PARASTATAL ORGANIZATION AND VALUE FOR MONEY IN THE PROCUREMENT PROCESS: A CASE OF TTCL HEADQUARTERS

By
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A Dissertation Submitted to Mzumbe University, Dar es Salaam Campus College in Partial Fulfillment of the Requirements for the Award of Master’s Degree 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 Mzumbe University a dissertation titled: Value for Money Procurement in Parastatal Organization at TTCL Headquarters in partial fulfillment of the requirements for the Award of Master’s Degree in Procurement and Supply Chain Management of Mzumbe University

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In the process of writing this paper, I have accumulated an enormous amount of intellectual debt from different people whom I shall not be able to mention all of them here. I wish to express my sincere gratitude and appreciation to my supervisor Mr Maige Mwasimba, who tirelessly read and guided me through the entire period of my field especially in the whole process of writing this paper. Indeed, he has guided and broadened my scope and understanding of the issues at stake.

Moreover, I like to forward my heart-felt gratitude to my Beloved husband, family and sponsor for their tolerance, moral, and financial support they provided to me. Since it is not possible to list every person by name, I request all those who assisted me in one way or another to accept my sincere thanks and appreciation for their incredible assistance and moral support.

However, any errors in this dissertation remain solely my own responsibility and should not be attributed to any of the persons or institutions.
DEDICATION

I dedicate this scholarly work to my parent who invested all their effort into seeing me inherit the real wealth education. It is by their inspiration that, I decided to pursue this course so as to honour their sacrifices throughout my schooling days.
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<td>HDI</td>
<td>Human Development Index</td>
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<tr>
<td>ICB</td>
<td>International Competitive Bidding</td>
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<td>MSI</td>
<td>Mobile System International</td>
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<td>NCB</td>
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<td>PMU</td>
<td>Procurement Management Unit</td>
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<tr>
<td>PPA</td>
<td>Public Procurement Act</td>
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<td>PSRC</td>
<td>Parastatals Sector Reform Commission</td>
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<td>TTCL</td>
<td>Tanzania Telecommunication Company Ltd</td>
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ABSTRACT

The main objective of this research is to assess factors affecting value for money procurement in parastatal organizations in Tanzania, particularly at TTCL-Headquarter Dar es Salaam Region whereas the specific objectives are;

Specific objectives were as follows: to assess whether knowledge and skills of staff affects performance of procurement at TTCL, to examine the impact of financial resources on the performance of procurement at TTCL and also to evaluate how infrastructure affect performance of procurement value for money at the TTCL. In short the specific objective of this research is to come up with an effective and efficient procedure of finding out whether the TTCL adhere to good practices as regards achievability of the Value for money.

Methodology used in receiving information of this paper was through interviews, questionnaires and observations. The population used was the total number of staff at the TTCL-Headquarter Dar es Salaam Region. The sample size was sixty (60) employees from different departments involved in day to day procurement, businessmen and those doing activities related to supplies operations. The data collected were analyzed using charts, tables and graphs.

The findings show that the Procurement and supplies professionals’ adherence to value for money procurement at the TTCL Headquarters is a big challenge in procurement process inspite the fact that they are given good entertainment allowances and home pay.

So the Government must put more effort to sensitize people to apply value for money in public procurement. Value for money in procurement of works and goods that carries big amounts in procurement process such be present so that accountability, effectiveness and efficiency are highly practiced.

The Government must keep on supporting the reform programs and there must be a political will especially in campaigns so as to encourage the application of value for money for the betterment of our country.
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CHAPTER ONE

PROBLEM SETTING

1.1 Introduction

Public procurement or government procurement refers to the acquisition of goods, equipment, supplies, and or services on behalf of a government entity. According to the World Trade Organization (2010) “The procurement of goods and services by government agencies for their own purposes is a core element of the operation of governments”.

Effective public procurement systems are systems that are defined as offering a high level of transparency, accountability and value for money in the application of a procurement budget. According to Organisation for Economic co-operation for development (OECD), “Governments and state-owned enterprises purchase a wide variety of goods, services and public works from the private sector, from basic computer equipment to the construction of roads, schools, hospitals etc.” the same applies for TTCL where there is a wide range of requirements bought by the institution for the sake of service offering to public.

When an individual is to buy (procure) a good or service, there would be that vigilance by such a person so as to get real value for the money he is spending on the goods or service. The United Republic of Tanzania always insisting on spending the public money through budgetary control to various Ministries, Departments and Agencies, (MDAs) by following this principle of value for money. TTCL being one among many public institutions in Tanzania is not left behind on this value for money procurement. The Accounting Officer is responsible of making sure that the monies are well and truly spent. And the confirmation of spending is done through accountability of the same.
This chapter gives the brief of background information to the problem, statement of the problem, research questions, research objectives, and significance as well as organization of this proposal

1.1 Background to the Problem
For effectively managing and controlling materials at Telecommunications companies especially TTCL, procurement value for money should be measured.

Procurement Value for Money is important element in performance management of any telecommunication companies so as minimizing procurement cost in improving opportunities for reducing the overall management costs. Poor procurement value for money can result in increased costs. Efficient performance of procurement value for money can result in substantial savings in procuring material costs. If procuring materials does not hold procurement value for money, procured materials may deteriorate during storage or get stolen unless special care is taken. Delays and extra expenses may be incurred if procured materials required for particular activities are unavailable. Ensuring a timely flow of procured materials is an important concern of procurement value for money (Ishobeza, 2006).

A performance measure of procurement value for money calculates the effective working of procurement functions. These performance measures may differ from system to system. The measures divide the procured materials in parts and make the working of the procurement manager more efficient. When joined, the measures on procurement value for money make the complete procured materials efficient (Kunzilk, 2001)

This study is about assessing factors affecting performance in procurement value for money in parastatal organizations in Tanzania. A list of performance measures applicable in procurement value for money have been developed and their importance and practicality can be studied to understand the working efficiency of procured materials value for money.
1.2 Statement of the Problem
Telecommunications companies need materials to increase proportion of product and making the need for them to focus more time on procurement value for money. A truly effective procurement value for money will minimize the complexities involved in planning, executing and controlling a supply chain network which is critical to telecommunication companies’ success. The improving value for money procurement can significantly improve bottom line telecommunication companies’ performance (Mhilu 2006).

1.3 Research Objectives

1.3.1 General Objective
Generally, the study assessed factors affecting performance in value for money procurement in parastatal organizations in Tanzania particularly at TTCL-Headquarter Dar es Salaam Region

1.3.2 Specific Objective
Specific objectives were as follows:

i. To assess whether knowledge and skills of staff affects performance of procurement at TTCL

ii. To examine the impact of financial resources on the performance of procurement at TTCL

iii. To evaluate how infrastructure affecting performance of procurement at TTCL

1.4 Research Questions

1.4.1 General Question
What are factors affecting performance in value for money procurement in parastatal organizations in Tanzania?
1.4.2 Specific Questions

i. How do knowledge and skills of staff affects performance of procurement at TTCL?

ii. What is the impact of financial resources on the performance of procurement at TTCL?

iii. How infrastructure affecting performance of procurement at TTCL?

1.5 Significance of the Study

The study assessed factors affecting performance in value for money procurement in parastatal organizations in Tanzania that was conducted at Tanzania Telecommunication Company Limited (TTCL)-Headquarter Dar es Salaam Region and further to that;

1.5.1 To the Organization

The study findings help the managers, employees and workers at Tanzania Telecommunication Company Limited (TTCL) especially PMU department to perform their work effectively and efficiency with due regards to economy. Notably, the study helps to encourage staff at PMU to do their work by implement their skills to materials management.

1.5.2 To other Researchers

The results of the study are useful, for the reason that they pave a way to other researchers on further investigation on public procurement.

1.6 Scope

The study was conducted at TTCL (Headquarter) in Dar-es-salaam. The study specifically based on Procurement Management Unit (PMU). The study looked at assessing factors affecting value for money procurement in parastatal organization at TTCL headquarters. The coverage of the study had been looked from various angles in order to cover all of the issues pertaining to value for money procurement and its outcomes in parastatal organization, though the focus was at the TTCL Headquarters.
1.7 Organization of the Study

This research is organized into five chapters with many sub-topics for clarifying the main issue from the chapter. There are preliminary pages before chapter one. These preliminary pages are the forefront explanations of the researcher towards the readers of the work, including table of contents, which directs the reader to the respective interested chapter/page.

Chapter one of this research is an introductory part of the entire research. It’s all about the setting up of problem. The way of showing that the problem exists and needs scientific problem solving approach. It’s also where the research questions are formulated, and the module of answering the same are made through the objectives of the research. Reasons of conducting this research is included in as the significance of the study, the scope and limitations encountered during the fieldwork.

Chapter two of this report is showing the literature review. Literature review means reading books, journals, periodicals and any other relevant materials specifically on the topic the researcher is writing about in order to see whether the problem has already been answered by other researcher or rather to note various settings other researchers have done their study. Here the researcher also defines the key terms in order not to confuse the meaning the researcher has intended the readers to understand his writings. Theories which the research is done through are also identified and made the cover the research study. Conceptual framework is made in for the sake of identifying variables of the research and shows the interrelationships among them. Its showing how these variables work together to give an outcome.

Chapter three is for research methodology. The researcher here is showing the ways, techniques and applications, which have been used during the fieldwork. It’s a way to which the research was conducted. The design of the study is mentioned and explained under this part. Identification of population/respondents is also done here by explaining the basic characteristics which distinguish the research population
from the rest of the world. The way of getting representatives of the population and data collection methods and techniques are yet stated under methodology of the research. Data analysis is among major issues in chapter three. The researcher must ascertain the way he/she did on analysis of data to get the valued information which will be used for rational decision making.

Chapter four of this report is for presentation of findings, analysis and discussion. The presentation is done thematically by identifying each objective as an individual theme. And the system has been very clear that each question asked in list of questionnaire is presented under its theme, analyzed and discussed. Using various methods like narrative statements does the presentation, table’s and/figure in order to make the easy understood by the reader.

Chapter five is the last text part of the report before the references and appendices. Chapter five is for summary of findings, conclusions and recommendations. The research is supposed to write in summary on what has been the issues in chapter four i.e., summary of findings. A conclusion is done basing on objectives of the study. Each objective is concluded separately from the other. The same have been done for conclusions, i.e., each objective is concluded according to researcher’s view on the issue under study.

1.8 Limitations of the Study
The completion of this research has never been easy. There had been number of limitations during its undertaking. The following were limitations encountered by the researcher during the conduct of the study

Time
The time allotted for research study is not enough having in mind that the researcher is a full time employee. Getting time to work as full time employee and attending classes and hence writing thesis had been very difficult.
Funds
The researcher is self-sponsored student. It’s very challenging to divide the small salary I get to be used for family matters and pay school fees and hence support the thesis writing. The scope of research is determined by the financial power of the researcher.

1.9 Delimitation of the Study
In order for the study to be accepted, the research had to solve the limitations in for the sake of coming up with tangible report. The limitations had to be solved scientifically. The followings ways were used to come up with solutions of the limitations.

Time
As the researcher is a full time employee and student at the same time, had to use extra time to write the thesis, otherwise it could be impossible. Also the researcher had to use weekends and restrict some social activities in order to concentrate in thesis writing.

Funds
As the theme of research is stating; it’s about value for money procurement in public institutions. This means the research was to be done all over Tanzania, to all public bodies. It was not possible because of the intensity and wide spread of the public institutions, it also means more expensive to move all over Tanzania to conduct the study. The researcher decided to confine its study in TTCL Headquarters only.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This chapter deals with literature review that means reading documents on the research theme in order to build knowledge of the subject matter and checking if the particular problem is already solved or not. It is a framework of the research where by basics are formulated and set to suit a study. Is it sets a basic framework for the study. Literature review is concerned with materials related to the problem; the chapter concerned with conceptual definitions and terminologies to be used throughout the entire work, followed by the review of the theories of the research theme available and exploring concepts of the study guided by the objectives. Empirical studies means checking researches done by other scholars on the same matter which have been done abroad/globally and then the ones done in Tanzania. This helps to see what others have done and the way they did the same. Lastly is conceptual framework, which means the togetherness of variables and seeing the outcome of these, variable

2.1 Conceptual Definitions of key terms

Meaning of procurement
According to PPA No. 7 of 2011 section 3 “procurement” means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by a procuring entity spending public funds on behalf of a ministry, department or regional administration of the Government or public body and includes all functions that pertain to the obtaining of any goods, works or services, including description of requirements, selection and invitation of tenderers, preparation and award of contracts.

According to Vogt (2005) “purchasing is the buying of materials, services and other assets”. The authors indicate that purchasing is a subset of procurement management
which include purchasing itself; transporting, packaging, warehousing and all the other activities related to receiving inbound materials. This indicates that procurement is much broader than purchasing.

**Public Procurement**

Public Procurement Regulation (PPR) (2013) Regulation 4, states that the public procurement policies are based on the need to make the best possible use of public funds, whilst conducting all procurement transactions with honesty and fairness.

All public officers and members of tender boards who are undertaking or approving procurement shall be guided by the following basic considerations of the public procurement policy: -

- The need for economy and efficiency in the use of public funds and in the implementation of projects including the provision of related goods and services;
- The best interests of a public authority, in giving all eligible suppliers, contractors, and service providers equal opportunities to compete in providing goods or executing works or providing services;
- Encouragement of national manufacturing, contracting and service industries;
- The importance of integrity, accountability, fairness and transparency in the procurement process.

Due to Public Procurement Reform - the Tanzanian experience Nkinga (2003:2), states that strong procurement management in the public institutions is a tool for achieving political, economic and social goals. In the era of diminishing resources and increased demand for accountability and transparency in government, the “stakeholders/shareholders” of the public sector are demanding more effective and efficient use of public resources. The key to developing any good procurement system is to understand the mission and goals of the overall organization.
Telecommunications companies like Tanzania Telecommunication Company Limited (TTCL) lies at the root of the public procurement transformation process such as skills development of key procurement personnel, specific areas of procurement excellence such as Information Technology (IT), Value for money improvements, Integrated procurement processes to focus on whole life costs and benefits, Total Quality Management (TQM), Bench-marking procedures and performance to world class standards, networking of procurement departments (information sharing).

**Procurement Management Unit**

PPA(2011) defines PMU as means a division or department in each procuring entity responsible for the Execution of the procurement functions” The Procurement Management Unit shall consist of procurement and other technical specialists together with the necessary supporting and administrative staff.

A person with sufficient academic qualifications and experience in procurement functions shall head the Procurement Management Unit.

Some of the roles and functions of PMU are as follows; to manage all procurement and disposal by tender activities of the procuring entity except negotiation and the award of contract; supporting the functioning of the Tender Board; implementing the decision of the Tender Board; acting as secretariat to the Tender Board; planning the procurement and disposal by tender activities of the procuring entity; and preparing tendering documents, contract documents.

**Procurement Methods**

The best and the main method for procurement of goods, works and services is the competitive tendering as being stated out by the PPA. In this, the procuring entity can use International Competitive Bidding (ICB), National Competitive Bidding (NCB), Restricted Tendering, Competitive Quotations, Single Source Procurement, and Minor Value of Procurement. On the other hand the Regulations Article 80(4)
allows for the procuring entity to “select an appropriate alternative method of procurement” in “any case where tendering would not be the most economic and efficient method of procurement”. The other (alternative methods) are like force account, direct contracting (works) both of them accompanied with specific conditions applied.

**Procuring Entity**
According to section 3 of PPA No 7, 2011 defines procuring entities as a Public body and any other body or unit established and mandated by Government to carry out Public functions. Procuring Entities are composed of Accounting officer/Chief Executive officer, Tender Boards, Procurement Management Units and User Department.

**Value for Money**
Value for money as per PPA (2011) on the Section 45 of the Act Emphasizes on the need to achieve Value for money during procurement planning, the section says; A Procuring Entity shall plan its procurement planning in a rational manner and in particular shall:-

- Avoid emergency; procurement wherever possible.
- Aggregate procurements wherever possible both within Procuring Entity and Between Procuring Entities to obtain Value for money and reduce procurement costs.
- Make use of framework contract wherever appropriate to provide an efficient cost effective and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period of time.
- Avoid splitting of procurement to defeat the use for appropriate procurement methods and integrate its procurements budget with its expenditure programs.
Value for money can be defined in different ways by different institutions depending on the nature and scope of their operation.

According to the Empirical College of London, defines value for money as the means by which the college ensures Efficiency, Effectiveness and Economy in all its activities where;

- Efficiency means doing the same as before but with fewer resources money, staff and space.
- Effectiveness means doing more than before with the same resources as now or less.
- Economy means doing less with fewer resources i.e. making savings.

Value for money in Procurement is a principle of best practice that describes the practices and procedures that are directed towards achieving the best value for money in the acquisition of goods, works and delivery of services including the support for the delivery of various programs and operating Entity (Mhilu 2006-value for money procurement in Tanzania-PSPTB Professional annual conference 2006).

2.2 Theoretical bases of the study

Human Capital Theory

Arthur Lewis is said to have begun the field of Economic Development and consequently the idea of human capital when he wrote in 1954 the "Economic Development with Unlimited Supplies of Labor." The term "human capital" was not used due to its negative undertones until it was first discussed by Arthur Cecil Pigou: "There is such a thing as investment in human capital as well as investment in material capital. So soon as this is recognized, the distinction between economy in consumption and economy in investment becomes blurred. For, up to a point, consumption is investment in personal productive capacity. This is especially important in connection with children: to reduce unduly expenditure on their consumption may greatly lower their efficiency in after-life. Even for adults, after we
have descended a certain distance along the scale of wealth, so that we are beyond the region of luxuries and "unnecessary" comforts, a check to personal consumption is also a check to investment.

The use of the term in the modern neoclassical economic literature dates back to Jacob Mincer's article "Investment in Human Capital and Personal Income Distribution" in the *Journal of Political Economy* in 1958. Then Theodore Schultz who is also contributed to the development of the subject matter. The best-known application of the idea of "human capital" in economics is that of Mincer and Gary Becker of the "Chicago School" of economics. Becker's book entitled *Human Capital*, published in 1964, became a standard reference for many years. In this view, human capital is similar to "physical means of production", e.g., factories and machines: one can invest in human capital (via education, training, medical treatment) and one's outputs depend partly on the rate of return on the human capital one owns. Thus, human capital is a means of production, into which additional investment yields additional output. Human capital is substitutable, but not transferable like land, labor, or fixed capital.

The concept of Human capital has relatively more importance in labor-surplus countries. These countries are naturally endowed with more of labor due to high birth rate under the given climatic conditions. The surplus labor in these countries is the human resource available in more abundance than the tangible capital resource. This human resource can be transformed into Human capital with effective inputs of education, health and moral values. The transformation of raw human resource into highly productive human resource with these inputs is the process of human capital formation. The problem of scarcity of tangible capital in the labour surplus countries can be resolved by accelerating the rate of human capital formation with both private and public investment in education and health sectors of their National economies.

The tangible financial capital is an effective instrument of promoting economic growth of the nation. The intangible human capital, on the other hand, is an
instrument of promoting comprehensive development of the nation because human capital is directly related to human development, and when there is human development, the qualitative and quantitative progress of the nation is inevitable. This importance of human capital is explicit in the changed approach of United Nations towards comparative evaluation of economic development of different nations in the World economy. United Nations publishes Human Development Report on human development in different nations with the objective of evaluating the rate of human capital formation in these nations. The statistical indicator of estimating Human Development in each nation is Human Development Index (HDI). It is the combination of "Life Expectancy Index", "Education Index" and "Income Index".

The Life expectancy index reveals the standard of health of the population in the country; education index reveals the educational standard and the literacy ratio of the population; and the income index reveals the standard of living of the population. If all these indices have the rising trend over a long period of time, it is reflected into rising trend in HDI. The Human Capital is developed by health, education and quality of Standard of living. Therefore, the components of HDI viz, Life Expectancy Index, Education Index and Income Index are directly related to Human Capital formation within the nation. HDI is indicator of positive correlation between human capital formation and economic development. If HDI increases, there is higher rate of human capital formation in response to higher standard of education and health. Similarly, if HDI increases, per capita income of the nation also increases. Implicitly, HDI reveals that higher the human capital formation due to good standard of health and education, higher is the per capita income of the nation. This process of human development is the strong foundation of a continuous process of economic development of the nation for a long period of time. This significance of the concept of Human capital in generating long-term economic development of the nation cannot be neglected. It is expected that the Macroeconomic policies of all the nations are focused towards promotion of human development and subsequently economic development. Human Capital is the backbone of Human Development and economic
development in every nation. Mahroum (2007) suggested that at the macro-level, human capital management is about three key capacities, the capacity to develop talent, the capacity to deploy talent, and the capacity to draw talent from elsewhere.

**Separation Theory**

Separation Theory developed by Dr. Robert Firestone, represents a broadly based, coherent system of concepts and hypotheses that integrate psychoanalytic and existential systems of thought. Separation theory explains how early trauma leads to defense formation and how these original defenses are reinforced as the developing child gradually becomes aware of his or her own mortality. See Combating Destructive Thought Processes.

**Voice Therapy** methodology, which is based on Separation Theory, helps clients expose and separate from dependency bonds and destructive “voices,” remnants of negative childhood experiences that seriously impair their sense of self, spirit, and individuality.

Separation Theory focuses on two major sources of psychological pain, interpersonal and existential, that impinge on the child and disturb the individuation process. Interpersonal pain is caused by deprivation, rejection, and overt or covert aggression on the part of parents, family members, and other significant figures, particularly during the early years. Existential pain refers to the basic ontological problems of aloneness, aging, deterioration and death, as well as to other facts of existence that have a negative effect on a person’s life experience: racism, crime, economic fluctuations, poverty, political tyranny, war, ethnic strife, terrorism, etc.

Historically, psychoanalysts have investigated the effects of interpersonal pain, whereas existential psychotherapists have directed their attention to philosophical and existential issues. Neither system deals sufficiently with the important concerns of the other; yet to ignore either seriously impairs an understanding of psychological functioning. In our opinion, both systems of thought must be integrated to fully understand the individual.
The theory reflects a humanistic view of people as innocent rather than inherently bad or corrupt. Human beings are not innately destructive or self-destructive; they become aggressive, violent, or self-destructive only in response to emotional pain, fear, rejection, and deprivation.

The approach represents an ultimate challenge to the defense system. It is our belief that psychological defenses are maladaptive because they cut deeply into an individual’s life experience, and when they persist into adult life, they eventually become the essential psychopathology. Yet, it is important to acknowledge that these defenses were originally formed under conditions of stress and often served as survival mechanisms in the face of overwhelming pain and anxiety.

The underlying philosophy places primary importance on the individual as a unique entity. Efforts toward preserving the life within each person are given priority over supporting any group or system, whether the couple, the family system, ethnic or political groups, nationality, or religion.

Another aspect of the theory is its focus on transcendent goals, such as generosity or altruism as sound mental health principles. By extending themselves to others, rather than seeking immediate gratification, people find more meaning in life.

Separation theory is trying to show how leaders of the organization can use their psychology and command to change individual’s attitude, especially towards performance at their working areas.

**Concepts**

The concepts of this study are based on objectives of the study. The objectives of this study give the completeness of issues, which must be the base of discussion in the entire document. The following themes are the objectives of this study:
How Do Knowledge And Skills Of Staff Affects Performance Of Procurement

For purchasing to be at a strategic level, professionals need to possess a set of skills and competencies (Carr & Smeltzer, 2000). Governments use public procurement to undertake public works, build roads, provide health care, and provide education and public order (Errigde & Mcllroy, 2002). The practitioners who manage this function usually face many challenges (Thai, 2005). The challenges differ among local and central government practitioners but there are a number of similar challenges. For example, professionals in purchasing and supply management have faced a challenging ethical environment (Cooper, Farank & Kemp, 2000); and this will appear in any sector. Of course, it may be high in government procurement environments because of the high risks in the procurement process.

In either case, the dynamics, complexity and diversity, characteristic of global environments have led to increasing demands on management and leadership competencies (Jokinen, 2005) demanded of procurement professionals. Although much has been written about the skills required of a purchasing/supply management professional, very little academic research has been undertaken on this topic (Dawn, 2000). Professions of all types are affected by globalization of markets and the information technology revolution (Amos & Chance, 2001). The interest in supply chain management has left much of the knowledge on the subject residing in narrow functional silos of purchasing, logistics, IT, and marketing. This has partly contributed to lack of consensus on the conceptual and research methodologies of supply chain management (Burgess, et al, 2006); including public procurement. The general interest has been in supply chain management, but not much attention has been paid to the purchasing professionals who are responsible for managing and implementing the new strategies (Humphreys, 2001).

Public procurement professionals have to strive to achieve three competing demands (Errigde & Mcllroy, 2002) of meeting commercial interests with key themes of value for money, economy, efficiency and effectiveness; the regulatory interests with key themes of competition, transparency, equality and compliance and the social interests
whose key themes include public interest, employment concerns, social exclusion, economic development and environment policy. In an effort to attain these demands, organizations constantly look for employees who have skills necessary to deal with the wide variety of tasks faced by purchasing professionals (Monczka et al., 1998). Procurement professionals in a local government context will undoubtedly be expected to have a multiplicity of skills to manage the critical acquisition processes. Purchasing (procurement) professionals are no longer responsible for non-value adding activities and paperwork processing. They should be responsible for activities, which contribute effectively to the performance metrics of an organization. The modern purchasing managers must emphasize cross-functional interaction with groups outside purchasing. The need to be flexible, adaptive and boundary spanning are therefore important traits for both organizations and individuals (Monczka et al.; 2004, 1998).

There has been a realization of the important contribution that purchasing and supply management can have on firm performance (Boyd, 1994, Cousins, Lawson, and Squire, 2006, Humphreys, 2001, Macbeth, 1994). This realization directly influences the skills procurement professionals require (Humphreys, 2001).

According to Guinipero, Hand field & Eltantawy, (2006) purchasing professionals need transactional and strategic skills. Transactional skills are required to manage transactional activities like executing transactions with suppliers, using e-systems to obtain standard or indirect items through catalogues, generating and forwarding material releases and managing accounts payable. Strategic skills are required to manage strategic activities like strategic relationships, developing company-wide electronic systems, developing and managing alliances and partnerships as well as managing critical commodities. According to the authors, the top fives skills required to support the strategic role of supply manager’s included-

i. Team building skills (leadership, decision-making, influencing and compromising)
ii. Strategic planning skills (project scoping, goal setting and execution)

iii. Communication skills (presentation, public speaking, listening and writing)

iv. Technical skills (web-enabled research and sourcing analysis)

v. Broader financial skills (cost accounting and making the business case).

In similar attempts, Kolchin & Guinevere (1993) proposed three skill areas of business, interpersonal and technical skills important to the procurement function. Business skills include skills of marketing analysis, negotiating with partners, managing internal and external relationships. They also include global sourcing development, change management, and organizational skills.

Interpersonal skills include risk taking, written and oral communication, conflict resolution, influence and persuasion, group dynamics, leadership, problem solving, interpersonal and cultural awareness. Technical skills include cost analysis, product knowledge, computer literacy, total quality management and government legislation. In similar attempt, Murphy (1995) identified four skills important for purchasers, which included negotiation, management, computer literacy and mathematics. In an interview research, Carr & Smeltzer (2000) identify 35 purchasing skills, which were divided into three categories of technical, behavior and skill techniques.

Public Procurement is now a global discipline. Those managing the function at both local and central government levels are required to be global leaders or ‘World-Class’ professionals. Global leaders have desired mental characteristics which Jokinen (2005) suggests to include optimism, self-regulation, social judgment skills, empathy, motivation to work in an international environment, cognitive skills, as well as acceptance of complexity and its contradictions. The behavioral skills for global leaders include social skills, networking skills, and knowledge. Purchasing management has a number of resources available to meet its objectives and must work continuously towards improved utilization of these resources.
Globalization has been associated with a major revolution in information and communication technology. There is need for greater reliance on the use of information and on web-based information technology to support purchasing and supply management decision-making (Guinevere, Handfield & Eltantawy, 2006). Information and communication technology will continue to play a key role in contemporary organizations (Eriksson-Zetterquist, et al; 2009).

Writing from a financial perspective, Storer and Rajang (2002) observed that the structural changes that had affected organizations increased the importance of technical skills, risk management skills, IT skills, business awareness and behavioral skills. Professions are an open, ecological system in which individual professions exit in interdependence. In day-to-day practice, professionals mobilize a variety of resources both tangible and abstract (Lamont & Molnars, 2002). Competencies reflect certain traits, behaviors, skills, values and knowledge (Jokinen, 2005).

Public procurement professionals in modern times should have global competencies. In this study, the contextualized skills required by local government procurement professionals were examined taking Uganda as a case of reference. The perceptions of procurement professionals themselves on the skills required for effective performance of the procurement process in a local government changing environment was the interest of the study.

**The Impact Of Financial Resources On The Performance Of Procurement**

Financial resources are very important in other functions that are directly and indirectly related to the procurement of goods and services. Resources are required to purchase the goods and services. Without adequate financing the actual procurement function cannot be undertaken. Funds are also required for certain activities such as Training of employees on procurement issues, research and development in fields of purchasing and consultancy on procurement and logistics. If procurement officers are not trained then they may not function as expected. Training is a quite costly endeavor.
Without adequate financing training cannot be conducted. Financial resource enables the organization to conduct Research and Development in the field of procurement that will enable the organization to enhance procurement planning and the entire procurement function.

Very large sums of money are involved in certain areas of purchasing, with different emphasis placed on different elements depending on the business of the organization concerned. For a transport company, fuel may represent as much as 35 per cent of the total operating budget, but for a manufacturing plant the major cost may be in the plant running costs. These costs need to be carefully managed, but the first step is to determine some purchasing objectives. One of the considerations when setting procurement objectives is ensuring the supply of raw materials and other supplies (Rushton, Crouched & Baker, 2009).

If the resources available are not utilized properly, the supply of such raw materials will be a distant dream. However, organizations have the problem of scarce resources to procure the goods and services they require. This prompts them to request for loans from different reputable money-lending institutions.

In most organizations the financial, physical, human and technological resources allocated to a function/activity will be reduced to quantitative terms and expressed in budgets or financial statements of the resources needed to achieve specific objectives or implement a formulated strategy (Lysons & Farrington, 2006).

**Organizational Infrastructure and Performance Of Procurement in Organizations**

One of the most common impediments to strong performance is procurement's limited access to spend or spend coverage. An Assessment of Excellence in Procurement (AEP) research, which has been conducted routinely since 1992 in USA, finds that leading procurement organizations have up to 67 percent more reach and influence over their organization's spend than average performers. For example,
in 2008, "followers" typically only managed 42 percent of their organization's external spend, while "leaders" managed more than 70 percent.

Put simply, if you can't find or influence your spend, then there is no hope of affecting the value, quality, or outcome of your spending. And if procurement isn't involved, then is there a clear commitment to applying best practices? Who is accountable for that out-of-scope spend? Managers must know the total outside spend on purchased goods and services and have visibility at the sourceable category level, by location and by vendor, including current specifications and requirements. And all of this must be easily refreshable and accurate. Truth be told, accurate and timely visibility is poor for most companies, but advances in technology and a greater appreciation for the value of the information have been enabling improvements in this area for the past decade—and certainly more will come. But even if you have superb visibility, we find that lack of governance over and across spend management processes is ultimately a major block to effective coverage by procurement.

The issue is not whether the procurement team is accountable for a given spend category, but to ensure that those who are accountable have a clear understanding of best procurement practices, including how due process is applied and measured. As noted in our most recent AEP study, best practice companies have excellent visibility and their procurement organizations have clearly defined roles and mandates to influence more than 90 percent of their organizations' spend. Imagine the analysts' discussion with a consumer products company when they want to explore what your procurement strategy is for media, transportation, or packaging. If answered honestly, many would have to reply: outsourced, too complicated to source, and we have to ask our suppliers for our specifications.

Systems alone do not ensure compliance. We have found that value leakage (shortfalls from the achievable savings secured and contracted in the sourcing process) varies widely even among those with robust technology platforms. The
compliance driver, of course, benefits from improved spend visibility due to technology enablement but that alone is not sufficient. Leadership compliance levels are achieved when procurement practices policies broadly—and buying compliance policies in particular—are institutionally sacrosanct, and the enforcement of compliance and procurement policies is rigorous and visible. We have seen F100 organizations with lagging technology investments achieve world-class compliance outcomes on huge fragmented spend. Every organization has its cultural appetite for administrative procedures and degrees of intervention and enforcement practices, but let's explore two extremes.

The first example is one of the most successful business stories of the past 20 years, concerning a firm we refer to as the Ruthless Gladiator Company or RGC. RGC is led by an experienced team of investment banking and private equity executives who have emerged as the leaders in their industry through ruthless cost cutting, rigorous financial planning and controls, and aggressive performance management incentive systems. Procurement has been an integral element of their success and the CPO sits at the leadership table. Zero-based budgeting is a way of life and year-on-year improvements are expected, typically delivered and rewarded at virtually all management levels in the organization. Category-specific wave plans are scheduled, targets are set and incorporated into budgets in advance, and when individual sourcing programs are completed all of the associated budgets are recast to the lower of the original budget or the newly achieved sourcing result—thus there is constant pressure to meet or exceed their financial goals.

Enforcement is clear at RGC. All cost variances are explored, expense reports are not honored above strict policy limits, and employees at any level that affect a variance or are off policy are identified for career-defining moments. RGC materially lags against leading-edge technology deployment and relies on armies of Excel wizards woven together in its financial controlling processes. Bottom line: RGC is likely the world standard at compliance attainment, with essentially no value leakage allowed and no flight long enough to justify business class.
By contrast, *Comfy Pharma Company* or CPC is a widely recognized early procurement technology adopter and process innovator. CPC consistently improves its procurement practices and is a benchmark leader in most areas. The firm has been a "go-to" source of talent for other companies looking for skills and leadership. CPC's challenge has typically not been delivery of procurement value but rather weak corporate commitment to seizing benefits in some areas and lack of clarity on spend governance in others. But CPC has world-class visibility, some terrific category-specific solutions, and consistently high yields on the categories where governance is less challenged.

Until recently, there was barely any management interest in stepping up corporate policies, much less follow-through with RGC-like prowess on enforcement of spend in "touchy" areas such as travel, marketing, or legal services. For example, the procurement team could deliver great travel deals, enable them on the market-leading desktop booking software, and monitor buying behavior and compliance down to carrier, lane, class, booking time window, and even auction the limo to the airport. But there was no support to align the travel policy to commonly applied industry standards and virtually no adverse feedback for being non-compliant to the standards they did have. (Buying a coach ticket in advance is great, but business class and a room at the Four Seasons hotel is even better!) As a result, CPC was allowing more than $50 million of value per year from travel alone to bleed away, despite having world-class tools and procurement talent.

Although RGC and CPC are two extreme examples—technology laggards with extreme compliance rigor versus technology-enabled leaders with lagging executive discipline—but both have great procurement people delivering great value. And yet both end up with varied outcomes on compliance. Compliance is not procurement's job alone. At best, procurement can suggest policy, provide visibility to spending behavior, and report on the benefit stream realized versus the benefit stream potential that could be gained from its sourcing programs. In the end, only through executive support, leadership, and setting cultural expectations will the value potential earned
through sourcing programs be fully realized through world-class compliance. The compliance gap just in using preferred supplier contracts between leaders and followers can be 12 percent or more. If it were easy to assess compliance down to contract-specific terms and conditions (advance purchase opportunities, volume tier incentives, and payment terms, for example) we would find an even larger compliance gap between leaders and followers.

According to Section 58(2) of Public Procurement Act No. 21 of 2004, all procurement and disposal of public assets shall be conducted in a manner to maximize competition, and achieve Economy, Efficiency, Transparency and Value for Money. One way of achieving economy and value for money is through reducing procurement transaction costs. It is the responsibility of the Accounting Officers and Chief Executive Officers to ensure that transaction costs are reduced and to hold responsible employees who do not strive to ensure that value for money is achieved in all procurements carried out by their entities.

The aim of procurement in any organization particularly public organizations are to ensure that goods or services procured are of right quantity, right quality, from a right supplier, right price, and at right time.

2.2.2 Procurement Policy
According to PPA 2011 Regulation 4(1), “The Public procurement policies are based on the need to make the best possible use of public funds, whilst conducting all procurement with honesty and fairness.”

Regulation 4(2) of PPA 2011 states, “All public officers and members of tender boards who are undertaking or approving procurement shall be guided by the following basic considerations of the public procurement policy:

- The need for economy and efficiency in the use of public funds and in the implementation of projects including the provision of related goods and services.
The best interests of a public authority, in giving all eligible suppliers, contractors, and service providers equal opportunities to compete in providing goods or executing works or providing services.

Encouragement of national manufacturing, contracting and service industries.

2.2.3 The Size and Structure of Public Procurement
The estimation of the size of public procurement in most telecommunication companies encounters a number of conceptual as well as technical problems.

Conceptually, the composition of the entity called “public” poses a problem. While in some countries the term refers to the central and local governments only, it is extended in others to include government-owned enterprises providing public services, such as telecommunications, railways and water companies. Thus where it is not clearly specified, the term “public” may be used to refer to very different entities, which may not be comparable across countries.

Technically, problems arise due to the lack of data and sometimes the manner in which it is kept and reported. In the three countries under consideration, the authorities in charge of public procurement do not keep public procurement information. Instead the procuring entities in the different ministries, departments and local authorities keep the information. The manner in which this information is kept and its quality vary widely. As such, there is no reliable procurement data that can be used to measure the size of public procurement at the telecommunication companies.

To estimate public procurement, Trionfetti (2000) nets out expenditure on social security, pension transfers and interests on public debt from total government expenditure. Also to be netted out are salaries of public sector employees, purchases of military material and subsidies.
In Tanzania, for example, public expenditure information in their economic surveys is not classified by economic categories, i.e. as labor costs, interests, subsidies, etc. It was however possible to obtain this information from other sources, sometimes directly from the institutions involved. The problem with this is that the data so obtained may not be consistent and comparable.

2.3 Empirical Literature Review

In this section the researcher was reviewed the work done by other researcher (empirical literature review) which relate to the topic under investigation, abroad cases and Tanzania Cases. It basically aims at relating theoretical literature review with finding of other researchers.

2.3.1 Abroad Cases

William and Baklish (1998) commented on the competition as a means to ensure value for money procurement in contracting Act of 1984 (CICA), the most significant piece of procurement legislation enacted by congress in USA. According to them the intent of competition in contracting Act (CICA) eliminated some of the requirements for formal advertising (tendering) but requires more procurement planning and research to specially made, product and fosters the use of performance specifications. They further noted that, how effective the Act was remained to be determined as many critics noted it has increased the amount of time and effort to issue a government contract by requiring additional bureaucratic procedures.

Poland Public Procurement Act of June 1994 that was later amended in August 1997. The Act apart from outlining the procurement process to be followed by procuring entities it also established the office of Public Procurement (OPP) led by the chairman who is a political appointee responsible to Prime Minister. It is a small policy office, which works with parliament and Ministries to implement improvements in the procurement system and to ensure value for money procurement in Poland.
Within the Australian Public Service (APS), the Commonwealth Government has developed and promulgated what is called Commonwealth Procurement Guidelines (CPGs). The CPGs apply to procurement conducted by all officials in agencies or Departments (Ministries) and in relevant government bodies. The procurement policy framework outlined in the CPGs applies to all matters related to the procurement of property or services, irrespective of whether those matters are specifically mentioned in the CPGs.

According to a NASSCOM-McKinsey study, about 30% of the available supply of skilled manpower in low-cost countries (Balaji, 2005). Having one or more offshore centers can also provide flexibility in terms of human resource and time management. Outsourcing allows companies to add or reduce personnel far easier than a company can do in house, hence avoiding an expensive layoff process. By utilizing the time difference between different parts of the globe, development can take place constantly. The ability to send massive data amounts anywhere via the internet allows continual collaboration on a large scale (Kakumanu and Partanova, 2006).

Public opinion in the United States and Europe argued that companies are perceived to be sending jobs overseas, and the perceived loss of high profile jobs can cause poor publicity so that the associated costs in public relations can increase the outsourcing costs, while boycotts and protests can directly affect the bottom line. The cost of negotiating, managing, and overseeing a detailed contract can also be great. To alleviate some of the aforementioned risks, a good contract with appropriate incentives, penalties and benchmarks is very important. On the other hand, the protectionist lobby and their anti-BPO drive in the USA and Europe are indirectly helping the proliferation of global offshoring by providing free publicity. Hence this drive has increased not only India’s but also China’s, Russia and Mexico’s brand images because companies now feel that these outsourcing companies are capable of almost anything. It is very likely that this protectionist movement will help these
low-cost companies to improve their brand image and thereby move up the value chain even faster (Aggrawal and Pandey, 2004).

2.3.2 Tanzania cases

Before 2001 there was no any detailed Act or Regulations that emphasizes value for money in procurement. The Public procurement in Tanzania was established in 2001, and it was further amended to the public procurement Act No. 21 of 2004. This Act is supported by two sets of regulation, the Public procurement (goods, works, non-consultant services and disposal of public assets by Tender) Regulations 2005 and the public procurement (Selection and Employment of consultants) Regulation, 2005, the Act and the regulations lay down rules that must be followed by public officials and the bidders in the tendering process.

Before the public procurements Act No 21 of 2004 came into operation, most of the Private organization and Public organization were using the following procedures in the procurements of good/service. Forster (2002) argued that:

i. The recognition of needs; the user departments after recognize that it needs certain items will prepare a form known as a purchase requisition or a bill of materials or parts list in and use within the organization. This document was forwarded to the purchasing department.

ii. The purchasing department on receiving the requisitions; Bill of material requisition was to look for supply source by writing letter to suppliers to ask for quotations or writing the prospective suppliers to tender for the supply of the required items.

iii. On receiving the different quotations on tender the purchasing officer or tender committee will evaluate the different quotations received and choose the best. After choosing the suppliers the order will be placed. The documents normally used are the purchases order.

iv. After the order has been placed the purchasing department was to make follow up to check whether the supplies has been received and accepted
v. After confirmation of the order by the suppliers the purchasing department was to wait for the delivery of the goods ordered.

vi. On receipt of the goods it was necessary to check the goods delivered against the order to see whether they conform to what was ordered in quantity, quality and possibly passing suppliers invoice for payments.

vii. According to Forster (2002) suggested purchasing procedures and documentation as follows:-

viii. To maintain a register with up to date names and contract details of all suppliers used, list what each suppliers provided and the cost.

ix. To updated price list and catalogue of each year to be maintained, copies of these to be kept in the finance departments and suppliers section for reference.

x. To try to keep the number of the suppliers to minimum.

xi. To purchases local item on monthly or weekly basis, if possible organize bulk purchasing a 30 days credit facility is useful when using local suppliers.

xii. When the orders have been prepared they should be passed to the person responsible for estimating cost in the department of finance with available funds and no outstanding debts with suppliers will be confirmed. The order can be presented with relevant stock card showing currents balance for approval by management and the order placed with the relevant stock card showing currents balance for approval by management and the order placed with suppliers.

Mhilu (2006) in his paper introducing the value for money procurement in the Public sector in Tanzania presented in the 21\textsuperscript{st} Professional Annual Conference, attributed to the open and effective tendering as main principle towards achieving the value for money procurement. According to him an open tendering is preferred way to promote open and effective competition but the cost of tendering process (Advertisement, standard tender documents and evaluation) should be commensurate with benefit received. He further explain that, the procurement process should be
fair and seen to be fair, and should treat all parties equally. This means that Procurement personal, elevators, bidders and prospective bidders. To him therefore, non adherence to tendering procedures stipulated by Act and regulations is stumbling block towards effective tendering and in turn value for money procurement.

Kunzilk, (2001) on his research argued that; in spite of the fact that procurement of all bidders complies with bidding document as far as the issue of tendering is concerned. In an environment of many organizations there have met its desired and needs internationally by procuring services and goods across borders. The objectives of procuring locally is to provide the organization with right goods and services, from the right supplier, at the right price, right quantity, at the right time, delivery at the right place and with the right authority which at local market the services and goods are not available.

2.4 Conceptual Framework
Conceptual framework is a description of a comprehensive conceptual model framework which is relevant to the research problems. In assessing factors affecting performance in procurement value for money in Tanzania; the dependents variables is factors affecting performance in procurement value for money whereas Individual factor, organizational factors, environmental factors, political factors, social factors and economic factors being independent variables with procurement function being intervening variable as presented in the figure 2.1 below.
Figure 2.1: Conceptual Framework (Model)

- Individual factor
- Organizational factors
- Environmental factors
- Political factors
- Social factors
- Economic factors

Source: Research data, 2014
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction
This chapter describes various methods that the researcher applied in conducting her research. It describes the research design, sampling procedures, types of data needed and their sources, methods of data collection, sample size and analytical method.

3.1 Research paradigm (Philosophy)
Paradigm comes from the Greek paradeiknyai - to show side by side – and is a pattern or example of something. The word connotes the ideas of a mental picture or pattern of thought. It was viewed as a set of basic beliefs that deals with ultimates or first principles. It represents a view that defines for its holder, the nature of the “world”, the individual’s place in it, and the range of possible relationships to that world and its parts (Kothari, 2006)

The researcher of this study realized the need that made the use of multiple research methods to optimize the data collection process and increase both the breadth and width of data collection especially using Interview, documentation and Questionnaire methods.

3.1.1 Type of paradigm
i. **Positivistic Perspective:** This approach defines reality as everything we perceive through our senses. Other sources of knowledge are unreliable. Reality is always before us that require experiences to be realized that is objective. Science is based on strict rules and procedures.

ii. **Interpretive Perspective:** It is consists the reality that does not exist or out there but it exists at the minds of people. It is internally experiences through social interaction and interpreted by the actors and reality is not subjective not objective. This approach realizes reality from specific to general and from
the concrete to the abstract. It is also ideographic and presents the reality symbolically in a descriptive form.

iii. Critical Perspective: It sees the reality in a different manner and perspective. Reality is created not by nature but some influential powerful people tend to change and manipulate conditions and brainwash others to perceive things according to powerful people own will and desire. Their viewpoint reality is not as like, as it appears to be. For it often does not reflect the conflict, tensions, and contradiction that are eminent in the society. Critical theorist wants to present the reality as it is by the revealing myth and illusions. They want to present the real structure of myth of reality. They think human has great potential for creativity and adjustment. Some social factor stops them moving and creating hurdles in their way their fellow men, which convince them that their fate is correct and acceptable.

3.2 Research design (Strategy)
Kothari (2006:31); define research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures. It is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

During the research, the researcher used case study method i.e. TTCL (Headquarter) in Dar es Salaam. This method helped the researcher to collect all relevant data because procurement system covers a wide area.

The case study provided the opportunity and flexibility in the use of data collection methods, it is possible to come up with a focus study where a single unit intensively studied, and the information could be verified on spot through interview, questionnaires and documentation, hence researcher was in a better position to secure accurate information about the topic studied.
The method applied depended on the availability of the personnel at TTCL (Headquarter). It was confirmed that by the researcher that all the required data were available provided that the research took place at TTCL (Headquarter). Thus, the study in large extent was descriptive in nature.

3.3 Types of Measurements
The researcher made various measurements on collection of data that included the existence of the policy guiding to TTCL procurement, problems that arise due were lack of financial assistance, existence of knowledge and expertise of some respondents at TTCL (Headquarter).

3.4 Types of Data
The data, which were collected, included both primary and secondary data

3.4.1 Primary data
These are data in which the researcher collected through assessing factors affecting performance in procurement value for money in parastatal organizations in Tanzania. Primary data were collected through interviews and questionnaires distributed to the respondents.

3.4.2 Secondary data
This included the data that were used by the researcher but had been collected by other researchers (Kothari, 2006). Secondary were collected through documentation, user guides, and online tutorials, Books, Newspapers, Journal, Manuals and Internet searching information made available at TTCL website and at IFM library.

3.5 Data Collection Methods and Approach
In general, the selection of data collection tools based on how most excellent they were able to serve the purpose of the study. The most common and ideal tools was used by the researcher for data collection were as follows:
3.5.1 Interview
Interview was conducted in order to collect information mainly qualitative information that cannot be collected by other methods. This method is face-to-face interaction between the researcher and the respondent through various means such as language and signs. The underlying principle for choosing this method is that, if it was designed and conducted in professional manner, the method found to be useful way of exchanging views, exploring perception. Also interview can correct inconsistencies in response on the spot and correct them.

In this case the researcher used unstructured interview as a supplementary to questionnaires, which was the main method for data collection in this research. As shown above, interview gives opportunities to interviewer to get rich information from the informants, not only that but also the interviewer learn much from the gestures of the respondents. Psychologists are saying that the human face is a best report can be read than pronounced words. So facial expression has so many answers that the researcher can use for the intended study.

3.5.2 Questionnaires
This was the main method for data collection in this study. Questionnaire means a series of questions in logical order to gather information concerning the study. The questionnaires were organize and prepared to suit the procurement and supplies staff as well as user department to give information on value for money procurement in public organization, particularly at Tanzania Telecommunication Company Limited (TTCL). The questions were simple, direct and self-administered for easy responses. The questionnaires essentially consisted of scaled items; open ended and closed-ended questions, the open-ended questions literary they gave a room for both the researcher and respondents to have freedom on giving views.

Alternatively, the closed-ended questions designed in such a way that it was easy, not only to fill in but also consume less time and efforts, while still, keeping the respondents on track. The questionnaires, in their nature, were structured mainly to
focus on obtaining information pertaining in assessing factors affecting performance in value for money procurement in Tanzania.

3.5.3 Documentation
This is the secondary data information, they were collected for some other intentions, but are seen to be useful for the current study. The researcher here also had to use the secondary information from the documents as another set of supplementary information. Documentary review is literature review in other words. Its done to clear out air so as the researcher could be comfortable with the current study. The conformability is on being sure of the existence of the problem and that, other have just partially tackled the problem. This included the information from documentary records, published data and internet, also various documents such as store ledger, issue voucher, Local Purchasing Order (LPO), contract manual, procurement news, tender documents and reports from various meeting that have been done.

3.5.4 Population of the Study
Polit and Hungler (1999:37) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. For this case the population is the total number of staff at the TTCL Headquarters who are directly and indirectly participate in procurement decision. The total population for this case 156 respondents that are coming from all the departments and management of the TTCL headquarters.

3.6 Sampling Techniques
3.6.1 Sample and Sample Size
Sample depended much on the number of departments present at TTCL (Headquarter) but the sample size is presented in the table below:
Table 3.1: Distribution of Sample Size

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sample Size (Number Of Respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMU staff</td>
<td>20</td>
</tr>
<tr>
<td>Other staff</td>
<td>30</td>
</tr>
<tr>
<td>Management</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Source: Research Own Construct, 2013

Table 3.2

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement and SCM</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Accountants</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Auditors</td>
<td>4</td>
<td>6.67</td>
</tr>
<tr>
<td>Engineers</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Marketers</td>
<td>8</td>
<td>13.33</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Management</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.6.2 Sampling procedures

Sampling techniques means the ways the researcher used to select true representative of individuals from the sampling frame. There are two basic sampling techniques that could be used here; probability and non-probability sampling. Probability method of sampling guarantees that every unit in sampling frame has the equal chance of being selected and become representative. There are several methods of using probability sampling, though all of the methods offer the equal chance to samples to be selected. The second sampling technique is non-probability sampling whereby the researcher is having mandate of either including or excluding a particular unit to be representative in the study. There are several ways the researcher could use to get representation through non-probability sampling.
3.6.2.1 Probability Sampling

Simple random sampling
The researcher here identified the population in terms of their total number and also was seen to have the common characteristics. Then each respondent was given identity, which distinguished from one another. By using identities, the researcher had all the identities of respondents in one container and unknowingly decided to select the required number of representation and 60 identities were picked and became the sample for the study.

Stratified sampling
This is when there is population of research, but this population is having some identical groups with some different characteristics. These groups with different characteristics are separated and representatives are now selected randomly from the same. It means at the end the researcher got representation from the whole population without biases of getting the samples.

3.6.2.2 Non-Probability Sampling

Purposive sampling
This is the method that gave mandate to the researcher to select, according to his/her will, as he/she believes to get the right candidate for gathering information from. This method was used to obtain the list of department heads that interviewed, choosing the source of data to use as only those related to entity, choosing documents and books to use and all items to select deliberately as according to their suitability in relation to the study. This method is reasonable for the purpose of the study as it consist of specific people with specific information.
3.7 Reliability and Validity of data

3.7.1 Reliability
The data that obtained were tested to ensure its reliability by checked against those through interviews, documentation and questionnaire. Reliability data should be applied during when testing the data whether is significance or insignificance. The data used for: trend analysis improving key statement.

3.7.2 Validity
The validity of data to be measured is relative to the research problem whereby all respondents were related to their activities in the procurement department.

3.8 Management and analysis of data
3.8.1 Data Management
The data were analyzed by using simple excel where by tables, graphs and histograms had been used to represent. These data were managed using graphs and tables as well as charts in order to correct errors the researcher used routines, often called "validation rules" or "check routines", that check for correctness, meaningfulness, and security of data that are input to the system. The rules will be implemented through the automated facilities of a data dictionary, or by the inclusion of explicit application program validation logic.

3.8.2 Data analysis
The data collected were analyzed by using both qualitative and quantitative method, but mostly the researcher used qualitative method to analyze and interpret data because the study involves mostly the use of qualitative information rather than quantitative information. The data collected have been presented in a form of tables, chats, histograms, and graphs. The qualitative data obtained from the source were subjected to content analysis. While on the other hand, fact-findings from quantitative data were quantified in percentages thereby calculated and, thereafter, will be tabulated for ease interpretation and analysis.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction
Chapter four of this thesis is for presentation of findings, analysis of data and discussion of the findings as a comparison between what has been found in the field against what are written in reference books. This chapter is divided into four themes, namely: demographic information, the effect of knowledge and skills on performance of the staff in their working areas, the impact of financial resources on the procurement performance and lastly is to show how infrastructures affect performance of procurement in public institutions.

Presentation of findings is done by using tables and texts (explanatory) and analysis was also done by using simple excel where by tables and figures have been greatly used in analysis and discussion have been done by merely explanation on relationships between what was found in the fields and what is actually documented in books and some other useful references.

4.2 Part One: Demographic Information of Respondents

Table 4.1: Gender of the respondents

<table>
<thead>
<tr>
<th>Gender/Sex</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>38</td>
<td>63.33</td>
</tr>
<tr>
<td>Females</td>
<td>22</td>
<td>36.67</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

There had been a good representation of both genders in the research as it is seen in the table 4.1 above where by Males were 63.33% and Females were 36.67% of the sample studied. This is alarming that the call for gender equality in decision making in organizations is to be adhered. There is the notion that in SADDC they have to attain gender equality of 50% by 50% in all decision bodies. But females are to be
aware that they don’t need to be favored on this they have to fight for their chances in order to create freedom and independence in all decision matters.

**Table 4.2: General Education Level of Respondents**

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Seven Leaver</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>CSSE</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>ACSSE</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Advanced Dip/Bachelor Degree</td>
<td>36</td>
<td>60.00</td>
</tr>
<tr>
<td>Master’s Level</td>
<td>14</td>
<td>23.33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>60</td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

*Source: Research Field Data, 2014*

Another question to respondents as a part of demographic information was on the general education background. The respondents were asked to mention their general education so as to ascertain of their eligibility in participation in this study. The research decided to group the education levels as grouped by the government of URT, especially at exit levels.

General education level has something to do with general understanding of an individual on issues around. According to the table 4.2 above, its evident that majority of the respondents are well educated hence the expectation of whoever on the education level can never lead someone to doubtful outcome (if other factors are kept constant).
Table 4.3: General Work Experience

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 5 Years</td>
<td>18</td>
<td>30.00</td>
</tr>
<tr>
<td>6 – 10 Years</td>
<td>20</td>
<td>33.33</td>
</tr>
<tr>
<td>11 – 15 Years</td>
<td>13</td>
<td>21.67</td>
</tr>
<tr>
<td>16 Years and Above</td>
<td>9</td>
<td>15.00</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Research Filed Data, 2014

General work experience is an exposure of a particular person to a kind of environment that can either build or demolish his/her inner decision power. The work experiences is giving someone an overview of the work whereabouts and hence support the performance. Literatures argue that if some one knows the base of what he/she is doing, to specialize on what he/she is doing is easier than someone who is not aware of the basics, though others are arguing on this. In TTCL, for example, it was observed that those with longer general work experience had a proper knowledge on how to do things than those without.

4.3 Part Two

Objective One: Effect of Knowledge and Skills on Staff Performance

Here the researcher developed four questions that are related to the subject matter. How knowledge and skills can affect the performance of the staff at the organization. Respondents had various answers to various questions and most of the times respondents were given chances to explain more of what they understood as the researcher also used unstructured interview together with this list of questionnaire.

Question One

The first question wanted to know whether respondents believed that knowledge and skills could affect their performance at working places. Respondents were to answer either yes or nor
Table 4.4: Whether Workers Believed that Knowledge and Skills Could Affect their Work Performance at Working Areas

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>54</td>
<td>90.00</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>10.00</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

As the table above depicts, majority of respondents agreed that having knowledge and skills on particular area of specialization has something to do with work performances. The bale shows 90% of respondents agreed to the theme and only 10% disagreed.

From the above readings it’s evident that knowledge and skills helps an individual to understand what he’s is supposed to do and also how he is to do it. Having knowledge without skills is also non-functioning though you can get knowledge from the classes and then slowly learn the practical application of the knowledge acquired. In the world of Knowledge and Skills, the attributes required to perform a job and are generally demonstrated through qualifying service education, or training.

Knowledge statements refer to an organized body of information usually of a factual or procedural nature that, if applied, makes adequate performance on the job possible.

Skill statements refer to the proficient manual, verbal or mental manipulation of data or things. Skills can be readily measured by a performance test where quantity and quality of performance are tested, usually within an established time limit. Examples of proficient manipulation of things are skill in typing or skill in operating a vehicle. Examples of proficient manipulation of data are skill in computation using decimals; skill in editing for transposed numbers, etc.
Figure 4.1: Whether Workers Believed that Knowledge and Skills Could Affect Work Performance at the Working Areas

![Chart Title]

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>90</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>54</td>
<td>6</td>
<td>60</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

Question Two
Respondents were asked to explain their education background in their fields of Specialization

Table 4.5 Education Backgrounds of the Respondents on Their Field of Specialization

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement and SCM</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Accountants</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Auditors</td>
<td>4</td>
<td>6.67</td>
</tr>
<tr>
<td>Engineers</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Marketers</td>
<td>8</td>
<td>13.33</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Management</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014
Having this mixture of education of respondents on decision making for procurement activities is giving good rhythm for performance of the organization. The table 4.5 above and Figure 4.2 bellow are showing good chemistry of workers who are available at TTCL and are the ones deciding for procurement. Top management level was also questioned on their education, especially for the areas of their specialization. This is showing how organization can build various teams in tackling matters pertaining their issues within their institutions. Having accountants, auditors, lawyers, engineers, supply chain specialists, marketers and others are giving promising performance.

**Figure 4.2 Education Backgrounds of the Respondents on Their Field of Specialization**

![Education Backgrounds of the Respondents on Their Field of Specialization](image)

**Source: Research Field Data, 2014**

**Question Three**

Respondents were asked to explain how their education is helping them their day to day work performance

College and other skills training provide considerable opportunity for professional development, which can be crucial to qualifying for a job after graduation. By
attending school, you learn how to work with others, cultivate critical-thinking and problem-solving abilities, and foster the communication skills employers want to see in the workplace. The level of your training before you seek employment can also affect the type of job you are able to start with upon entering the workforce and how much time you might have to spend moving through the ranks.

Continuing your professional development requires a time (and sometimes financial) commitment. Nevertheless, it should not be neglected. Individuals who have lost their jobs have admitted they had not always been diligent about furthering their personal and professional skills. They had become dispensable to their bosses and sometimes found it difficult to get back into the job market later. This is evidence that knowledge and skills are the pillars of performance in a day-to-day performance. Sometimes, workers participate in professional development training at the request of their employer. Don't hesitate, though, to seize any other opportunities to improve your skills when you find a training course or other learning possibility that interests you, because is the only way workers can use to ascertain their performance. Workers are to keep an open mind as they contemplate how to broaden their skill sets. Mentoring relationships allow them to work with someone who has already achieved goals similar to theirs so they can understand how that person achieved his or her current level of success. Finding a coach can also give you that one-on-one relationship and insight needed to improve your abilities. If your time and budget are restricted, think about locating seminars and webinars in areas you want to study. Learning is the best way of planning organization’s vision and mission.

Workers learn new skills for their careers and become better at them with professional development opportunities and practice. And, in today's fast-paced business world, keeping the skill set current is especially crucial to make the job safety net a little wider. Don't ignore the benefits professional development can offer. When deciding whether to hire a job candidate with little experience or one with a few years of experience, employers often consider some common areas among applicants. Oral and written communication skills, leadership abilities, technological
knowledge, team-building knowledge, and product management skills are just a few attributes hiring teams try to find, Kiran Madan of Intex Technologies wrote for MSN Business News. This is evident that knowledge and skills are part and parcel of making things move at work place.

'Promotions and positions rarely fall into your lap,' Madan explained. If one is seeking to improve the circumstances, you remember 'to dedicate yourself to improving your professional and technical skills to be successful.' As taking charge of the skills you want to improve, remember a few things. For one to be successful in knowledge – work relationship the following are to be given consideration.

- **Think Big** Think outside the realm of what might be offered where you currently work. For instance, if no leadership positions are open at your place of employment, you could do volunteer work and fill leadership roles in your community. Not only will you be gaining skills you can use at a professional level, but volunteerism often brings a measure of personal satisfaction, too.

- **Be Savvy** Also, concentrate on keeping your technical skills relevant; this can help you obtain new positions and opportunities. Employers want to know that a job candidate or current employee is able to handle information, be inquisitive, and conduct his or her own research to find answers to problems and questions.

- **Look at Yourself** Seek professional development opportunities that will help you cultivate other important skills on the job (and in life), such as managing time well, being committed to a task from start to finish, and finding the initiative to handle an issue yourself if necessary.

You can learn these skills and others through a variety of ways, whether taking a class, participating in an online forum, volunteering to work with someone you know who can teach you these skills, or even dedicating yourself to reading prominent literature in your field. Take the time to continue improving your professional skills. You will improve your career as you do.
4.4 Part Three
Objective Two: The Impact of Financial Resources on the Procurement Performance

Question One: Is the money budgeted for procurement activities in your institution enough for the purpose?

Respondents were asked whether the money allotted for procurement process are enough for the purpose, all of the respondents said that the money are not enough. That means always there is a shortage of financial supply to cater for requirements.

Table 4.6: Whether The Money Budgeted For Procurement Is Enough

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>No</td>
<td>60</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

As it is also seen on table 4.6 above and figure 4.3 bellow, the entire population showed their concern with the money budgeted is enough for procurement activities. The PMU and Tender Board are eager to work very intelligently and responsibly to attain their plans. But this is not made possible with the budget constraint, which is affecting the entire government, especially in developing countries where in most cases the budget is dependent on donor funds.
Question Two: the question asked whether the budgeted funds are brought to the institutions as a whole/according to the need?

Respondents, like in the previous question, all of them said that budgeted funds are not brought as a whole, instead they are brought in parts, mostly depending on availability of funds at the government. Respondents were required to answer either yes or no to the question. This question needed to confirm the difficulties, which are faced by public institutions when in accomplishing the government plans.

Table 4.7: Whether Budgeted Funds are brought to the Institution as Whole or in small amounts/ lots

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>No</td>
<td>60</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Research Field data, 2014
The table 4.7 above and figure 4.4 below are showing that all of the respondents are sure and aware that it’s not possible for the government to bring the whole money at the time they are needed, instead they are brought basing on availability.

This is not the problem in Tanzania. It’s a problem in all of the developing countries which they always experience deficit balance of payment. In other words this could be used as a gearing up for development and task performance indicators for national development. It could be the catalyst for development and performance of individual institution to cover the deficiency by making own collections.
Question Three: How Do Delayed Funds To The Institution Are Causing Delay In Procurement Activities?

Access to funds for executing procurement was the most prevalent bottleneck identified. Digging deeper to identify the root causes revealed that transparency of the budgeting and funding processes and communication hindered access to funds, while the government coordination delayed funds availability. In two case examples, complex bureaucratic processes and unclear lines of communication had to be navigated and monitored by concerned parties in order to gain access to the decision-making groups.

Sometimes lack of representation in the decisionmaking group for the commodity in question was also a contributing factor. In another case, the institution acted to bridge the funding gap caused by a delayed release of previously committed release. Identifying and addressing the underlying issues enabled access to the needed funds, either directly or through an alternate mechanism.

In the supply process, bottlenecks frequently appear far from the origination point. For example, requisitioned goods that are unusually delayed could mean a funding
problem occurring at the beginning of the process instead of during the purchasing activity or a supplier issue.

Bottlenecks are defined as a constraint or obstacle that limits throughput or the utilization of capacity (CSCMP 2010), resulting in the limited performance of the entire system. In the procurement cycle, bottlenecks often appear as delays, which vary in length, depending on the step in the procurement cycle where the bottleneck occurs. Different types of procurements vary in complexity and length. For example, we would expect a low-value local procurement to be completed in a shorter time than a high-value international competitive bid. Therefore, when diagnosing bottlenecks, it is essential to distinguish between a perceived bottleneck and an actual bottleneck. In some cases, there may be no bottleneck, just an unrealistic expectation of turnaround time.

A public procurement system can be said to be well functioning if it achieves the objectives of transparency, competition, economy and efficiency, fairness and accountability. The following are among the key elements that can be used in determining to what extent a particular system meets these objectives.

A clear, comprehensive and transparent legal framework as characterized by: the presence of legal rules that are easily identifiable, that in themselves do promote all the objectives stated above and that govern all aspects of the procurement process. At a minimum such rules should provide for: wide advertising of bidding opportunities, maintenance of records related to the procurement process, pre-disclosure of all criteria for contract award, contract award based on objective criteria to the lowest evaluated bidder, public bid opening, access to a bidder complaints review mechanism, and disclosure of the results of the procurement process.

Clarity on functional responsibilities and accountabilities for the procurement function as characterized by a definition of: (a) those who have responsibilities for implementing procurement including preparation of bid documents and the decision
on contract award, (b) who in the buying entities bears primary accountability for proper application of the procurement rules, and (c) means of enforcing these responsibilities and accountabilities including the application of appropriate sanctions.

A sound and effective public procurement reform program is likely to start by revising the existing procurement laws and regulations or by introducing an entirely new legal framework in the countries where there were no pre-existing rules. These are critical areas for procurement reform but their implementation may take time until a political consensus has been reached. Other areas for improvement include the reform or strengthening of institutions overseeing procurement, the organization of a procurement monitoring system and the training of government procurement staff in enforcing new rules, preparing standard procurement documentation and recording procurement data. Some of these areas can, and should, be addressed in the short term while longer-term action on legislative and institutional reform is being sought. The timing of actions, identification of responsibilities, financing and other key decisions are part of developing and monitoring an implementation strategy that must be done in close consultation with the government. The recommendations and action plan in the CPAR should be flexible, providing options to the government for the development of a procurement reform implementation strategy.

Question Four: How do availability of money support procurement activities?
In several case studies, stakeholders in the procurement process (national partners or practitioners) took action to resolve bottlenecks. Using a new bridge funding mechanism, stakeholders helped to make money available for the timely purchase of bed nets; they also tracked down delayed goods requisitions and collected a high-level signature on procurement documents. They strengthened, accelerated, and increased efficiencies in their own systems; and imparted critical knowledge about quality assurance measures.
Government reforms and restructuring can promote the use of more efficient procurement practices. In one case study, the health supply system moved from a traditional model to a parastatal model involving management, financing, and institutional systems; and included an electronic procurement information system, and multi-year and framework contracts. At the same time, a broad government reform process took place outside the health sector to streamline and increase transparency throughout all the government procurement processes. The staffing and technical capacity environments were probably enhanced somewhat because parastatals are not usually bound by civil service pay scales.

Innovative procurement mechanisms can bring efficiencies to processes and pricing. Reverse auctions, multi-year and framework agreements, and pooled procurement helped improve slow and cumbersome procurement cycles, resulting in cost savings for commodities procured with these methods. In another case, a brokered alliance resulted in an agreement that provides the benefits of pooled procurement.

Using technology can help streamline processes and improve transparency. Using online resources and forums to share information with the public improved the visibility of procurement activities and improved the transparency of processes that were previously considered highly complex. Developing an e-government procurement (e-GP) platform improved public access to government procurement information, as well as enhanced the overall procurement cycle. Mobile technology, although not specifically mentioned, can benefit in-house administrative functions by using efficient communications and an exchange of information.

**Part Four: Infrastructure and Procurement Performance in the organization**

**Objective Three: Effect of infrastructure on Procurement Performance**

**Question One: What Infrastructure available at TTCL for Procurement performance?**

In building a business case and prioritization plan to accelerate transformation, supply leaders must understand the business pressures driving the ‘need for speed’.
Will accelerating sourcing efforts support time-to-market requirements? Will speed provide needed flexibility around strategic decisions on make vs. buy for contract manufacturing? Can service parts acquisition costs be dramatically improved? Strategies to accelerate the work vary. To ensure success, selecting the appropriate strategy(ies) and matching them to address these business issues will drive stakeholder alignment. Fundamentally, procurement supports or enables other business units and functions, so designing the transformation to meet these internal stakeholders’ needs, and using common language to communicate objectives that resonate with them, will go a long way toward building alliances and driving internal alignment.

As it relates to the question of “How or where to get started?”, there are many options ranging from doing a focused pilot vs. big bang program, taking a regional vs. global approach, focusing on one process at a time vs. all processes, leading with technology vs. process, etc. There are several schools of thought on each of these options, including:

i. Start with the biggest pain point, fix it and establish visible credibility that will go a long way in seeing the program through to success. This strategy can result in big savings and significant visibility for the program. However, it is often the most challenging to deliver against as there are typically entrenched ways of doing business that have prevented change against this pain point in the past

ii. Start where the least infrastructure is in place, providing ‘a clean slate’ without legacy processes and/or stakeholders to overcome. For example, if a new business opens up or a new region of the globe requires support, there may be the opportunity to develop and pilot a best practice solution in a ‘real world’ environment, before rolling it out to the broader organization. This strategy is often faster to deliver against, however, its downside is that the overall benefit and visibility may be small, limiting the credibility factor (i.e., “…it’s easy to fix issues in that region, but ours are really tough…” etc.)
The ideal solution will depend upon the organization’s culture and critical business issues. The most important strategy is to modularize the work to front-load benefits and then ensure the delivery of incremental and frequent benefits throughout the program. Without continued good news on results and incremental performance improvements, staff and executives may run out of patience and/or interest for the program and move on to the ‘next big thing’, leaving the CPO with a transformation that has stalled out before it has been completed. An added benefit to modularizing the work is that it enables the transformation team to learn from mistakes and adjust the program to ensure it stays on track.

While many companies may differ in terms of the key business drivers motivating the transformation initiative, for the most part each company must start in the same place, that is obtaining a broad and deep understanding of the overall company spend. Detailed spend analysis is Job #1, without which, planning remains opportunistic and business continues to be managed in an ad hoc fashion. The goal of spend visibility is to develop and implement a systematic methodology to obtain and maintain data that is cleansed and organized to support the various procurement processes such as strategic sourcing, compliance management, demand management and supplier performance management, etc.

For most organizations, a first pass at obtaining this holistic view of the data may take 8 – 12 weeks to achieve. Furthermore, spend visibility is not a onetime effort, as new spend is coming into the organization every day. Spend will need to be refreshed periodically, every quarter or a couple of times per year, until the transformation effort has succeeded to the point where the origin for the spend (i.e. requisition-to-pay process, etc.) provides clean, accurate and enriched data. The old adage of ‘garbage in, garbage out’ certainly applies here.

For most CPOs, one of the early priorities is in launching a strategic sourcing initiative. There is often no better mechanism for funding future transformation investments than a successful sourcing initiative. Unfortunately, procurement
transformation doesn’t come cheaply, and often requires investments in people, systems and processes. The sourcing work can identify savings that the CPO may successfully lobby to have reinvested in the continued success of the initiative. This isn’t an obvious or easy argument to make, as most CPO’s don’t actually ‘own’ the spend and as a result they don’t often get to keep the savings that flow to their business partners. However, there’s nothing like a track record for success to build credibility and the ability to ask for more resources to deliver even greater benefits in the future.

After spend visibility is in place, or at least underway and a sourcing initiative has been launched, the next priority item is typically talent acquisition. Procurement Transformation is no different from other corporate transformation initiatives. It takes evangelists to sell the program and establish an internal network, great project management to keep the program on track and continuous successes to maintain the momentum. Typically these activities require resources with skills that were not previously available within the procurement organization. While there may be some stars among the legacy team, more often than not a new CPO finds himself launching, either overtly or covertly, an initiative to assess and recruit new talent to the organization.

This doesn’t mean that everyone has to go. But it does mean that the procurement executive needs to find and recruit a few key lieutenants to help drive the initiative. In conjunction with the talent assessment, an activity analysis is often a useful tool to identify the tactical activities that must be transitioned to more strategic activities (see Figure 3). Many procurement transformation initiatives start out with the goal of overall procurement head count reduction, as tools and technologies are brought on board to streamline processes. What we have found, however, is that many companies already did an aggressive job of staff reduction through the 1990’s and 2000’s. There typically is not a lot of fat to cut. What is required, however, is redirecting staff from tactical to strategic activities. Not all resources will be able to make the transition and staff changes will be required. But the impact on overall
headcount is not typically that dramatic. In fact, as companies look to upgrade talent and expand to support international procurement offices and supplier performance management initiatives, the operating budget may start to increase as the talent required typically costs more than the tactical staff on board in the past. The reality is, there will be opportunities to reduce staffing levels, but the keys to success are in maintaining the flexibility to reinvest that budget into talent that will likely be more expensive in the future. This is one of the toughest ‘sells’ a CPO will have and one that is easier to accomplish if the business case for the entire transformation initiative is not predicated on staff budget reductions.

Table 4.8: Infrastructure available at TTCL which Support Procurement Performance

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated Resources</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Legislative Alignment</td>
<td>7</td>
<td>11.67</td>
</tr>
<tr>
<td>Knowledge and Skills</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Goals and Targets</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Understanding the Benefits</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Commitments</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Overarching Sustainable Policy</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Supplier Communication</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Continuous Improvements</td>
<td>5</td>
<td>8.33</td>
</tr>
<tr>
<td>Monitoring and Evaluations</td>
<td>4</td>
<td>6.67</td>
</tr>
<tr>
<td>Walk the Talk</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

The researcher, during field work decided to know the frequency and weight of the infrastructures believed by respondents to be most frequently critical success factors for procurement performance in public organization, for this case is TTCL headquarters, Dar es Salaam. As its seen in the table 4.8 above and figure 4.5 bellow, the most mentioned success factor is dedicated resources. On dedicated resources the
The research findings suggest that for procurement activities to be successful, it’s not a work of one or some infrastructure but it’s the togetherness of all of mentioned infrastructure and others not mentioned here. The working together of these paves a way to make things possible.

Figure 4.5: Infrastructure available at TTCL which Support Procurement Performance

Source: Research Field Data, 2014

Question Two: Any training/workshop/knowledge management activities that are done to maintain procurement performance?

Respondents were required to mention, on their opinion, first, if there is any kind of training done to them as one among infrastructure for work performance. Here the...
respondents were supposed to answer either yes or no. The table 4.9 and figure 4.7 are showing the representation of respondents on the question.

**Table 4.9 Availability of Training and Knowledge Management at the Institution (TTCL Headquarters)**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52</td>
<td>86.67</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>13.33</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

It was observed that those who said there is no training and knowledge management at the Institution its because they have never attended any kind of seminar, workshop or any kind of training. This made the researcher have more probe questions on knowing if there is any schedule for training allocation of staff at the institution. And also if there a budget identified as being for training and development. Respondents said that the schedule is prepared yearly, but big bosses of the organization always select attendees of the trainings.

On part of the budget, its was said that the budget allotted for training is not enough every year hence some of the staff do attend trainings while others are missing due to constraint in monetary for facilitations.
On the same question, respondents were supposed to mention and rate the types of training, which are common in their institution and show the frequency of each basing on personal observation of individual respondent. Table 4.10 and Figure 4.8 below are showing the responses from the research subject.

**Table 4.10: Types of Training Taking Place at TTCL Headquarters**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Qualification During Employment</td>
<td>8</td>
<td>13.33</td>
</tr>
<tr>
<td>Conferences</td>
<td>15</td>
<td>25.00</td>
</tr>
<tr>
<td>On Work Training</td>
<td>10</td>
<td>16.67</td>
</tr>
<tr>
<td>Seminars/Workshops</td>
<td>24</td>
<td>40.00</td>
</tr>
<tr>
<td>Long Term Training</td>
<td>3</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Source: Research Field Data, 2014

Respondents were all eagerly to mention Seminars and workshops as the common training in the institution, which also have involved a good number of respondents.
Seminars and workshops have accounted for 40% of respondents. This is an evidence that most of the knowledge management here is done through these two common ways. The second highest mentioned method was attendance to conferences, which accounted for 25% of the respondents. This also shows that most of the respondents have attended a good number of conferences that were done either within the institution or somewhere else but were invited to attend. The same presentation can also be seen on figure 4.8 bellow

**Figure 4.8: Types of Training Taking Place at TTCL Headquarters**

![Bar Chart](https://via.placeholder.com/150)

Source: Research Field Data, 2014
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
Chapter five of this research is for summary of the findings, which are in chapter four, conclusions as per outcome of the findings and lastly is recommendations. The base of conclusions and recommendations are on objectives as seen in chapter one.

5.2 Summary of Findings
This study has been looking on to factors affecting performance in value for money procurement in parastatal organizations in Tanzania: a case of TTCL-headquarter Dar es Salaam region. This is controlled by the presentations of chapter four of this research. The first objective was:

To assess whether knowledge and skills of staff affects performance of procurement at TTCL

In assessing whether knowledge and skills of staff affected performance of procurement at TTCL the answer was generally yes. That means the presence of knowledge and skills to workers of the parastatal had the positive effect. Positive effect means that there is always promising progress if the staff members of particular organization are well knowledgeable and have necessary skills for their day to day activities. Staff believe that if one is well knowledge (taking into consideration other factors being constant) the performance is guaranteed by knowledge and skills. On the other side if there is lack of knowledge and skills to workers there will always be poor performance. Respondents were able to demonstrate how knowledge and skills can assist an organization to attain value for money procurement in their procurement activities. Here also educational background plays a crucial role of value for money procurement. That means if one is having good education the possibility of doing good to serve the organizations and to save the resources of organization is guaranteed.
To Examine The Impact Of Financial Resources On The Performance Of Procurement At TTCL

Under this objective, the researcher has shown, from the field that, all the respondents said that the money budgeted for the institution has never been enough for the purpose.

5.3 Conclusions

To assess whether knowledge and skills of staff affects performance of procurement at TTCL

It’s concluded that in any public institutions knowledge and skills are the basic features for the performance of procurement, especially when value for money is the subject on board. Procurement professionals need a set of flexible skills due to changing government contexts. No single skill can be adequate to manage the procurement portfolio of great complexity in government systems. Procurement tasks demand professionals with high-level strategic, tactical as well as operational skills. These skills should potentially take a broader supply chain multi-disciplinary and integrative approach

To examine the impact of financial resources on the performance of procurement at TTCL

Financial resources have been identified to have the big impact on value for money procurement in not only parastatil organizations, but also private organizations. It’s seen that lack of financial resources to the organization will always lead to non procurement of items or procurement of items which are not enough for consumption/service offering of the organization.

Having procurement planning on board and enough funds to perform procurement activities while walking through principles of public procurement, the value for money attainment is always guaranteed. Its concluded here that, having enough financial resources at hands, keeping other factors constant, value for money is inevitable for public organizations.
To evaluate how infrastructure affecting performance of procurement at TTCL, it's learned, form the successful stories in this study that in order for procurement to be done well, there must be paths to which procurement activities are being practical. Having these paths supporting procurement activities to be attained at their best levels, they are known as infrastructures. Infrastructures are the factors and systems that support the procurement activities to deliver the best results in their applications.

5.4 Recommendations

It’s recommended that knowledge and skill to procurement practitioners is among the basic pillars. Without knowledge and skills procurement can be a common center for cost generation instead of being a center for excellent service delivery and lowering cost for the organization. It’s recommended that public institutions should have a clear plan on sending her staff to various training as part of knowledge management of the organization. Workers of the public institutions are acknowledged to make sure that all the times they are preparing organizational budgets, they have to include a concrete budget for training and emphasize that the money budgeted for the same are dully used for the same purpose.

In view of the findings the study recommends that training should be frequently conducted on the field of budgeting, the budgeting process, procurement planning and procurement scheduling. This training would result in increasing procurement capacity and solving financial resources issues. Training on budgeting and the budgeting process will enable the institution to prepare budgets that are sufficient to the organizational needs.

Training on these financial aspects will also assist the organization in mitigating the effects of financial resources on procurement planning. Training on procurement planning will ensure that the employees can effectively and efficiently plan procurement thus mitigating the challenges affecting procurement planning. In addition training should be conducted on procurement scheduling with an aim of insuring that the procurement in the organization is conducted within the speculated
timeframe as per the procurement plan. There should be a strict timeframe of conducting procurement in line with the procurement plan. This would ensure that there are no delays in procurement thus ensuring efficiency in planning.

Government of Tanzania and TTCL in particular should make sure that all the factors which are to be followed to make the procurement is center for best service delivery and cost control are adhered to. The evaluations of these infrastructures are to be done basing on the pre known objectives and capacities of themselves. Nowadays the technology is changing fast and hence the normal life and work life are changing with the speed of technology. These infrastructures are to be evaluated very frequently in order to make changes if necessity arises.
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APPENDICES

Appendix No. 1: Questionnaire to Respondents

Introduction
This study is being conducted as part of the requirements for the award of Master of Science in Procurement and Supply Chain Management of the Mzumbe University, Dar es Salaam Campus College. The research topic is “Value For Money Procurement In Parastatal Organization At TTCL Headquarters”. The information you provided have been therefore used for academic purposes only and will be treated with great confidentiality. Please answer the questions which are stated below

PART One: Demographic Information:
1. Gender
   a) Male (   )
   b) Female
2. What is your general level of education?
   a) Standard VII (   )
   b) Form IV (   )
   c) Form VI (   )
   d) Diploma (   )
   e) First degree (   )
   f) postgraduate (   )
3. What is your work Experience
   a) 1 -5 Years (…..)
   b) 6 – 10 Years (…..)
   c) 11 – 15 Years (…..)
   d) 16 years and above (…..)
Part Two: The way Knowledge and Skills of staff Affect Procurement Performance

Question One
Do you believe that knowledge and skills affect performance of staff at your work area?

a) Yes  (…..)
b) No  (…..)

Question Two
What is your education background in your field of specialization?

Question Three
How do your education help you in a day–to-day work performance?

Part Three: The Impact Of Financial Resources On The Procurement Performance

Question One
Is the money budgeted for procurement in your institution enough for the purpose?

a) Yes  (…..)
b) No  (…..)

Question Two
Is the budgeted funds brought to the institution as a whole/according to the need?

a) Yes  (…..)
b) No  (…..)

Question Three
How do delayed funds to the institutions are causing delays in procurement activities?

Question Four
How do money support procurement activities in your institution?

Part Four: How Infrastructures Affect Performance Of Procurement At TTCL?

Question One
What are the infrastructures available at TTCL that support the procurement performance?
Question Two
Is there any kind of training/workshops/knowledge management activities that are done to maintain procurement knowledge and attitude at your institution?