.

Name (Option)…………………………………………..
Occupation ……………………………………………..

1. Why is it important to have a good procurement process within organization?

2. What are the sequences of operations in purchasing in your organization?

3. For your opinion, why it is important to considered on supplier selection in the procurement process?

4. Why supplier source is important in the procurement process?

5. What causes delays in the procurement process?

6. What can be done to minimize delays in the procurement process?

7. Why is it important to avoid delays in the procurement process?

8. What are the encountered challenges in the procurement process in relation to the existing procurement Act?
9. For your opinion is there a need for changes in the procurement process with the existing Laws in relation to rapid changes of business environment?

10. Show how does the financial budget constraint affect the procurement functions in your organization?
Appendix VI:

Participation Consent

You are request to consent for your participation into a study that aims at assessing the procurement process and effect on the effectiveness /performance of procurement functions in the organization - case study ministry of information, culture, tourism and sports –Zanzibar with respect to stakeholders’ views. The reason for asking you to participate is the fact that you are among the stakeholders and thus a potential respondent in this study.

The study will involve questionnaire and interview. The interviews will be involving some general head of departments, some officials from the department of the Ministry of responsible. The questionnaire will involve financial department, procurement personnel and user department.

Confidentiality

The information gathered will be treated with confidentiality such that only the researcher will access the given information in their raw form. In any way, the given information will not be linked to your individual name during report writing.

Benefits

There is no direct benefit for your participation in this study. However, your information will contribute to better understanding of the procurement processes in Zanzibar.

Participation
Participation into the study is voluntary. You have the right to decline to participate or to withdraw from the study at any point of the interview without saying the reason for your withdrawal. Your decisions whether to participate or not will not in any way jeopardize your higher education studies or your employment status. If you agree to participate into the study, please, give your signature hereunder.

Signature of the respondent ................................. Date ...............................  

Signature of the interviewer ............................... Date ...............................