IMPLEMENTATION OF THE PROCUREMENT PLAN: A CASE OF GOVERNMENT CHEMIST LABORATORY AGENCY, TANZANIA
IMPLEMENTATION OF THE PROCUREMENT PLAN: A CASE OF GOVERNMENT CHEMIST LABORATORY AGENCY, TANZANIA

By
Anastazia Nyakwesi Wandwi

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Award of Degree of Master of Science in Procurement and Supply Chain Management of Mzumbe University
2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ‘Implementation of the Procurement Plan: A Case of Government Chemist Laboratory Agency, 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…………………………

________________________________________
DEAN/DIRECTOR, FACULTY/DIRECTORATE/SCHOOL/ BOARD
I, Anastazia Nyakwesi Wandwi declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature____________________

Date________________________

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extract in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.
AKNOWLEDGEMENT

All praise is to the Almighty God, for giving me the endurance, the will and the faith from the beginning to the end of my study. This research report is a product of collective contributions from many individuals who in one way or another supported me during the study’s production process. I convey my sincere gratitude to all of them for their valuable contribution.

I would like to express my gratitude to Dr. M. Madale for his unwavering help, patience, and expert advice and devoted much of his time to scrutinize this work, making comments and recommendations. Special thanks go to Chief Government Chemist Prof. S.V. Manyele for allowing me to conduct my research and collect data from various sources within the organization. Thanks to my Director Mr. Sabanitho Mtega for exempting me from other duties so as to complete my research. Special thanks go to Mr. Elizeus Kalugendo for sparing his time advising and editing the research. I am pleased to acknowledge the co-operation of my children Isack and Glory for their encouragement and support and able to afford missing my presence.

Lastly but not least my appreciation goes to all respondents from different departments in GCLA for taking time and trouble to complete questionnaires and appear for interview. However all the shortcomings and views expressed there in are the author’s responsibilities.
DEDICATION

This Dissertation is dedicated to my family
### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AO/CEO</td>
<td>Accounting Officer/Chief Executive Officer</td>
</tr>
<tr>
<td>APP</td>
<td>Annual Procurement Plan</td>
</tr>
<tr>
<td>CPAR</td>
<td>Country Procurement Assessment Report</td>
</tr>
<tr>
<td>CPSP</td>
<td>Certified Procurement and Supplies Professional</td>
</tr>
<tr>
<td>GCLA</td>
<td>Government Chemist Laboratory Agency</td>
</tr>
<tr>
<td>ICB</td>
<td>International Competitive Biding</td>
</tr>
<tr>
<td>NCB</td>
<td>National Competitive Biding</td>
</tr>
<tr>
<td>PEs</td>
<td>Procuring Entities</td>
</tr>
<tr>
<td>PMU</td>
<td>Procurement Management Unit</td>
</tr>
<tr>
<td>PPA</td>
<td>Public Procurement Act, 2004</td>
</tr>
<tr>
<td>PPR</td>
<td>Public Procurement Regulation</td>
</tr>
<tr>
<td>PPRA</td>
<td>Public Procurement Regulatory Authority</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>TB</td>
<td>Tender Board</td>
</tr>
</tbody>
</table>
ABSTRACT

The research was on Implementation of the Procurement Plan at Government Chemist Laboratory Agency in Tanzania. The problem was on the ineffective implementation of procurement plan at Government Chemist Laboratory Agency which resulted into fail to achieve the organization’s goals.

The main objective was to analyze the effectiveness in implementation of Procurement Plan at Government Chemist Laboratory Agency. The specific objectives were to examine the process of preparing of procurement Plans, to examine factors determining enforcement of Procurement Plan and to examine the Financial and non-financial implication on the implementation of Procurement Plan.

To achieve these objectives; Questionnaires, interviews, observation and documentary source as data collection methods were used to obtain important information for the research study. Qualitative and quantitative data analysis techniques were used in which most of data collected met according to the research questions. The samples consisted of 45 respondents and were purposively and randomly sampled. Data analysis was done based on the research objectives.

Findings indicated that the Government Chemist Laboratory Agency have annual procurement plan in place but does not effectively implemented due to various factors which hinders the effective implementation of the plan. However for the Agency to implement procurement plan effectively, the following down should be met; ensure availability and adequate of funds on time, the annual procurement plan being prepared, approved and implemented on time, proper specification, the procurement management Unit to be staffed at appropriate level with competent and skilled personnel, and commitment to all responsible personnel to ensure effective implementation of procurement plan.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERTIFICATION</td>
<td></td>
<td>i</td>
</tr>
<tr>
<td>DECLARATION</td>
<td></td>
<td>ii</td>
</tr>
<tr>
<td>COPYRIGHT</td>
<td></td>
<td>ii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td></td>
<td>iii</td>
</tr>
<tr>
<td>DEDICATION</td>
<td></td>
<td>iv</td>
</tr>
<tr>
<td>ABBREVIATIONS AND ACRONYMS</td>
<td></td>
<td>v</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td></td>
<td>vi</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td></td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td></td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td></td>
<td>xii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>1.1</td>
<td>Background of the Problem</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>Statement of the Problem</td>
<td>3</td>
</tr>
<tr>
<td>1.3</td>
<td>Objectives</td>
<td>4</td>
</tr>
<tr>
<td>1.3.1</td>
<td>General Objective</td>
<td>4</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Specific objectives:</td>
<td>4</td>
</tr>
<tr>
<td>1.4</td>
<td>Research questions</td>
<td>4</td>
</tr>
<tr>
<td>1.5</td>
<td>Significance of the study</td>
<td>5</td>
</tr>
<tr>
<td>1.6</td>
<td>Scope of the Study</td>
<td>5</td>
</tr>
<tr>
<td>1.7</td>
<td>Limitations of the Study</td>
<td>5</td>
</tr>
<tr>
<td>1.8</td>
<td>De-limitations of the Study</td>
<td>6</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>LITERATURE REVIEW</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>2.1</td>
<td>Definition of key terms</td>
<td>7</td>
</tr>
<tr>
<td>2.1.1</td>
<td>Procurement</td>
<td>7</td>
</tr>
</tbody>
</table>
2.1.2 Public Procurement ................................................................. 7
2.1.3 Sustainable procurement ......................................................... 7
2.1.4 Procurement Planning ............................................................. 8
2.2 Theoretical Literature ............................................................... 8
  2.2.1 Importance Procurement Planning ......................................... 10
  2.2.2 The Procurement Process – Implementing the Plan .................. 11
2.3 Empirical Literature Review ...................................................... 20
  2.3.1 Abroad cases: ................................................................. 20
  2.3.2 Tanzania cases ................................................................. 20
2.4 Conceptual framework ............................................................. 22

CHAPTER THREE ........................................................................... 24
METHODOLOGY ........................................................................... 24
  3.1 Research design Research Design ............................................. 24
  3.2 Area of the Study .................................................................... 24
  3.3 Population .............................................................................. 25
  3.4 Sample size ........................................................................... 25
  3.5 Sample and Sampling Techniques ............................................ 25
  3.6 Sampling Procedure ................................................................ 26
  3.7 Units of Inquiry ...................................................................... 27
    3.7.1 Primary data source .......................................................... 27
    3.7.2 Secondary data ................................................................ 27
  3.8 Data Collection Methods and Approach ..................................... 27
    3.8.1 Questionnaire ................................................................. 27
    3.8.2 Personal Interview ............................................................ 28
    3.8.3 Observation .................................................................... 28
    3.8.4 Documentary Sources ...................................................... 28
  3.9 Reliability and Validity of Data .................................................. 29
    3.9.1 Reliability of Data ............................................................ 29
3.9.2 Validity of Data................................................................................................................. 29
3.10 Management and Analysis of Data .................................................................................... 29
3.10.1 Data Management........................................................................................................... 29
3.10.2 Data Analysis.................................................................................................................. 30
3.10.3 Interpretations.................................................................................................................. 30
3.11 Data Quality Control.......................................................................................................... 30

CHAPTER FOUR .............................................................................................................................. 31
RESULTS AND DISCUSSION ........................................................................................................ 31
4.1 Introduction............................................................................................................................... 31
4.2 Response Rate .......................................................................................................................... 31
4.3 Demographic Factors that Influence Implementation of procurement plan ................. 32
4.3.1 Respondents by gender...................................................................................................... 32
4.3.2 Respondents by Age.......................................................................................................... 33
4.3.3 Academic Qualification...................................................................................................... 34
4.3.4 Respondents by Occupation (Cadre)................................................................................ 34
4.4 The process of preparing of procurement Plans................................................................. 35
4.4.1 Awareness on the process of Procurement Plan.............................................................. 35
4.4.2 Preparation of Annual Procurement Plans at GCLA .................................................... 36
4.4.3 Time taken to prepare and submit procurement plan for approval ......................... 38
4.4.4 Factors affect timely approval of the annual procurement plan ............................. 39
4.4.5 Implementation of Procurement Plan at GCLA............................................................ 40
4.4.6 PMU Staff manning levels ............................................................................................... 41
4.4.7 Effective implementation of Annual Procurement Plan ........................................... 43
4.4.8 Factors needed for the effective implementation of Annual Procurement Plan at GCLA................................................................................................................................................. 45
4.5 Financial and non-financial implication on the implementation of ......................... 46
Procurement Plan.......................................................................................................................... 46
4.5.1 Financial implication on the implementation of Procurement Plan ....................... 46
4.5.2 Non-financial implications on the implementation of Procurement Plan ........ 48

CHAPTER FIVE ................................................................................................................. 54
CONCLUSION AND RECOMMENDATIONS ............................................................... 54
  5.1 Introduction .............................................................................................................. 54
  5.2 Conclusion ............................................................................................................... 55
  5.3 Recommendations ................................................................................................. 56
  5.4 Contribution to the Knowledge .............................................................................. 58
  5.5 Implication to Policy Makers ................................................................................. 59
  5.6 Implication to Decision Makers ............................................................................. 59
  5.7 Area of further study .............................................................................................. 60

REFERENCES ............................................................................................................... 61
APPENDICES .................................................................................................................. 65
LIST OF TABLES

Table 3.1: The number of respondents from each department. ........................................... 25
Table 4.1: Response Rate ........................................................................................................ 32
Table 4.2: Gender of the Respondents ..................................................................................... 33
Table 4.3: Age Distribution of Respondents ............................................................................. 33
Table 4.4: Academic Qualifications ......................................................................................... 34
Table 4.5: Respondents by Occupation .................................................................................... 35
Table 4.6: Awareness on the process of Procurement Plan .................................................... 36
Table 4.7: Preparations of the Annual Procurement Plan ....................................................... 37
Table 4.8: Time taken to prepare and submit APP for approval ............................................ 38
Table 4.9: Factors affect timely approval of the APP at GCLA ............................................. 39
Table 4.10: Implementation of the Annual Procurement Plan at GCLA ............................ 40
Table 4.11: Response about PMU staffing .............................................................................. 42
Table 4.12: Effective implementation of APP at GCLA ........................................................ 43
Table 4.13: Implementation of APP at GCLA for three years .............................................. 44
Table 4.14: Factors determining enforcement of Procurement Plan .................................... 46
Table 4.15: Financial Implication on effective implementation of procurement Plan ... 47
LIST OF FIGURES

Figure 2.1: Conceptual Framework ........................................................................23
CHAPTER ONE

1.1 Background of the Problem

Tanzania Public Procurement Act, 2011 Procurement reform in Tanzania started in 1990’s as a result of study on the procurement system in Tanzania carried out by grown agents consultants appointed by the Government of the United Republic of Tanzania. The study reveals various problems with regard to Tanzania Procurement System whereby there were no procurement guidelines for works and consultancy services. The financial orders were in use catered for procurement of goods only.

The Government has long acknowledged that there is rampant corruption in Tanzania and has been fighting hard to reduce it. It is estimated that at the national level about 20 percent of the government expenditure on procurement is lost through corruption, mainly through kick-backs and bogus investments that have to be written off. Considering that public procurement accounts for about 70 percent of the entire government expenditure budget. This translates to a loss of TShs 300 billion (USD 300 million) per year, enough to finance the combined annual recurrent budgets of the ministries of health and education (Nchimbi, 2005).

Procurement is one of the most world existing developments in supply chain management in recent years. However, in most African countries the ultimate procurement System is still in the development stage and will evolve over time (Kombo and Tromp 2003). Public Procurement Act, 2011(49) requires each procuring entity to plan its procurements in a rational manner and in particular aggregate its requirements to obtain value for money and reduce procurement costs. In order to facilitate and harmonize the planning process, the Authority (PPRA) prepared templates to be used by all procuring entities when preparing their annual plans. In the first place, it took so long for the templates to be availed to the procuring entities.
Secondly, and perhaps more seriously, most of the procuring entities still find it difficult to fit in their procurement plans within the national budget. Many of procurement management Units and members to the tender boards admit that differences in timing of procurement activities and release of funds are one of their common challenges in implementing the annual procurement plans. It is therefore, not surprising to see that most procuring entities have the annual procurement plans in place but the actual procurement activities do not adhere to the plans (NBMM, 2008)

Different items in goods and services procurement can be tightly specified with little alterations from the original specification. To meet the quality of the proper implementation of procurement requirements for a particular country or industry requires enhanced preparation of the existing system which will provide the satisfactory and fair service to a customer (Sumbana, 2004)

While all procurements require some planning, the degree of planning is dependent on the complexity and size of the procurement. Simple procurements do not generally require detailed planning; whereas, by virtue of their size, covered procurements will generally require a more detailed planning process. In the case of large and complicated procurements, the Agency may even consider forming a steering committee and bringing in a variety of expertise from across the agency. (Commonwealth of Australia, 2005). The method of procurement process to be used depends with the volume of procurement. (PPR 66(2), 151, 165 and 166).

Basheka, (2006) argued that planning of purchases is no less important in institutions and government than it is in industrial organizations. All public essential goods/services are required on around the clock basis and government ability to deliver them can be severely crippled by a shortage of needed goods or services. Some services may be needed infrequently but if and when the institution or government must provide them.
Annual procurement is a tool that facilitates early and smooth procurement process and draws businesses’ early attention to procuring entity’s planned procurement of the forthcoming financial year (Thai 2001). Thus, the proposed study was intended to focus on effectiveness in implementation of Procurement Plan at Government Chemist Laboratory Agency (GCLA) as a case study in their attempt to deliver the value for money services and operations at the economy and efficiency manner.

1.2 Statement of the Problem

Procurement Planning is one of the most important steps in the public procurement cycle. The procurement plan is expected to list all the requirements that are under the responsibility of a particular procurement entity and that are expected to be procured over a period of time (Jorge Lynch, 2010). The Government of the United Republic of Tanzania has long realized the importance of the proper implementation of Public Procurement Plan as it brings development of the country as well as its contribution to poverty reduction. By so doing, the government has initiated a number of reforms to implement procurement in its public procurement system with the aim of making it more efficient and transparent (Mbaruku, 2008).

Value for Money is an essential test against which a procuring entity must justify a procurement outcome. From the user or the targeted public point of view, value for money is the value (output) attached to some defined cost (input). The user department or consumer attempts to attach value to products or services received and compares the same with resources expended. A broader definition associates value for money with the implementation of procurement plan. A comparison is made between the input costs against the value of the outputs and a qualitative and quantitative judgment over the manner in which the resource involved have been utilized and managed. Value for money is based therefore not only on the acquisition price/cost (economy) but also on the maximum efficiency and effectiveness of a procurement transaction. One might therefore wish to verify proof of use of technology,
financial analysis tools, timeliness, commitments of stakeholders, proper specifications and competent personnel (Mamiro, 2010)

However, the feasibility study on implementation of Procurement in Tanzania carried out in April, 2010 under the order of Public Procurement Regulatory Authority (PPRA) showed that the practice of procurement was still a dream to most procuring entities (PE’s) despite huge efforts undertaken by the government. The reasons given being; poor infrastructures, technological indifferences, inadequate awareness among procurement stakeholders and insufficient policies. Most of the procuring entities still find it difficult to fit in their procurement plans within the national budget (Mbaruku, 2008)

Hence, this study concentrated on assessment of the effectiveness implementation of Procurement Planning at Government Chemist Laboratory Agency.

1.3 Objectives

1.3.1 General Objective

The main objective was to analyze the effectiveness implementation of Procurement Plan at Government Chemist Laboratory Agency.

1.3.2 Specific objectives:

i. To examine the process of preparing procurement Plans

ii. To examine factors determining enforcement of Procurement Plan

iii. To examine the Financial and non-financial implication on the implementation of Procurement Plan.

1.4 Research questions

This research attempted to assess the implementation of Procurement Plan at Government Chemist Laboratory Agency in Tanzania.
i. What is the process of preparing Procurement Plans?
ii. What are the factors used to determine enforcement of Procurement Plan?
iii. What is the implication of financial and non-financial on the implementation of Procurement Plan?

1.5 Significance of the study
The findings of this research lead to increase knowledge and thorough understanding of procurement issues to all procuring entities particularly stakeholders of the Government Chemist Laboratory Agency. It was a belief of the author that thorough understanding of proper implementation of Procurement Plan had left much being desired in Agencies especially by small procuring entities that are emerging nowadays.

Furthermore, this research was a vital evaluation of the government’s efforts of implementing Procurement Planning in both public and private sectors as the government found out the strengths and weaknesses of their efforts towards procurement process. The researcher considered that the knowledge so gained helped the procurement stakeholders and the government being aware of the challenges and obstacles for proper Procurement Plan in Tanzania.

1.6 Scope of the Study
The study conducted only in one selected Organization rather than all organizations in Tanzania, the concentration area was Procurement Department in Government Chemist Laboratory Agency.

1.7 Limitations of the Study
The following were the limitations of this study;
1.7.1 Cost:
Due to insufficient fund, the researcher conducted the research at GCLA Headquarter Dar Es Salaam instead of travelling to each GCLA Zones.

1.7.2 Availability of Information:
Since other information might not be presented to researcher by keeping as confidential, the researcher used only the information provided by responded and those observed.

1.7.3 Time Factor:
The time for conducting research was too limited. Due to this, the researcher was used a case study instead of survey.

1.7.4 Poor Reaction:
Poor response from some of the staff and other employees of the organization was a serious obstacle to the researcher in carrying out a research study. The researcher created the friendly environment to respondent.

1.8 De-limitations of the Study
Due to time and financial constraints as the research undertook alongside the normal work schedule, and the researcher paid all the expenses from her pocket, the study conducted in Dar es Salaam at GCLA Headquarters only.
CHAPTER TWO
LITERATURE REVIEW

2.1 Definition of key terms

2.1.1 Procurement
Procurement may be described as the process that creates, manages and fulfills contracts. It is the function responsible for purchase, lease or other legal means of acquisition of the right goods (equipment, material, consumables), works (construction, repairs, rehabilitation), and services (individual consultants, consulting firms, training, workshop) required to satisfy certain needs, at the right quantities and at the right price (Sumbana, 2004).

It is management of the sustainable acquisition of goods, works and services to optimize value for money through a professional, auditable and transparent framework (Mbaruku, 2008).

2.1.2 Public Procurement
Means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by a procurement entity spending public funds on behalf of the ministry, department or regional administration of the government or public body including all functions that pertaining to the obtaining of any goods, works or service or including description of requirement, selection and invitation for tenders, preparation and award of contract. (Public Procurement Act (PPA), 2004)

2.1.3 Sustainable procurement
Is a spending and investment process typically associated with public policy, although it is equally applicable to the private sector. It is linked to the wider agenda of sustainable development. Organizations practicing sustainable procurement meet their needs for goods, services, utilities and works not on a private cost-benefit analysis, but with a view to maximizing net benefits for themselves and the wider
world (Mlinga, 2008) thus, means that when buying goods or services agencies need to consider the social, environmental and economic impacts. However, Sustainable procurement involves a higher degree of collaboration and engagement between all parties in a supply chain. Many businesses have adopted a broad interpretation of sustainable procurement and have developed tools and techniques to support this engagement and collaboration.

2.1.4 Procurement Planning
Is the process of deciding what to buy, when and from what source? During the procurement planning process the procurement method is assigned and the expectations for fulfillment of procurement requirements determined. Procurement planning is the process used by procuring entities (Ministries, Departments and agencies) to understand, and sequence activities in a procurement process in a way that achieves project or program objectives within a given period of time.

Mlinga (2008) defined procurement plan as the procurement entities indicative purchasing plan for the financial year. He explained procurement plan to be a tool that facilitates early procurement caution and drew attention for the forthcoming year.

2.2 Theoretical Literature
Basheka (2006), states that, the procurement process is initiated when a need is recognized and ends when the same has been satisfactorily met. Information obtained from research and analysis used to develop procurement objectives and potential procurement strategies. It was useful for refining the degree of business risk in the corporate procurement planning process; new information may alter the supply positioning category to which the goods/services belong. Depending upon the size, scope and complexity of the individual significant procurement project more detailed planning may be required.
In some circumstances a detailed project management plan may be necessary. Time invested in preparation before developing the significant procurement plan will increase the chances of it being completed within the required timeframe and budget. As a first step, procurement officers should refer to the following high-level outputs from the agency’s procurement planning process which includes the agency’s procurement objectives, the savings and benefits opportunities and the measures and targets and the approach to risk management. Agencies must ensure that systems, policies and procedures are established that are able to withstand public scrutiny and which preserve private and public sector confidence in the procurement process. This includes documenting procurement decisions to demonstrate a clear decision-making process. (Nyeko, 2004).

The main factors influencing the level of detail in a significant procurement plan relate to the size, scope and risk of the procurement and uncertainty about its requirements, together with the complexity of the supply market and the timeframe needed to achieve a successful outcome. In determining the level of detail required for specific significant procurement plans, agencies must take into consideration the nature of their procurement environment and the capability of their procurement function. The process includes the internal preparations of plan which after the approval of the budget start with the identification of needs by the user departments and submit their requirement to the PMU which consolidated the requirements from all user departments and prepare the procurement action plan with the consultation to user departments and relevant/responsible authorities in preparation of specification schedule of requirements and terms of references. (Nyeko, P.2004).

PPA, 2004(45) and Public Procurement Regulations (PPR), 2005, prior to effecting any procurement in the organization, the preparations of procurement planning is aiming to avoid emergency procurement, obtaining value for money, avoiding splitting of procurement, integrate procurement budget with expenditure program
and reduce procurement costs through provision of efficient, cost effective and flexibility in procurement.

The plan comprises of the activities to be done during the financial year, the estimate budget of the particular procurements, the proposed method of procurement to be used as per threshold, the preparation and advertisement of the general procurement notice, preparations of the required documents of the PMU and the approved by the respective tender board, invitation of the bidders and submission of the same, evaluation of the submitted bids and approval for award by the tender board and lastly the preparation of contract and signing of the same. (Gregory, N. 2012)

2.2.1 Importance Procurement Planning

Jorge Lynch, (2010) explains the importance Procurement Planning as follows:

i. It helps to decide what to buy, when and from what sources.

ii. It allows planners to determine if expectations are realistic; particularly the expectations of the requesting entities, which usually expect their requirements met on short notice and over a shorter period than the application of the corresponding procurement method allows.

iii. It is an opportunity for all stakeholders involved in the processes to meet in order to discuss particular procurement requirements. These stakeholders could be the requesting entity, end users, procurement department, technical experts, and even vendors to give relevant inputs on specific requirements.

iv. It permits the creation of a procurement strategy for procuring each requirement that will be included in the procurement plan. Such strategy includes a market survey and determining the applicable procurement method given the requirement and the circumstances.
v. Planners can estimate the time required to complete the procurement process and award contract for each requirement. This is valuable information as it serves to confirm if the requirement can be fulfilled within the period expected, or required, by the requesting entity.

vi. The need for technical expertise to develop technical specifications and/or scope of work for certain requirements can be assessed, especially where in-house technical capacity is not available or is non-existent.

vii. Planners can assess feasibility of combining or dividing procurement requirements into different contract packages.

The Procurement Plan is the product of the procurement planning process. It can be developed for a particular requirement, a specific project, or for a number of requirements for one or many entities in the public or private sectors.

2.2.2 The Procurement Process – Implementing the Plan

The primary conceptual justification for procurement planning is that advanced planning scheduling and group buying will result in cost savings, more efficient operation and therefore improved use of funds. It enables the procuring entity to more precisely define the need, identify the means by which it can be met, identify and categorize activities required by the chosen means, understand the market regarding the products, works or services needed, estimate its costs, determine and allocate resources, and time it will take to procure, as well as the best strategy for its procurement. Procurement process enables the procuring entity identifies possible risks and plan mitigation measures prior to launching procurement activity (Neef (2001)).
Thus in some jurisdictions, procurement planning entails a range of activities that includes需es assessment and evaluation:

i. identifying the goods, works or services required (characteristics and technical qualities)

ii. carrying out appropriate market and statistical surveys.

iii. collating and analyzing of the cost implications of the proposed procurement

iv. aggregating its needs to obtain economy of scale and reduce procurement cost

v. integrating its procurement expenditure into its yearly budget

The information and knowledge generated from procurement planning, supports procurement process decision making. Such decision making will include, but not limited to arriving at specifications that best identify the precise goods, works or services that meet the identified need, the kind of contractor that can best deliver these goods, works or services within the budget, tender process definition, prescribing contract terms or responsibilities of parties (Lysons, 2003).

In such essence, you do need to determining award process and criteria to prescribe a method for effecting the procurement, the choice of contract packages. Such information and knowledge is also required in preparing procurement documentation including; Prequalification, Specifications, Bidding Documents, draft contracts (Neef 2001).

These documents usually contain and prescribe certain criteria and conditions which includes the selection of contractors, conditions precedent for validity of the bids or proposals, criteria for evaluating bids or proposals or selecting the least cost responsive bid, the proposal with the best combined evaluation in terms of criteria established in the documents in the case of quality and cost based selection, as well as the highest ranked technical proposal within the budget. Procurement planning
enables you to ascertain better grounds and rational parameters for choosing from a variety of approaches that are possible and available for each procurement activity (Msita, 2007).

In effect, procurement planning supports the procuring entity to; understand the market; define precisely the inputs and expected outputs or results; identify challenges, and fashion out remediation, to reduce risks and uncertainty; achieve predictability. It also helps an agency realize economies of scale through aggregation of needs, while simultaneously maintaining effective control over the contracting process and ensuring effective decision making based on rational grounds (Mlinga, 2006).

Musigula (2004) argued that procurement planning enables an agency to; identify action parties and champions to be held accountable for execution and delivery on the plan; to accelerate procurement processing time, and budget implementation as well as providing a tool for monitoring and evaluating procurement. Thus helps better understanding of project scope and challenges, improved procurement strategy and documentation, better control of the delivery mechanism and processes, better control of costs, better control of resources.

Establishing objectives to be achieved by a significant procurement project will entail reference to the higher level agency procurement objectives mentioned above (to ensure consistency), and the development of specific and measurable objectives based on the results of research and analysis (Ghauri, 2005).

The following are examples of generic objectives relating to each of the significant procurement categories.

**Volume category:** Generic purchasing strategies in this category aim to ensure that total costs, including the costs of processing large numbers of low value transactions, are reduced; and sustainability opportunities harnessed.
**Specialised category:** The generic objectives are to ensure a secure and ongoing supply by reducing the exposure of the agency to limited sources.

**Critical category:** The general aim in this category is to achieve value for money through effective supplier relationship management. The suppliers in this category are often those that supply complex goods and services and rely on innovative solutions, high creativity and high intellectual property content.

Procurement planning admits various stages of activities which often do but may not always occur in the sequence here captured as; First, a needs assessment or identification, determining the exact need of the particular stakeholders, realizing that as different as groups of stakeholders may be, so also are their needs. Secondly, it includes determining and precisely defining the project objectives-clear, smart, time bound and achievable objectives where possible. The next stage will be to determine the exact goods, works and services required to deliver the project objectives, and to break them down into activities, inputs, sub units and steps. The plan hence broken down into activities, sub-units and steps, you can look out for similar goods, works and services with a view to aggregating them into uniform packages to achieve economies of scale according to the organization demand (Harold, 2000).

Gathering market intelligence enables you determine exactly what is available in the market, what alternatives exist, at what costs and conditions of acquisition, storage, use, maintenance and also disposal. An item that appears cheap and cost effective to purchase, may not be actually cheap if its costs of maintenance, or conditions of storage and use impose higher costs than its purchase costs, or are at such rates that take away the advantage of a lower purchase cost, when compared with alternatives. So, it may also be, if the cheap item required for only a short period, has no second hand value as against another, slightly more expensive item, which has substantial
second hand value and effective demand for it in a used state. A market survey will reveal these to a procuring entity (GA Churchill, 1984)

Further, such a survey or gathering of market and related intelligence will help a procuring entity determine relevant performance standards for each sub unit. It can ascertain performance standards of every available alternative in the market. This will enable it to define and set its specifications in a manner that will lead to the procurement of goods or works or service that best meets its pre-identified performance standards, as to leave this to chance or guess work is to plan to fail (GA Churchill, 1984)

The market survey and cost analysis helps to gauge the market to determine costs of available options, and the conditions or terms attached to each cost package. If and when this has been done, an entity can then make a rational judgment call on whether or not, it has the needed expertise within the agency to carry out this procurement or whether it will require external skills. The issues may include staffing, training and competence for procurement activity and also for implementation of the project or program after procurement has ended. Then, it can also confirm and ensure that it has the budget to implement the identified activities, within the cost levels in the market. This explains why integrating project cost into the budget is so integral to procurement planning (Lysons, 2003)

Market Research is a continuous process of data gathering and analysis to determine (available) product quality and characteristics, supplier’s capabilities, market leverage and business practices. It is a critical component in describing the agency’s needs, developing an overall acquisition strategy and identifying the terms, conditions, and practices appropriate for the items being procured. It is a pillar of procurement planning and decision making, as well as helps ensure procurement decisions are taken based on rational and verifiable basis. A procuring entity with
sizeable procurement portfolio necessarily should have two streams of market survey (Paskal, 2010)

In developing significant procurement objectives consideration should be given to establishing benefit targets aligned to the strengths, weaknesses, opportunities and threats identified through the SWOT analysis. These may be ‘stretch’ targets that the agency thinks could be achievable through a strategic approach to sourcing and managing the good/service. Having measurable targets provides a guiding framework for developing and evaluating the procurement strategy options in subsequent steps. The preferred procurement strategy should be the option which is deemed to be most likely to achieve the targets. A continuous market survey, which is not dependent on any specific procurement activity, but continuously supports a credible data base on agency’s usual requirements, and secondly in specific cases, a focused, indebt effort based on a specific requirement or activity (Jorge, 2010)

The research of market helps to identify market conditions, special and unique features of products or contract terms that may in some instances play a role in the decision to choose one contract package against another. It helps to determine whether indeed there is a competitive local market and if ICB will be a better option than NCB for a particular transaction. A failure to conduct market research leads to sub-optimum description of requirements or specifications, because imprecise specifications portend sub-optimum results or procurement failure. Without market research, procuring entities may almost always lose out on the newest and sometimes, best technologies available to meet their needs (Gower, 1995)

The choice of appropriate contract package to deploy is a decision that is integral to procurement planning. Different contract packages address different risks and needs, these risks and needs are in many cases clarified by information gathered during market research. The most common Contract package and method is Quality and
Cost based Selection. The technical and financial bids are submitted together, but in separate envelopes, the technical is evaluated without the financials being opened, the financial proposals of bidders attaining a certain minimum technical mark are publicly opened and compared based on pre-allotted technical and financial scoring formulae (Knut Leipold et al. 2004)

Despite the type of contract package, all intended to achieve maximum value for the procuring entity. This is however only possible if the procuring entity has chosen the right package, this choice itself is integral and dependent on such other procurement planning activities, as needs assessment, market survey, aggregation of needs etc. Whether it be the market survey and cost analysis requirements or the skill specific stage of specifying technical qualities and characteristics of agency required goods and services, or constructing the work break down structure (WBS) in works contracts, procurement planning like the procurement process itself requires a multi skills approach (Knut Leipold et al. 2004)

Nchimbi (2005) argued that procurement planning is information driven, it emphasizes the need for effective data collection and management systems in place, a systemic and purposeful activity that needs to precede the purchase decision. Procurement planning requires financial resources; often procuring entities integrate budgets for actual purchase activity, without providing the budget for planning procurement. In high volume, high cost and high risk activities, this can be a costly error. Procurement planning starts at the earliest possible time, and the amount of time required depends on the value, risks, complexity and criticality of the proposed procurement.

It is indeed an integrated part of the project cycle that needs to be aligned and synchronized with other project activities to achieve desired results. Though classically procurement planning is the beginning of budget implementation, some
aspects of procurement planning are activities that are required in budget articulation, for example, need assessment, market survey, the difference being that the budget preparation activities produce the wish list, whilst procurement planning determines how best to acquire the same goods, works and services, once approved budgetary provisions exist for them (Sumbana, 2004).

It is advisable to start procurement in the last quarter of the year proceeding the year in which a plan will be implemented. Given the challenge of late budget passage, waiting to start procurement planning only after budget passage will lead to poor implementation of the budget. (Harold, 2000)

When a good procurement process has been adopted, it often results in better specification of requirements, leads to selection of qualified contractors and supplies, supports early identification and resolution of potential risks and problems, reduces complaints, it prevents unrealistic delivery or performance schedules, and project abandonment. It is a tool for effective performance monitoring and measurement of success of a procurement process or activity Musigula (2004). Efficient and adequate provision of goods and works is essential to activities of any organization. However, the procurement proceedings are very expensive and to procure effectively and efficiently it must be planned and closely controlled (Basheka, 2006).

Mlinga (2006), development of an effective procurement plan is very important. The plans has to be designed and it is recommended that whenever possible procurement schedules are produced to maximize the utilization of production funds and that appropriate procurement methods be adopted to ensure that all procurement ethics are maintained to high standards of reliability and that the procurement costs are kept to the minimum. The procurement planning should be conducted efficiently.
The effectiveness of procurement plans measured by its contribution is reaching the organizational objectives, Mlinga (2006); the objectives include evaluating the adequacy and effectiveness of procurement planning, procurement process, vendor selection and contacting administration. Procurement plan enables Procurement entities to organize in the form of staff and time. Procurement planning is a dynamic process that requires input from many different categories of professionals. It is therefore recommended that procurement planning be carried out by a multidisciplinary team established specifically for the purpose, with the participation of different technical and administrative professionals who have experience in procurement and supply management of strategic public health supplies. The procurement planning team may draw on expertise from specific advisors when necessary. A multidisciplinary team should be established to ensure continuity in the planning process in the mid to long term. Its responsibilities are not limited to planning of product needs, as it should also monitor and evaluate the implementation of the procurement plan. Its objectives make the government marketable more attractive and transparent to suppliers, Mlinga (2008) procurement plan identify time sensitive procurements that have to be completed by a certain fixed date.

Basheka, (2006) highlights the common weaknesses in the public procurement that is lack of transparency at early stages in procurement process. Competitive procedures are not used to purchase above certain thresholds, those procedures are deliberately avoided by delaying procurement until it is too late results urgent procurements during time of obtaining the goods and services where the standard rules are waived. A procurement plan would specify the goods and services to be procured over a period of time, spelling out quantities, estimated costs, method of procurement, financing arrangement and schedule of processing procurement planning be linked to the budgeting process. Annual procurement plan is the procurement entities indicative purchasing plan for a certain financial year. It is a tool that facilitates early procurement planning and draws business early attention to PEs’ planned
procurement for the forthcoming financial year (Mlinga, 2008). The researcher will use this literature review to examine how the preparation and implementation of the procurement planning if contrary to PPA, No. 21 of 2004 and PPR, 2005.

2.3 Empirical Literature Review

2.3.1 Abroad cases: 

Challenges of the implementation of Procurement Plan in Columbia and USA

Due to reasons (including greater scrutiny of taxpayers and competing vendors), Public Procurement has been perceived as an area of waste and corruption. The District of Columbia, USA government wasted hundreds of thousands of dollars in revenue by selling used emergency vehicles for “bargain basement prices” in auctions run by untrained staffers (Nakamura, 2004). In developed as well as developing countries, disregarding their economic, social, and political environment, a sound procurement system has accomplish two sets of requirements: management requirements and policy requirements.

The procurement management requirements normally include quality, timeliness, cost (more than just the price), minimizing business, financial and technical risks, maximizing competition, and maintaining integrity. The procurement policy requirements normally include economic goals (preferring domestic or local firms), environment protection or green procurement (promoting the use of recycled goods), social goals (assisting minority and woman-owned business concerns), and international trade agreements. It is very difficult for policy makers and public procurement practitioners to make an optimal decision, as there are always tradeoffs among these goals (Thai, 2001).

2.3.2 Tanzania cases

The Tanzania Government has long realized the importance of Public Procurement to the economic development of Tanzania and hence to the fulfillment of key objectives within the national Poverty Reduction Strategy.
A number of weaknesses observed in the implementation of the current Regulations. Including: lack of procurement planning in government financed procurements; weaknesses in the advertisement of tenders; noncompliance of contract award procedures and criteria; and weak complaints and administrative review process. One of the most critical issues in the current practice is the lack of procurement planning in government financed projects. Procurement planning is essential for public procurement to achieve one of its major goals of providing value for money.

According to Mapunda (2005) in her study, ‘factors affecting preparation and controlling of procurement plan in public sector’ found out that Council had procurement plan but there were few factors which were encountered in preparation and execution. There were lack of cooperation between procurement department and user department during preparation of procurement plan. Although the procurement plan was in place, still the organization faced a problem of emergency cases caused by lack of plan from user departments.

According to Lema (2009) ‘towards implementing procurement planning in Parastatal organizations’, argued that the preparations of procurement plan is very important to many organizations and it need close cooperation between PMU, User departments and management in general as it acts as a road map to procurement of the organization which later assures the availability of goods and services for continuous operations hence achieve the target goals.

In order to identify and evaluate critical areas within the supply system, it is necessary for the procurement planning team to have an understanding of the core components of the system. The team should therefore initiate the program of work by assessing the efficiency and adequacy of each component so that the system as a whole can ensure continuous availability of product. An assessment of the system can be implemented by collectively answering a series of key questions which have
been developed in this Guide to identify principle determinants of the procurement process (Paskal, 2010).

This process facilitates the collection of information required to develop the procurement plan, and stimulates discussion within the procurement planning team on challenges and opportunities that will affect the organization and efficiency of the procurement and supply process. The rapid assessment may lead to the identification of potential bottlenecks in the supply system, hence facilitating corrective action at the policy, structural or functional level. The Guide may be used to support the development of project proposals aimed at strengthening capacity in procurement and supply management (Nakamura, 2004).

Manyara (2006) in his study ‘Assessment of Annual Procurement Planning’ concluded that, procurement plan in public procurement is still having problems in implementation due to the facts that many procurements in public sector are conducted without following the procurement plan as the result there are improper procurement which ends in poor financial management.

2.4 Conceptual framework
In order to get Value for money procurement (VFM), organizations need to prepare and implement procurement plans as required. Likewise in order to have proper APP needs procurement policies and procedure to be in place, sufficient fund should be allocated, there should be qualified procurement specialists and good cooperation between user department and procurement department.
The basic principle of public procurement is to acquire the right item at the right time, to the right place from the right source, of the right quality and in the right quantity, to support the government actions. When value for money is achieved organization will be in good position to achieve its Objectives, Mission and Vision (Mamiro, 2010).
CHAPTER THREE
METHODOLOGY

3.1 Research Design
This research study adopted both qualitative and quantitative approach in collecting the data, analyzing and interpreting the data from the finding of the study. The research design used is of descriptive nature that uses a case study approach where by the Government Chemist Laboratory Agency was taken to be a representative of other Agencies in public sectors. A case study design was chosen because the study focused on gathering depth information from the Government Chemist Laboratory Agency Headquarters.

The population used was all the staff of Procurement Management Unit and User departments. The researcher used appropriate sample size of respondents to questionnaires in order to get relevant data within reasonable period of time, and used the Purposive stratified random sampling techniques to collect data from 45 individuals. These 45 individuals were obtained from both the Procurement Management Unit and user departments of Government Chemist laboratory Agency.

3.2 Area of the Study
The study employed a case study of Government Chemist Laboratory Agency; hence the study area was Government Chemist Laboratory Agency (GCLA) Headquarter Dar Es Salaam. Access was the major factor for choosing the area of study. Government Chemist Laboratory Agency is located at Barack Obama/ Luthuli Street, Ilala District in Dar Es Salaam Region.
3.3 Population

The population of the study included employees of Government Chemist Laboratory Agency Headquarters. This comprised of senior and other staff who are participating in purchasing process at GCLA. With regard to the nature of the topic, the inquiry was focused on every member of the organization whose task in one way or another is related to purchasing.

3.4 Sample size

The researcher used a sample size of 45 respondents resulting from 104 employees of Government Chemist Laboratory Agency headquarters. The number of people inquired was determined by the role of the part concerned in the organization. These were categorized in the following manner, 18 from the Business Support Department, 11 from the Forensic and Toxicology Department, 10 from Chemical Management Department and 6 from Product Quality Services Department.

Table 3.1: The number of respondents from each department.

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical Management Department</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Business Support Department</td>
<td>44</td>
<td>15</td>
</tr>
<tr>
<td>Product and Quality Services Department</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Forensic and Toxicology Department</td>
<td>26</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>104</strong></td>
<td><strong>45</strong></td>
</tr>
</tbody>
</table>

Source: Researcher construction, 2014

3.5 Sample and Sampling Techniques

The researcher dealt with Business Support Department which includes PMU, Accountants, Human resource and administration staff and also user departments includes Technical personnel. The study employed stratified random sampling and simple random sampling techniques.
3.5.1 Stratified random sampling

This referred to a process of dividing a population into smaller groups known as strata basing on the members’ shared attributes. This was done by grouping the employees according to occupation qualifications as; Chemist, Technologist, Accountants, Procurement and Supplies Officers, ICT officers, Marketing Officers, Human Resources and Secretaries.

3.5.2 Simple random sampling

This referred to a process of selecting a group of subjects (a sample) for study from a larger group (population). This intended to select respondents since each stratum was assumed to contain employees with related knowledge on the topic under study. The researcher selected the sample from each group as; Chemist (22 respondents), Technologist (9 respondents), Accountants (5 respondents), Procurement and Supplies Officers (3 respondents), ICT officer (1 respondent), Marketing Officers (1 respondent), Human Resources (2 respondents), and Secretaries (2 respondents).

3.6 Sampling Procedure

Saunders et al (2004) credit convenience-sampling technique when the population is homogenous because the shortcomings associated with sampling method are more or less important where there is little variation in the population. Although probability sampling differs from one another such as random, stratified, cluster and systematic sampling, the researcher used **purposive stratified random sampling** where by data collected from different categories or department from the population in mutually exclusively and collectively exhaustive the groups. Due to the organization categorization into different department, the researcher gave high degree of concentration for members who deal with procurement in one way or another from those authorizers to users. Thus, questionnaire was distributed purposively not depending on percentage but closeness to the research problem.
3.7 Units of Inquiry

The data relevant to this research included both primary and secondary data. Primary data included both qualitative and quantitative in nature. Primary data was obtained directly from the field through questionnaires, interviews and observation.

3.7.1 Primary data source

This refers to raw facts collected or generated in a given research for the first time. This data was generated from the sample population by use of the questionnaire, personal interviews and observation. It was the researcher’s conviction to distribute questionnaires to non-managerial staffs while interviews were administered to managerial staff.

3.7.2 Secondary data

This method involved sourcing for already processed information which were available data from libraries publications, newsletters, journals, previous research papers, books, magazines and other relevant documents and online materials (internet/websites). Others were documents from GCLA files e.g. minutes, reports, and correspondences.

3.8 Data Collection Methods and Approach

It is a plan described by researchers on gathering information or data. It describes how the information, when and where it will be collected, and how was obtained. Also refers as an accumulation of facts and information with the purpose of creating a database. There are several methods of collecting data such as observation, interview and questionnaire.

3.8.1 Questionnaire

These are written questions prepared by a researcher addressed to respondents to fill in their answers in space provided. The questionnaire was in form of open-ended
questions and close-ended questions. Open-ended questions are those questions whereby respondents were free to give their own views but close-ended questions are questions which restrict the respondents to express their views.

3.8.2 Personal Interview
Personal interview is a two way conversation initiated by the interviewer to obtain information from a participant (Cooper and Schindler, 2003). Personal interviews were administered to all managerial staff for the sake of probing more information that will be necessary for report writing. Under this type of collecting, data collected was involved presentation of oral and verbal responses. This was through personal interviews and telephones. Personal interviews are face-to-face contact between interviewer and respondents while telephone interview information is collected through telephone between interviewer and respondents.

3.8.3 Observation
Observation is a method of gathering information or data in which information observed by the researcher direct from the situation or document without asking the respondents. It involves listening, reading, smelling and touching (Ghauri, 2005). In this method the researcher observed nonverbal analysis, linguistic analysis, extra linguistic analysis and spatial analysis. The researcher also observed records analysis, physical condition analysis and physical process analysis.

3.8.4 Documentary Sources
The method used to obtain information from recorded data (secondary data) which were obtained from organization files. The document included reports from the organization, books, office journals and manuals.
3.9 Reliability and Validity of Data
The reliability and validity of the data was an essential element in judging the situation, the collected data was tested if it yielded the desired results.

3.9.1 Reliability of Data
Refers to the process, procedure of the researcher to collect, analyze and interpret information’s through predetermined time and interval from identified source by using conceptual framework, guidance and relevant information whereby other researcher may rely on to verify its accuracy, consistent and complete.

3.9.2 Validity of Data
Refers to the facts, truth of the information or data gathered from the organization, data collected were valid due to facts that were from the right source and the researcher ensured that the method of data collected, sampled and methodology of the study used were proper and related to the study. The collection of data was made through interview, questionnaires and observation. The same sets of questionnaires were given to all selected respondents, schedule made and asking the same question. (Kothari, 2004).

3.10 Management and Analysis of Data
3.10.1 Data Management
Data management is the development, execution and supervision of plans, programs and practices that control deliver and enhance the value of data and information. The researcher passed through all collected information by editing, coding, classifying and tabulating them to examine any errors that may arise in answering questions or during recording and correct them before being analyzed.
3.10.2 Data Analysis
Data analysis is the examination of what has been collected in survey or experiment and making deductions and inferences. It refers to ways of sorting data to establish statistical patterns and identification of relationships. Data analysis is an important step towards data presentation. The data collected were organized, analyzed and presented to make them meet the objectives of the study in terms of drawing proper conclusions and recommendations. Both qualitative and quantitative data analysis methods were used to analyze the data to obtain answers for the research questions.

a) Qualitative data analysis
The analysis of qualitative data included abstracting from raw data all points that a researcher considered to be relevant to the topic under investigation. Using qualitative analysis the researcher analyzed the data thematically. Thematic analysis included analysis of words and concepts. The data collected by using interview were analyzed by this method.

b) Quantitative data analysis
Quantitative analysis uses the syntax of mathematical operations to investigate the properties of data (Williman, 2005). In quantitative analysis the researcher analyzed some data statistically. Using descriptive statistical basic features the data was described and summarized. The data collected by using questionnaires were analyzed by using this method.

3.10.3 Interpretations
Table analysis was the tool used for interpretation of findings of the collected data. The researcher therefore provided an overview picture of the findings.

3.11 Data Quality Control
Pre-test of the questionnaires and interview guide was done to a small number of respondents to determine the validity and reliability of the instrument.
CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction
This chapter presents the results of the analysis of the data from respondents in relation to the Implementation of the Procurement Plan at Government Chemist Laboratory Agency. It is true that, Executive agencies uses a lot of fund in preparation of Procurement plan with the aims of assisting the manager and others who are charged to these agencies to procure goods, works and services which are on line with demands and that meet with the budget and enhance good Governance.

The chapter presents the findings obtained from the field. The first part of the chapter provides social and demographic characteristics of the respondents. The second part of this chapter dealt with the presentation and analysis of data. The task was to distribute the questionnaires, conduct interviews and collection of secondary data. The questionnaires were randomly distributed to the respondents who are the staff of the Government Chemist Laboratory Agency (GCLA). The interview techniques were used so as to check whether the information gathered through the questionnaires revealed the correctness on the subject matter. The findings of this research were based on data collected from the Government Chemist Laboratory Agency. Research findings and observations were brought forth in relations to research questions aiming at coincide the research objectives.

4.2 Response Rate
The study distributed Forty (40) questionnaires to sampled staff working at the Government Chemist Laboratory Agency. Out of those, thirty Five (35) sample respondents filled in and returned the questionnaire while 5 respondents did not return the questionnaire contributing to 10% respondents’ rate. This commendable response rate was attributed to the data collection procedure, where the researcher personally administered questionnaires and waited for respondents to fill in, and
picked the questionnaires once fully filled. Additionally ten (10) respondents were interviewed by using interview guides. The response rate demonstrates a willingness of the respondents to participate in the study. Thus response rate for the questionnaires were calculated as the ratio of number of people who completed the questionnaires to number of people who were invited to attempt the questions as indicated in Table 4.1

### Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Questionnaires filed and returned</th>
<th>Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical Management Department</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Business Support Department</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Product and Quality Services Department</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Forensic and Toxicology Department</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

#### 4.3 Demographic Factors that Influence Implementation of procurement plan

The study aimed to scrutinize the implementation of procurement plan at Government Executive Agencies. In this respect, the study dealt with four demographic variables which are age, gender, Academic qualification and cadre at the Government chemist Laboratory Agency.

##### 4.3.1 Respondents by gender

The study sought to find out the gender of the respondents. The findings revealed that 55.6% of the respondents were male while 44.4% of the respondents indicated that they were female. This number implies that Government Chemist Laboratory Agency has more male than female and are more sensitive with the preparation and implementation of procurement plan. The results were as shown in Table 4.2
Table 4.2: Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>25</td>
<td>55.6</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>44.4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

4.3.2 Respondents by Age

The study results reveal that 22% of the respondents were aged between 20 and 35 years, 45% of the respondents indicated that they were aged between 36 and 45 years while 33% of the respondents indicated that they were aged between 46 and 60 years. The results were as shown in Table 4.3 Chart 4.2: Age Distribution of Respondents

Table 4.3: Age Distribution of Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-35 years</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>36-45 years</td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td>46-60 years</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>61 years and above</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

These findings indicated that majority of the employees at GCLA are middle aged and elderly. This implies that these are experienced employees who could have given the relevant information to the study area.
4.3.3 Academic Qualification

It was important to find out educational level of respondents as this could enable determination of genuine answers. Education level widen up level of understanding, as well as strengthening self-confidence. However, some other characteristics shapes persons level of confidence.

The study results reveal that 53.3% of the respondents had acquired master degrees and above while 35.6% of the respondents indicated had acquired university degrees and advanced diploma, 8.9% had college diploma and 2.2% indicated had acquired certificate. The results are as shown in Table 4.4

Table 4.4: Academic Qualifications

<table>
<thead>
<tr>
<th>Education level</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>1</td>
<td>2.2</td>
</tr>
<tr>
<td>Diploma</td>
<td>4</td>
<td>8.9</td>
</tr>
<tr>
<td>Degree/Advanced Diploma</td>
<td>16</td>
<td>35.6</td>
</tr>
<tr>
<td>Master and Above</td>
<td>24</td>
<td>53.3</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

These levels of distribution of academic qualifications indicated that the respondents could give responses that are factual.

4.3.4 Respondents by Occupation (Cadre)

It has also noted that Government Chemist Laboratory Agency has got many staff of Chemist and technologist compared to other cadres. The study compiled the results of about 69% (22 chemists and 9 technologists) of the respondents are those who are charged with this Agency hence become the main actor in implementation of procurement plan. About 31% of respondents (5 – Accountants, 3 - Procurement officer, 1 - ICT officer, 1 - Marketing officer, 2 - Human Resource and 1- Secretary)
reflected by other professionals who are supporting GCLA in making sure that vision and mission of the Agency are met.

Table 4.5: Respondents by Occupation

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemists</td>
<td>22</td>
<td>48.9</td>
</tr>
<tr>
<td>Technologists</td>
<td>9</td>
<td>20.0</td>
</tr>
<tr>
<td>Accountants</td>
<td>5</td>
<td>11.1</td>
</tr>
<tr>
<td>Procurement and Supplies Officers</td>
<td>3</td>
<td>6.8</td>
</tr>
<tr>
<td>ICT officer</td>
<td>1</td>
<td>2.2</td>
</tr>
<tr>
<td>Marketing officer</td>
<td>1</td>
<td>2.2</td>
</tr>
<tr>
<td>Human Resource</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td>Secretaries</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2014

4.4 The process of preparing of procurement Plans

This study looked at the effect of procurement planning on the performance of the Government Laboratory Agency. It was hypothesized in the study that procurement planning positively affects the performance of the GCLA

4.4.1 Awareness on the process of Procurement Plan

During analysis of research findings it was observed that 62% of respondents were aware on the process of procurement plans. Furthermore the respondents elaborated that the departments prepared annual procurement plan in a participatory manner and in line with the goals set. 26% of respondents said that, they were somehow aware and twelve 12% were not aware at all. This implies that some of the staff even though they were involved with procurement activities, they are not full involved in the process of preparing the procurement plan. Thus the respondents agreed that lack of knowledge of procurement planning processes may result to poor planning of
annual procurement plans and hence fail to achieve the intended results. Table 4.6 summarizes the level of awareness to GCLA staff.

**Table 4.6: Awareness on the process of Procurement Plan**

<table>
<thead>
<tr>
<th>Level of awareness</th>
<th>Frequency (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aware</td>
<td>28</td>
<td>62.2</td>
</tr>
<tr>
<td>Somehow aware</td>
<td>12</td>
<td>26.7</td>
</tr>
<tr>
<td>Not aware at all</td>
<td>5</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2014

Further, 62.2% of the respondents stated that, the procurement plans influenced procurement plans in the sense that they provided focused and efficient utilization of the available resources, helped in budgeting and planning and therefore with adequate provision of funds due to procurement plans, performance is assured. Moreover, the respondents indicated that procurement plans facilitated to know what to buy, when, how and using which method of procurement.

**4.4.2 Preparation of Annual Procurement Plans at GCLA**

A procurement plan describes and documents all of the purchases from outside suppliers that will be needed to support the needs of a particular department. A department may need computers, paper or other supplies depending on the tasks of the department. Outlining the needs of the project/activity and how the supplies will be procured allow for adequate budget and proper planning. Annual procurement plans draw departments' early attention to potential procurement opportunities through a strategic procurement outlook statement being supported by details of planned procurements. In this context therefore, the study sought to find out whether the departments prepared annual procurement plans.
Table 4.7: Preparations of the Annual Procurement Plan

<table>
<thead>
<tr>
<th>Response answers</th>
<th>Frequency (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Plan conducted according to PPRA requirements</td>
<td>40</td>
<td>77.8</td>
</tr>
<tr>
<td>Procurement Plan does not conducted according to PPRA requirements</td>
<td>5</td>
<td>23.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2014

From the table above, it was observed that 77.8% of the respondents said that the procurement plan of GCLA follows the requirements of the PPRA template. They said that the process of preparing procurement plan is on sequential way which involves all staff at different levels, where the plan starts with the user department/section whereby each section/department prepares their list of requirements for the year in question, all user requirements accompanied with specifications are consolidated and apportioned as per the budget, furthermore the PMU arranges task force to compile the plan and then the draft is presented to authorities for approval.

Moreover, this study has revealed that Public Procurement Regulatory Authority (PPRA) requires the procuring entities to; forecasting the annual requirements, determining the time scale for delivery of the item or completion of the assignment, estimating the cost of forecasted requirements, determining the priority for each requirement and establishing the appropriate procurement methods. After preparing the procurement plan it has to be advertised in a widely circulated media and copy to be submitted to PPRA for monitoring and evaluation.

Thus, the analysis of the study indicates that despite the challenges GCLA encountered during preparations of procurement plans GCLA follows the appropriate procedures in preparation of its annual procurement plans. However, 23.2% of
respondents said that the procurement plan does not conquer with the PPRA procedures. They argued that some of the staff are not involved and are not aware of the procedures taken to complete the process of annual procurement plan.

4.4.3 Time taken to prepare and submit procurement plan for approval

The researcher wanted to know the time taken from preparation and submission of the procurement plan for approval. 8 of respondents which is 17.8% said that the preparation of annual procurement plan (APP) took only one week, 10 of respondents which reflects 22.2% argued that the APP took two weeks, 15 of respondents which is about 33.3% said that the APP took three weeks and 12 of respondents which is about 26.7% answered that the APP at GCLA took more than three weeks. Table 4.8 summarizes how the respondents answered the question.

Table 4.8: Time taken to prepare and submit APP for approval

<table>
<thead>
<tr>
<th>Number of weeks</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>One week</td>
<td>8</td>
<td>17.8</td>
</tr>
<tr>
<td>Two weeks</td>
<td>10</td>
<td>22.2</td>
</tr>
<tr>
<td>Three weeks</td>
<td>15</td>
<td>33.3</td>
</tr>
<tr>
<td>More than three weeks</td>
<td>12</td>
<td>26.7</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

From the table above, the results reveals that the time taken to prepare the annual procurement plan at Government Chemist Laboratory Agency took three to more than three weeks, this reflects the answers from the majority respondents who are about 26.7% to 33.3%.
4.4.4 Factors affect timely approval of the annual procurement plan

The researcher wanted to know the factors that affect timely approval of the Procurement Plan at GCLA. The response from the respondents are summarized in table 4.9

Table 4. 9: Factors affect timely approval of the APP at GCLA

<table>
<thead>
<tr>
<th>Factors</th>
<th>Respondents (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of management and tender board member</td>
<td>24</td>
<td>53.3</td>
</tr>
<tr>
<td>Technical know-how for decision makers</td>
<td>29</td>
<td>64.4</td>
</tr>
<tr>
<td>Emergency cases</td>
<td>30</td>
<td>66.7</td>
</tr>
<tr>
<td>User departments delay to submit the requirements to PMU</td>
<td>28</td>
<td>62.2</td>
</tr>
<tr>
<td>Series of approvals</td>
<td>32</td>
<td>71.1</td>
</tr>
<tr>
<td>Inadequate staff to PMU</td>
<td>40</td>
<td>88.9</td>
</tr>
<tr>
<td>Partial submission of requirement to PMU</td>
<td>16</td>
<td>35.6</td>
</tr>
</tbody>
</table>

Source: Field data 2014

From the table 4.9 above, 53.3% of respondents mentioned the availability of management and tender board members in place and on time to facilitate the timely approval of the Annual Procurement Plan (APP). Missing of tender board and management meetings to approve the APP on time led the delay of the APP to be approved by another organ. 64.4% of the respondents said that technical know-how for decision makers at GCLA is very important that help the decision makers to make decision on time.

66.7% of respondents argued that emergence cases even though are unavoidable, but it causes the PMU staffs to concentrate with unplanned activities and forget the APP and therefore, causes failure on timely approved of the procurement plan emergencies. 62.2% of the respondents discussed that the delay to submit the requirements from user departments led to delay the compilation process and approvals.
71.1% of respondents responded that the procedures requires to pass through number of steps that different organs are needed to approval the APP (from Tender board to Management to Workers Council to Ministerial Board) so as to fulfil the requirement of the PPA, 2011. 40 respondents which were equivalent to 88.9% mentioned another factor that, inadequate staffs or expertise at Procurement Management Unit led failure in supervising the process of annual procurement plan preparations and approval. Furthermore, 35.6% of respondents added that partial submission of requirements causes delay in finalizing the tender documents because of lack of technical specifications, thus delay the all process of procurement.

4.4.5 Implementation of Procurement Plan at GCLA

The researcher wanted to know how the annual procurement plan implemented at GCLA. Table 4.10 indicates how the annual procurement plan implemented at GCLA.

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through procedures stipulated in the PPA, PMU action plan and GCLA business plan, where PMU managing the all the processes from bidding preparations to final disposal of the service.</td>
<td>25</td>
<td>55.6</td>
</tr>
<tr>
<td>By using procurement processes depending on the type of requirement, where the tender documents are prepared, advertised and sold to an interested companies. After then, the tender documents are evaluated and contract signed ready for supplying the required goods, works or services.</td>
<td>15</td>
<td>33.3</td>
</tr>
<tr>
<td>The APP does not implemented properly</td>
<td>5</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2014

From the table 4.10 above, 55.6% of the respondents responded that, the implementation of procurement plan at GCLA was done using procedures stipulated
in the PPA, 2011, the PMU action plan and the GCLA business plan. However, PMU were responsible to manage and monitor the all processes inspires during implementation of annual procurement plan that is from bidding preparations to final disposal of the services.

In another part, 22.3% of the respondents responded by clarified more that the implementation of Annual Procurement plan at GCLA were using procurement processes depending on the type of requirements, where the tender documents were prepared, advertised and sold to an interested companies. After then, the tender documents are evaluated and the contract is signed and issued to the bidder who wined the tender for supplying the required goods, works or services.

Despite the responses from above, 11.1% of the respondents said that the annual procurement plan at GCLA does not implemented properly. They clarified the cause of inefficiency that the procurement implementation does not follow the procurement plan instead some of items procured are not planned. Furthermore, the respondents said that, the PMU staffs do not effective monitoring the implementation of the plan and as a result, the completion of contract takes too long and affect the performance of the organization by delivering poor service to GCLA customers.

4.4.6 PMU Staff manning levels
The question asked if the PMU was staffed at appropriate level to facilitate the effective implementation of Procurement Plans. About 82.2% of the respondents revealed that the number of staff at Procurement Management Unit at GCLA is not adequate. This reflects the real situation in Government institutions. Several reasons might have contributed to understaffing such as inadequate funds from government for staff recruitment; GCLA management view on the importance of PMU, the management may assume that PMU workload balances with the available staff. On the other side, about 6.7% said that the number of staff is enough and what lacks is
commitment from PMU staffs and recommended the PMU staff to be serious and committed to supervise the implementation of APP. Table 4.11 summarizes the results.

**Table 4.11: Response about PMU staffing**

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
<td>6.7</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
<td>82.2</td>
</tr>
<tr>
<td>I don’t know</td>
<td>5</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2014

According to PPRA’s proposed PMU staff, in a procuring entity with volume of procurement above five billion Tshs is classified as Class II and should composed of six PMU staffs which are; one Senior procurement Officer and should be the head of PMU, two Procurement Officers I, two Assistant Procurement Officers and one Personal Secretary II.

From the above proposal, GCLA lies under category by volume class II where the annual volume of procurement is about 3 billion (table 4.13). This reflects that the volume of procurement is up to Tshs. 500,000,000.00.

During study the researcher noted that PMU at GCLA composed of only three staff; one Senior Procurement Officer, one Procurement officer I who is the head of PMU, one Procurement officer II. There are no other professionals apart from procurement specialist. However, through the structured interview the respondents said that the inadequate staffs is not only at PMU but also at other departments, and this has caused by inadequate funds released by the government for recruiting the qualified
staff, especially of procurement and supplies professionals. This situation has led the GCLA failed to improve the manning level.

4.4.7 Effective implementation of Annual Procurement Plan
The researcher wanted to know if there was effective implementation of the annual procurement plan at GCLA. The results were as summarized in the table 4.12

Table 4. 12: Effective implementation of APP at GCLA

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect implementation of annual procurement plan</td>
<td>11</td>
<td>24.5</td>
</tr>
<tr>
<td>Does not effected implementation of annual procurement plan</td>
<td>32</td>
<td>71.1</td>
</tr>
<tr>
<td>I don’t know</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

From table 4.12, about 24.5% of respondents argued that the annual procurement plan is effectively implemented. However, about 71.1% of the respondents said that the annual procurement plan does not implemented effectively this is due to; budget constraints, the plan do not capture the requirements, emergence cases, delay in receiving the goods and services, delay in completion of GCLA projects few example just to mention one, Construction of GCLA Northern Zone office and laboratory at Mount Meru Hospital in Arusha. The project started since 2007/2008 up to know still is under construction. The building process has been going very slowly because of inadequate funds released from the government. However, the implementation of annual procurement plan at GCLA is not effective due to the above reasons as indicated by table 4.13. Implementation of annual procurement plan for three years (2011/2012, 2012/2013/ and 2013/2014)
Table 4.13: Implementation of APP at GCLA for three years

<table>
<thead>
<tr>
<th>Year</th>
<th>Type of procurement</th>
<th>Amount set (Tshs.)</th>
<th>Amount spent (Tshs.)</th>
<th>Performance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/2012</td>
<td>Goods</td>
<td>1,581,068,334.00</td>
<td>1,297,653,738.00</td>
<td>82.07%</td>
</tr>
<tr>
<td></td>
<td>Non consultancy services</td>
<td>593,865,000.00</td>
<td>417,325,200.00</td>
<td>70.27%</td>
</tr>
<tr>
<td></td>
<td>Works</td>
<td>13,116,809.00</td>
<td>13,116,809.00</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Consultancy services</td>
<td>195,600,970.00</td>
<td>103,370,000.00</td>
<td>52.85%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2,383,651,113.00</td>
<td>1,831,465,747.00</td>
<td>76.83%</td>
</tr>
<tr>
<td>2012/2013</td>
<td>Goods</td>
<td>1,368,417,000.00</td>
<td>1,116,951,000.00</td>
<td>81.62%</td>
</tr>
<tr>
<td></td>
<td>Non consultancy services</td>
<td>600,565,000.00</td>
<td>477,786,000.00</td>
<td>79.56%</td>
</tr>
<tr>
<td></td>
<td>Works</td>
<td>608,838,000.00</td>
<td>508,838,000.00</td>
<td>83.58%</td>
</tr>
<tr>
<td></td>
<td>Consultancy services</td>
<td>183,000,000.00</td>
<td>143,000,000.00</td>
<td>78.14%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2,760,820,000.00</td>
<td>2,246,575,000.00</td>
<td>81.37%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>Goods</td>
<td>1,725,994,000.00</td>
<td>1,167,294,000.00</td>
<td>67.63%</td>
</tr>
<tr>
<td></td>
<td>Non consultancy services</td>
<td>708,230,000.00</td>
<td>551,560,000.00</td>
<td>77.88%</td>
</tr>
<tr>
<td></td>
<td>Works</td>
<td>312,326,000.00</td>
<td>312,326,000.00</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Consultancy services</td>
<td>216,758,000.00</td>
<td>162,728,000.00</td>
<td>75.07%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2,963,308,000.00</td>
<td>2,193,908,000.00</td>
<td>74.04%</td>
</tr>
</tbody>
</table>


From the table 4.13 above, the study reveals that, the implementation of procurement plan at GCLA was not effective for three years as the table above shows, and that the budget set per year was not fully consumed. In 2011/2012 the total budget was Tshs. 2,383,651,113.00, out of this 76.83% were used in procurements, where 23.17% of the total budget was not used. In 2012/2013 the budget set was Tshs. 2,760,820,000.00. 81.37% of the total budget was used in annual procurements but 18.63% was not used in procurement activities. Furthermore, in 2013/2014, the total budget set was Tshs. 2,963,308,000.00. From the total budget only 74.04% was used
in procurement issues while 25.96% was not used in procurements. These results indicated that some of the activities planned to be carried out were not performed.

From the table 4.13, the respondents argued that the ineffective implementation of annual procurement plan for three years was due to; Inadequate funds released by the Government, delay of funds release, inadequate staffs at PMU and in more addition, emergency cases arises such as chemicals and reagents procurements. Though some of the chemicals and reagents might be planned and has already ordered and waited for delivery, but, still the same chemical and reagents can be requested to be procured urgently so as to analyse the urgent samples received from the customers (public). Public samples have an impact that it touches the life of people and so needed urgent analysis so as to rescue the situation.

4.4.8 Factors needed for the effective implementation of Annual Procurement Plan at GCLA

The researcher wanted to know the factors needed for effective implementation of annual procurement plan. In order to have effective implementation of annual procurement plan, respondents suggested the following factors that if be in place the effectiveness will be achieved. 45 respondents which reflected 100% said that there is a need of having adequate staff at PMU and availability of funds on time. 20 of the respondents which revealed 44.4% mentioned that orders and procurement process must be done on time. 23 respondents which reflected 51.1% argued that the annual Procurement plan should be implemented as per budget. 15 respondents which is equivalent to 33.3% said that the APP should be communicated and understood by the end user.

17 respondents which were about 37.8% said that awareness and training on procurement process is needed at all levels. 30 respondents which are about 66.7% said that commitment from PMU, User department and Supplier/Service providers is
also very important. 42 respondents which are about 93.3% argued to have clear Specification so as to facilitate the procurements of the intended items. Table 4.14 summarizes the answers from respondents.

### Table 4.14: Factors determining enforcement of Procurement Plan

<table>
<thead>
<tr>
<th>Factors</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate staff at PMU</td>
<td>45</td>
<td>100</td>
</tr>
<tr>
<td>Availability of funds in time</td>
<td>45</td>
<td>100</td>
</tr>
<tr>
<td>Orders and procurement process to be done on time</td>
<td>20</td>
<td>44.4</td>
</tr>
<tr>
<td>Implemented as per budget</td>
<td>23</td>
<td>51.1</td>
</tr>
<tr>
<td>Be communicated and understood by the end user</td>
<td>15</td>
<td>33.3</td>
</tr>
<tr>
<td>Awareness and training on procurement process to all GCLA staff</td>
<td>17</td>
<td>37.8</td>
</tr>
<tr>
<td>Commitment of the service providers</td>
<td>30</td>
<td>66.7</td>
</tr>
<tr>
<td>Clear Specification of the needs</td>
<td>42</td>
<td>93.3</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

This implies that all procurement plans must be well integrated into the budget process based on the indicative budget as appropriate and in compliance with the procurement law. Agreeably Mamiro (2010) in his findings underscores these facts and concludes that one of the major setbacks in public procurement is poor procurement planning and management of the procurement process which include needs that were not well identified and estimated, unrealistic budgets and inadequacy of skills of procurement staff responsible for procurement.

### 4.5 Financial and non-financial implication on the implementation of Procurement Plan

#### 4.5.1 Financial implication on the implementation of Procurement Plan

The question sought to find out whether there are any financial implications during implementation of annual procurement plan at GCLA. The findings where such that;
84.4% of the respondents said that there are some significant financial implications for the annual procurement plan to be implemented. On the other side about 15.6% argued that the financial factors do not matter as such, as indicated in table 4.15:

Table 4. 15: Financial Implication on effective implementation of procurement Plan

<table>
<thead>
<tr>
<th>Financial implication</th>
<th>Frequency (No)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds</td>
<td>38</td>
<td>84.4</td>
</tr>
<tr>
<td>Not Funds</td>
<td>7</td>
<td>15.6</td>
</tr>
<tr>
<td>Not at all</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2014

84.4% of the respondents argued that in most cases the budget does not provides sufficient support in preparation and implementation of annual procurement plans; that is plans do not conform to budget requirements. However, 15.6% of the respondents said that plans conform to the budget requirements. However, some of them added that the budget has a little significance in preparation and implementation of procurement plans.

In this context, 84.4 % of the respondents clarified that, financial implications at GCLA influencing implementation of annual procurement plan in various ways such as; delay in the release of funds and release of inadequate funds from Government caused the delay in the procurement process. This resulted in the consequences such as; delay in deliverance of Goods and services, underutilization of the budget, backlog on analysis work, and dissatisfaction of customers due to non-conformity (poor service delivery). Also, this has been affecting timely payment to suppliers for goods and services leading to unnecessary conflicts between the supplier/service provider and the GCLA.
The respondents insisted that, unavailability of funds on time had caused confusion between the budget preparation and annual procurement plan. It occurred when the funds released was inadequate or the government delayed to release the funds on time and thus mismatched with the planned activities and time schedules.

Additionally, 84.4% of the respondents explained that inadequate funds released by the Government, led to poor implementation of annual procurement plan. This is because the planned activities were not implemented as per procurement plan and only those activities which appeared to be urgent were implemented. Consequently, the organization failed to meet its objectives.

According to Mlinga (2008) argued that, most of Procuring entities (PEs) are not financially independent, therefore if the government face the problem in fund disbursement makes difficult for PEs to accomplish their plans. However, PEs receiving donor fund experience difficulties particularly where funds agreed delayed or not released entirely and timely according to agreement.

4.5.2 Non-financial implications on the implementation of Procurement Plan
It has noted during the study that, not only the funds hinder the implementation of procurement plan but also there are other aspects which identified as the cause of poor implementation of the annual procurement plan of the organization. Table 4.16 summarises the identified of non-financial aspects and the frequency of respondents.
Table 4.16 Non-financial implications on the implementation of APP

<table>
<thead>
<tr>
<th>Non-Financial implication</th>
<th>Frequency (NO)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of skilled and experienced personnel to manage the implementation of procurement plan</td>
<td>5</td>
<td>11.1</td>
</tr>
<tr>
<td>Understaffed to Procurement Management Unit</td>
<td>37</td>
<td>82.2</td>
</tr>
<tr>
<td>Lack of working tools</td>
<td>6</td>
<td>13.3</td>
</tr>
<tr>
<td>Lack of support from user department and management</td>
<td>3</td>
<td>6.7</td>
</tr>
<tr>
<td>Lack of awareness on the importance of annual procurement plan</td>
<td>10</td>
<td>22.2</td>
</tr>
<tr>
<td>Lack of specifications to items planned to be procured</td>
<td>7</td>
<td>15.6</td>
</tr>
<tr>
<td>Time bound</td>
<td>6</td>
<td>13.3</td>
</tr>
<tr>
<td>Lack of commitment</td>
<td>10</td>
<td>22.2</td>
</tr>
</tbody>
</table>

Source: Field data, 2014

From the table 4.16 above, 82.2% of the respondents identified that, understaffed at Procurement Management Unit had been the most factor to hinder the effective implementation of annual procurement plan at GCLA. The Procurement Management Unit has only three staffs where the volume of procurement at Government Chemist Laboratory Agency per year is three billion and above (Table 4.13). This has led the backlogs at PMU to pile up and poor performance in implementing the annual procurement plan also emergency procurement caused by unplanned activities. However, section 34(1) of the PPA 2004 requires that in every procuring entity there shall be established a Procurement Management Unit staffed to an appropriate level. It further explains that, (section 34(2)); The Procurement Management Unit shall consist of procurement and other technical specialists together with the necessary supporting and administrative staff.

Therefore, the number of staff being few has led to malpractices in procurement process and resulted to delay the implementation of Procurement Plan at GCLA.
22.2% of the respondents argued that, lack of awareness on Annual Procurement Plan, its importance of annual procurement plan have led the decision makers to less prioritize the procurement planning of the organization and hence set inadequate funds to procurement activities. Lack of understanding of the value of procurement, proper enforcement of rules relating to planning led the lack of procurement planning in various entities (CPAR Report, 2004).

The respondents further argued that, lack of commitment from PMU staff and other user departments was another factor hindered the effective implementation of APP at GCLA. They explained that, despite the PMU staffs to be few, but also they were not committed to monitor effectively the whole process of annual procurement plan implementation. If the procurement plan will not be effectively managed by implementing the consolidated requirement according to the timeframe, the funds allocated will not effectively consumed as a result will be used to procure emergencies thus led no value for money.

The respondents further requested the suppliers/contractors/service providers to be committed by observing the time frame for task completion. Commitment in all processes of implementation of procurement plan led to value for money. All GCLA staffs that are either directly or indirectly dealing with the procurement issues should be committed so as to facilitate effective implementation of annual procurement plan. Basheka (2008) also supported by relating with lack of capacity caused by limited procurement professionals and lack of commitment and support from management of those organizations. Moreover, Thai, (2004), maintained that forms and procedures may be convenient and useful tools, but the planning effort will succeed only with the complete commitment and involvement of top management, along with appropriate personnel that have a stake. This implies that, without thorough procurement planning, the subsequent procurement processes will not yield
substantial benefits. The consequences of poor or lack of procurement planning can never therefore be amusing.

15.6% of the respondents identified another factor as lack or inadequate specifications and lack of support from user department and management. The respondents said that, inadequate specifications to items planned to be procured affects quality, reliability, availability of goods and services as it leads to delay the procurements and or procure the items not intended for the purpose, in which finally has created obsoletes and redundant items to an organization.

Lack of support from user department and management was another factor which hindered the smooth implementation of procurement plan at GCLA by delayed the procurement process and procured substandard and inferior goods and services. The respondents said that some of the users are not cooperative to provide clear specifications to their items requested assuming that the provision of the specifications is the task of PMU staffs.

The respondents continued to argue that, lack of clear specifications had also caused by change in technology. This occurred when the machine procured, then after three to four years became outdated and so demand to search other specifications and reagents for proper usage which finally results in delaying to meet the timeframe for the specified task.

13.3% of the respondents identified lack of working tools and time bound as factors hindered the effective implementation of annual procurement plan. Lack of working tools like computers or laptops to facilitate easy process of preparing annual procurement plan led to delay the process because the participants needs to borrow from their departments or to use the private computers which is likely to endangers the confidentiality of the organization.
On the other side, the respondents said that the time for implementation of procurement plan was not observed, where the user department delayed to submit their requirements to PMU and failed to provide clear specifications on time and thus cause PMU to delay the implementation of the annual procurement plan. Sometimes the procurements at GCLA were not time conscious that were conducted out of timeframe, and hence, led the organization to provide poor service to customers by failed to meet the goals and customer’s needs. Late procurement had caused funds returned to the government or donors.

11.1% of the respondents identified the lack of skilled and experienced personnel to carry out procurements effectively and manage the implementation of procurement plan at PMU, has led the misuse of the resources such as funds released by the government by procuring items without following the annual procurement plan.

The study reveals that procurement staff competencies affect procurement performance both for procurement unit and to the whole organization in other words the study reveals that experienced staff carry out duties in a professional manner and reduces wastage of resources. Moreover, competent staff are effective, efficient and provide solutions to the procurement problems while incompetent staff would be ineffective and inefficient thus contributing to poor performance for the GCLA.

Finally the respondents indicated that effective and efficient procurement process can only be achieved by proper planning by competent staff else there would be flaws in the process. Competent staff would ensure that items, services are procured as and when the need is expected. According to PPA section 34(4) it requires that, the Procurement Management Unit should be headed by a person with sufficient academic qualifications and experience in procurement functions.
Apart from the identified factors above, the response also through discussion, they said that; Having series of approvals led to delay the implementation of procurement plan, this is because, at GCLA the procurement plan needs to pass through Tender board, Management, Worker’s council, Ministerial board seeking for approval and thus take more time to be approved and implemented. Also, emergency cases at GCLA were caused by urgent samples needed to be analyzed and thus cause emergency procurement of chemicals, reagents and glassware. Thus result to poor implementation of Annual Procurement Plan.

The PPA 2004 requires the procuring entities to had adequate and effective implementation of procurement planning. If the procurement plan will not be well prepared, will result the following consequences:

a) Lack of openness and transparency in procurement processes
b) Failure to achieve procurement objectives (5R’s) and organization goals.
c) Value for money and cost reductions associated with centralized procurement approach monitored by oversight entity may not be achieved.
d) Lack of procurement plan on time encourages emergency procurements.
e) Procuring poor and low quality of goods, services and works as might be sourced from wrong and unreliable sources.

According to Thai 2001, the consequences of lack of Procurement planning results to; delay in project implementation, inappropriate procurements, use of inappropriate procurement methods and procedures, increased packaging costs.

According to section 58 (2) of PPA No. 21 of 2004, all procurements and disposal of public assets shall be conducted in a manner to maximize completion and achieve economy, efficiency, transparency and value for money.
CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The study was conducted at Government Chemist Laboratory Agency in Dar Es Salaam. Researcher conducted a study on the ‘Implementation of Procurement Plan at Government Chemist Laboratory Agency in Tanzania’. A study formulated three research questions which aimed at providing answers to the research problems.

A study contained some significant to the organization, to the researcher and to other parties. It has also passed through different authors (literature review) who comprised of theoretical review and empirical studies.

The researcher used personal interview, observations, questionnaires and documentary sources to collect data whereby a sample of 45 respondents were used. Data were edited in the field and in the office whereby data analyzed by using statistical method.

Planning for implementation involved preparation of a project work plan describing the various project tasks and activities including how the task are to be accomplished and manage and identify the resource necessary to carry out the various project activities. Procurement planning begins at the designing stage during the identification and preparation stage of the project cycle. The various experiences of procurement practice around the global have shown that procurement is a team effort that involves different expertise from various disciplines. Thus effective executing procurement plan were not efforts of PMU only, it needs coordination and support from Accounting Officer, Tender board PMU, User department and suppliers or service providers/contractors.
5.2 Conclusion

Based on the data collected, discussed and analyzed; the researcher concludes that preparation and implementation of procurement Plan among alternative to achieve desired goals of the executive Agencies has great impact. The GCLA spent more than Sixty Percent (60%) of its budget on procurement issues which has to be passed on the procurement plan.

The study concludes that, preparation of annual procurement plans, effective implementation of procurement plans and the evaluation of the same contributes to the Government Chemist Laboratory Agency’s procurement performance. The most important factor was found to be availability of funds on time and adequate staff at PMU as pointed out by all respondents. Other factors pointed by the respondents were; Clear Specification of the needs, commitment of the service providers, awareness and training on procurement process to all GCLA staff, implemented of procurement plan as per budget, orders and procurement process to be done on time, and be communicated and understood by the end users. These factors were pointed out as being the key aspects in facilitating the good and effective implementation of procurement plans and results to effectiveness and efficiency in attaining projected results. Mamiro (2010) agrees with these findings and concluded that one of the major setbacks in public procurement is poor planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of the skills of staff responsible for procurement.

However, the study found out that there was poor implementation of procurement plan at the GCLA characterized by delays in release of funds and released inadequate funds which led to delay payments to suppliers which hampers greatly on their service delivery. In addition, there is lack of commitment and lack of proper controls in emergency procurements which risen due to unforeseen events results to poor implementation of procurement plan.
5.3 Recommendations
This study established that planning positively affects procurement performance to a large extent. The study recommends that plans are not static and that preparation of annual procurement plans should be participatory, frequently reviewed so as to improve on the Government Chemist Laboratory Agency’s procurement performance. Equally, management of the procurement process should be administered by qualified, competent and experienced procurement professionals. This will not only help maintain good procurement standards but also will help achieve high levels of efficiency and effectiveness. In addition, to avoid delays in supply and provision of services, timelines have to be respected since most projects would have overruns.

GCLA has to put forward various strategies towards improving its procurement plan to enhance good governance and proper use of Government fund for the fruitful of GCLA and the general public. Thus, the researcher recommends the following to be made for constructive and effective implementation of Annual Procurement Plan:

a) Should be prepared within allowed time, communicated fully, adhered to by users and evaluated by the management at least quarterly or semi-annually.

b) Procurement Unit to incorporate technical staff of various education background

c) GCLA should adhere with the PPA No. 7 of 2011 which requires PMU to be staffed at appropriate level by including other professionals within the organization. This will easily facilitate the effective implementation of the annual procurement plans. Therefore, GCLA should ensure that the Procurement Management Unit is staffed at appropriate level with different professionals like procurement experts, chemists, technologists, financial
specialist, legal experts and other supporting staffs. Training to users on how to plan and understand the PPA No.7 of 2011 and its Regulations of 2013

d) Training provision to all the members that take part in procurement planning process so as to make understand and remind them their roles in procurement as per PPA of 2011 which will help to ensure good understanding of the Act and hence be useful in assisting PMU when carrying out its duties.

e) The GCLA through the Ministry of Health and Social Welfare should advice the Government to release the adequate funds and timely so as to facilitate to effective implementation of annual procurement plan and hence fulfils its objectives.

f) PMU need to make follow up of performance of projects and having regular meetings between procurement entity and the suppliers or service providers.

g) Accounting Officer and Management who are decision makers at GCLA should ensure provision of support and strengthen procurement cadre to enable the GCLA to undertake procurement activities effectively and efficiently in a professional manner so as to achieve the value for money.

h) Before planning PMU need to have to have effective market survey so as to capture the real market price and quality of the goods or services to be procured.

i) Even though emergency issues at GCLA is inevitable, need to be minimized by projecting properly the chemicals and reagents needed and avoid completely other issues which may be planned accordingly like computers machines and instruments.

j) GCLA need to implement Procurement Plan according to time scheduled without delay so as to avoid misuse of funds by reallocating it to other unplanned issues.
k) Seriousness and commitment from PMU staff and user departments to abide with the procurement Act requirements is highly needed also value for money during implementation of procurement plan need to be observed.

l) The Policy makers should make a critical review on procurement guidelines, policies and procedures in order to have efficient and effective on their procurement performance.

5.4 Contribution to the Knowledge
The research tries to fill the gap in the body of knowledge through the following ways:

i. Clear understanding of annual procurement plan preparations and how to implement the same as per PPA requirement.

ii. It will open up a discussion for other researchers to have a starting point to fill the gap available in this body of knowledge.

The study has contributed towards effective and efficient implementation of procurement plans which depends on a well prepared procurement plan covering all possible requirements of the whole organization.

The study has also added that in order to have effective and efficient procurement in Government Chemist Laboratory Agency, procurement knowledge should be provided to those people who are directly or indirectly involved in procurements. The staffs in the procurement entities has to find time to read books, journals or reports related to procurement aspects in order to have knowledge on Public Procurement Act and procurement issues in general.
5.5 Implication to Policy Makers
The policy makers will find the gap available to their organization and take the preventive measures to:

i. Set training policy on PPA and its regulations

ii. Set the policy on strict adherence on PPA and Regulations on Procurement Plan.

iii. Procedural changes and techniques updating

The PMU should ensure to keep updating of its procedures in order to comply with the requirements of the PPA.

5.6 Implication to Decision Makers
Procurement Planning is a tool that used in complex political, economic, cultural, religious, environmental and technological issues. There are different stakeholders in public organizations with divergent political ideologies differences, economic expectations from the procurement planning.

The PPRA should continue to provide training, technical guidance and ensuring compliance to all set rules. Management team of GCLA should ensure that all staffs who are directly or indirectly involved in procurement are equipped with adequate knowledge of procurement including the process and how the plan can effectively be implemented. The decision makers from different organizations are hereby called upon to position themselves with the necessary skills concerning preparations and implementation of annual procurement plan.

Coordination between the organization and Ministry of Finance and Economic Planning should be done frequently to ensure that the budget is realistic and when necessary to make adjustment before the procurement process goes far. The organization should formulate, implement and control procurement plan strategies which ensure the organization to procure goods and services as planned and budgeted to enhance value for money.
5.7 Area of further study

This study does not provide an end in itself. The limitation posed in this research provides a push from more inquires. The research focused mainly on the effectiveness implementation of Procurement Plan at Government Chemist Laboratory Agency. Furthermore the emphasis being put on the process of procurement plan, factors determining the enforcement of procurement plan and the financial and non-financial implications on the implementation of procurement plan.

However, it is believed that implementation of annual procurement planning in the government agencies and government institutions face the same problems. Thus another study can be conducted on challenges in implementing annual procurement plans in private sector and examine how to overcome those challenges.
REFERENCES


Knut Leipold et al. (2004): International Public Procurement Conference, USA.


APPENDICES

Appendix I

BUDGET

<table>
<thead>
<tr>
<th>NO</th>
<th>REQUIREMENT</th>
<th>COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Stationeries</td>
<td>500,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Research field cost</td>
<td>1,500,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Research production</td>
<td>400,000.00</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td><strong>2,400,000.00</strong></td>
</tr>
</tbody>
</table>
QUESTIONNAIRE

Dear Respondent,

My name is Anastazia N. Wandwi, a Student (MSc. PSCM) at Mzumbe University. I am doing a study on Effectiveness Implementation of Procurement Plan. Your response to a few statements below will make this study a success. Your information will be treated confidentially and will be used for research purpose only.

1. What is your gender?
   
   Male (   )  
   (b) Female (   )

2. What is your age? (Tick one)
   
   (a) 20-35 years (   )  
   (b) 36-45 years (   )  
   (c) 46-60 years (   )  
   (d) 61 years and above (   )

3. What is your education level? (Tick one)
   
   (a) Certificate (   )  
   (b) Diploma (   )  
   (c) Degree/Advanced Diploma (   )  
   (d) Master and Above (   )

4. What is your Occupation at GCLA (tick one)
   
   (a) Chemist (   )  
   (b) Technologist (   )  
   (c) Other supporting staff (   )

4. Are you aware on the use of Procurement Plan in your organization
   
   (a) Yes (   )  
   (b) No (   )
5. How is the Annual Procurement Plan prepared in your organization?

……………………………………………………………………………………………………
……………………………………………………………………………………………………

6. How long is the procurement plan take to prepare and submit for approval?

……………………………………………………………………………………………………
……………………………………………………………………………………………………

7. What factors affect timely approval of the Procurement Plan?

……………………………………………………………………………………………………
……………………………………………………………………………………………………

8. How does Procurement Plan implemented in your organization?

……………………………………………………………………………………………………
……………………………………………………………………………………………………

9. Do Procurement Management Unit staffed to appropriate level to facilitate the effective implementation of Procurement Plans?

   a) Yes (  )

   b) No (  )

10. Are you effective implementing your prepared Annual Procurement Plan?

   (a) Yes (  )    (b) No (  )

If the answer is NO what reasons make you not to implement its Procurement Plan effectively?
a) Budget Constraints  

b) Does no capture your requirements  

c) Emergence cases  

d) All above  

e) Others (specify)  

11. What is the source of funding for your procurement requirement?

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

12. What are the consequences of not implementing the annual procurement plan on time?

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

13. What strategies can be taken on-board to attain effective implementation of Procurement Plan?

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

Thank you for your time
Appendix III

Interview Guide

Target: **Management**

Data collection techniques: semi-structured interview  
Sampling: Purposive

Name of Interviewer: **Anastazia N. Wandwi**

Name of Interviewee: .................................................................

Date: .............. Interview Code: ......    Name of Community: ..............

**Demographics**

1. **Sex**  
   (a) Male    ( )  
   (b) Female ( )

2. **Level of education**
   (a) Certificate ( )  
   (b) Diploma    ( )  
   (c) Degree/Advanced Diploma ( )  
   (d) Master and Above ( )

**Objective 1:**

The process of preparing of procurement Plans

3. **Are you aware of the preparations of Annual Procurement Plan in your organization?**
   (a) Yes    ( )  
   (b) No     ( )

If YES, how is the Annual Procurement Plan is conducted in your organization?

4. **How long is the preparation of Procurement Plan taking place from identification of needs to final approval?**
Objective 2:
Factors determining enforcement of Procurement Plan
5. What are the factors needed for the effective implementation of Annual Procurement Plan in your organization?

6. How the above factors do hinder the effectiveness implementation of Annual Procurement Plan in your organization?

Objective 3:
Financial and non-financial implications on the implementation of Procurement Plan.
7. What are the implications if the funds not released on time?

8. What is the composition of Procurement Management Unit in your organization?

9. What are your general views/comments on the effective implementation of Annual Procurement Plan in your organization?

Thank you for your time