



**UNIVERSITY OF
KWAZULU-NATAL**

**INYUVESI
YAKWAZULU-NATALI**

**INVESTIGATING PROCUREMENT CHALLENGES WITHIN
THREE PROVINCIAL DEPARTMENTS IN KWAZULU-
NATAL**

By

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DECLARATION

I, Olivia Manjate, declare that

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ABSTRACT

This research investigated challenges faced by public procurement at the Department of Arts and Culture, KwaZulu-Natal Provincial Treasury and Department of Sports and Recreation. In this study a quantitative research method was used. It involved finding out an unfolding model that occurs in its natural setting which allowed the development of detailed involvement from actual experiences of the participants. The obtained results were analysed using a Likert model. and it was deduced that there are challenges facing public procurement. This is regardless of the supply chain management officials' competence in public procurement, their adequate knowledge of laws and regulations guiding it and availability of adequate facilities e.g. PC's, internet facilities, photocopy, printers etc. Moreover, there is adequate information available to officials on supply chain management prescripts in the departmental policies and procedure manuals. This study concludes that, while the officials are adequately equipped with tertiary qualifications and have knowledge of laws and regulations guiding public procurement, there is high evidence of irregular expenditure which means there's non-adherence to policy prescripts which includes the Public Finance Management Act, 1999 (Act 1 of 1999). This predicament may be addressed if the government were to show will and commitment by enforcing appropriate penalties to offenders who do not comply with the available legislative framework.

Keywords: KwaZulu-Natal Province, Public Procurement, South Africa, Supply Chain Management

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

Public procurement is defined as the purchase of commodities as well as services of construction works, while procurement in government refers to activities of purchasing goods, services and infrastructure (Fang, 2012). In this regard, the department of public procurement has a fiduciary duty to deliver goods and services such as education and health care services as well as infrastructures to South African communities.

Public sectors acquire goods and services and construction work from various suppliers from both local and international markets. Acquisition of these commodities and services must be conducted in a manner which is fair, equal, transparent, competitive and cost-effective. These activities support service delivery programs which are both political and social. Public Procurement objectives are achieved through legal and regulatory set of laws which outlines how public procurement should be done (Ambe and Badenhorst-Weiss, 2012).

1.2 Background to the Study

Government receives attention as large providers of services especially in categories of infrastructure, health and education; therefore, goods and services must be purchased in the marketplace to meet these demands. For this reason, public procurement has significant political and economic implications alongside its operations and it has increasingly turned into public debates while attracting keen attention (Mujemula, 2014). Initially, public procurement in South Africa started in 1995 where it focused on two main objectives; to promote good governance principles and, to introduce the preference system so as to address socioeconomic issues. The legislative framework guiding public procurement is Preferential Procurement Policy Framework Act No. 5 of 2000 (PPPFA) while procurement reform processes are found in Section 76(4) of the Public Finance Management Act No. 1 of 1999 (PFMA).

Challenges in public sector procurement are defined as hindrances to achieving set goals and objectives. Although, public procurement officials are faced with many challenges arising from the disparity in each country's social, cultural, economic and political environment, there exist a similarity in challenges encountered but at different levels such

as; poor planning, knowledge of laws and regulations and skills required to execute statutory functions. These challenges are caused by both internal and external forces (Ambe and Badenhorst-Weiss, 2012).

The KwaZulu-Natal's Department of Sports and Recreation, Arts and Culture and KZN-Treasury are not immune to these challenges which is capable of impeding on the departments operation. Hence, it is important for departments to prioritise these challenges to ensure improved performance.

1.3 Motivation for the Study

It has been established that public sector supply chain management is imperfect in South Africa (Lambert *et al.*, 1996); the constant protests on service delivery alludes to these existing challenges. For example, after the 2008 recession, there was an increase in government debt from R450 billion to R1.4 trillion in 2013/14 while at the beginning of this year, some schools opened without receiving learners' support materials. (Mabece, 2019; Naicker, 2018). Therefore, it is imperative for Government to revisit her spending policies for efficient service delivery.

1.3.1 Significance of the Study

This study is therefore critical in the South African context as it can assist procurement departments in identifying areas with common challenges within their respective supply chain management units and provide means to overcome these challenges. This is achievable through competency development, improved procurement planning, adherence to laws and regulations, introduction of e-procurement platforms to limit self-interest and create restrictions to limit interference from politicians.

1.4 Statement of the Problem

The research problem and the sub-problems are listed below.

1.4.1 Research Problem

According to a study on 'Challenges in the South African Public Sector' by Ambe and Badenhorst-Weiss (2012) even though the procurement policy is used as a tool, as well as other programmes on supply chain management (SCM) introduced by the government, the procurement sector is still a huge challenge in South Africa as a whole (Ambe and Badenhorst-Weiss, 2012). This is because the importance of strategies in the supply chain

management environment is not well understood by the officials responsible for buying goods and services. Moreover, SCM staff often lack the skills and resources necessary to conduct their required duties such as internet services to compare prices and gain knowledge of how the global markets are trending. Noteworthy, while the responsibilities of SCM officials and political office bearers create some level of interference leading to poor planning, the Policies and Regulations in Government are often confusing even for the staff to implement (Treasury, 2005). In addition, the Auditor General's recurring negative reports highlights the inherent risks associated with SCM.

According to Migiro and Ambe (2008), although many supply chain practitioners have attended numerous workshops, they still lack the knowledge required to implement successfully. In the same vein, McCarthy (2016) avowed that supply chain practitioners lack the knowledge and capacity to handle processes in supply chain which leads to bad governance. Interestingly, although the National Treasury embarks on programmes and workshops which educate practitioners, implementation of acquired knowledge is not always successful (Ambe and Badenhorst-Weiss, 2012).

1.4.2 Sub-problems

Based on the research problem stated above, the sub-problems listed below are also substantial and were therefore addressed, namely;

- lack of training contributes to the challenges faced by public procurement
- the **staff** competency in public laws and regulations is limited
- the use of manual systems contributes to challenges faced by public procurement

1.5 Purpose of the Study

The purpose of this study is to investigate challenges in the public procurement sector and the extent thereto.

1.6 Objectives of the Study

The following were objectives of the study;

- To determine challenges facing public procurement
- To determine the extent of lack of skills or knowledge of public procurement laws and regulations
- To determine the level of staff competence and skills in procurement

1.7 Research Questions

In line with the afore mentioned objectives, the research questions which underpin this study and were used for the purposes of examining and analysing the study are as follows;

- What are the challenges facing public procurement?
- What level of knowledge on laws and regulations is possessed by supply chain practitioners in order to comply?
- How competent are the staff in relation to public sector procurement?

1.8 Research Hypotheses

The following are the research hypotheses of the study being conducted;

H1: Training is hugely related to the success of public procurement

H2: Shortages of skills is directly linked to challenges in the public procurement sector

H3: There is limited understanding of laws and regulations in the public procurement

1.9 Theoretical Foundation of the study

As mentioned earlier in section 1.2, public procurement in South Africa started in the year 1995 where it was mainly to address socio economic issues. Nevertheless, there is still a challenge in finding balance between the objectives of procurement. As stated in the Constitution, Section 217(2) and the Preferential Procurement Policy Framework Act (PPPFA) which provides guidelines for public procurement for profitable transformation and development, in order for a supply chain management system to be effective it must set an objective which ensures that goods and services are procured at the best price, right qualities, the right time and the right place. Thus, balancing these objectives by departments needs apposite decisions as it's often difficult and demanding. It needs professional practitioners with appropriate skills, right experience, awareness of social issues, proper ethical standards and a regulated environment which supports and monitors its public procurement (Treasury, 2003).

According to National Treasury (2005), there is a general lack of skills and knowledge as well as capacity to meet supply chain management objectives. Although the National Treasury supports departments through relevant training materials, lack of skills and competency persists as a recurrent issue. Sheoraj (2007), has identified shortages of skills and capacity as a huge obstacle in the Departments, whereas proper structures and skilled

supply chain management personnel are key to efficient supply chain management which is prosperous at Sports and Recreation, Arts and Culture and KwaZulu-Natal Treasury. However, some government departments have inferior standards than those expected in terms of quality and an ability to carry out supply chain management duties (Asgari *et al.*, 2016).

Furthermore, supply chain management is guided by policies and regulations which are confusing and often cumbersome to interpret and implement (Matthee, 2006). Noncompliance to procurement policies also stems from evading proper rules and procedures relating to the competitive bid process and quotations as well as using application of preference points incorrectly. According to Van Zyl (2006), bid committees are not appropriately appointed. Hence, there is a practice of passing over suppliers for invalid reasons, processes of procuring goods and services in terms of threshold are not being adhered to, extension periods are done without following proper processes, there is an abuse in the use of limited bidding process and unqualified suppliers are being used. Ambe and Badenhorst-Weiss (2011), further noted that controls and procedures are not adequate in relation to appointment of bid committees which are not aligned to policy requirements. In addition, there are increased deviations with no supporting motivation stating reasons to deviate.

1.10 Research Assumptions

The following assumption was made for the study;

- That the research respondents would provide useful and quality data using their experiences in the public procurement sector and the supply chain management units at the Department of Arts and Culture, Sport and Recreation and KwaZulu-Natal Provincial Treasury;

Also, as a researcher I ensured that officials at the departments volunteered to participate in the study. They were not forced to partake, this was done by ensuring that my request reached them on time, so they get to choose to participate in the study or not. All staff were selected using random sampling method as this will ensure every participant has a chance of being chosen for the study. The current study used 92 participants to undertake the analysis from where a relevant conclusion was drawn.

1.11 Scope of the Study

The main scope of the study was to investigate challenges in supply chain management at the KwaZulu-Natal's Department of Sports and Recreation, Provincial Treasury and Department of Arts and Culture. The topics studied and discussed included:

- Skills in public supply chain management
- E-procurement in public procurement
- Political interference within the public procurement
- The level of understanding of public laws and regulations

1.12 Research Methodology

The methodology employed for the study was quantitative approach as primary data was collected with the aid of questionnaires. The population for this study was supply chain management staff of Department of Sports and Recreation, Arts and Culture and Provincial Treasury, Pietermaritzburg branch. Due to the nature of the jobs, questionnaires were used as random sampling technique, which was given to some selected staff that were available. Permission to conduct this study was granted by University of KwaZulu-Natal and the questionnaires were pretested.

1.13 Research Contributions

The study investigated challenges faced by public procurement at the Department of Arts and Culture, KwaZulu-Natal Provincial Treasury and Department of Sports and Recreation. The study concludes that while the officials are adequately equipped with tertiary qualifications and have knowledge of laws and regulations, there is high evidence of irregular expenditure which means there's non-adherence to policy prescripts which includes the Public Finance Management Act, 1999 (Act 1 of 1999). This growing challenge may be addressed if the government were to take a strong will and commitment to punish offenders who do not comply with the said legislative framework.

Moreover, institutions can devise training on public procurement in partnership with National Treasury to ensure that public procurement is understood and complied to by all officials, including internal and external stakeholders.

1.14 Limitations of the Study

The study was conducted at the Department of Sport and Recreation, Arts and Culture and KwaZulu-Natal Provincial Treasury considering the validated fact that challenges in public procurement affects all Government departments. The study will therefore be conducted using a sample.

1.15 Structure of the Dissertation

The thesis is organised into six chapters. Below is the breakdown of the chapters and their contents:

Chapter 1: This is the introductory chapter. It contains an introduction to and background of the research issue that was investigated. Other key parts of this chapter are the theoretical foundation of the study, statement of the problem, purpose of the study, research questions, statement of the hypotheses, motivation for the study, research assumptions, scope of the study, research methodology, research contributions, limitations of the study and structure of the dissertation.

Chapter 2: This chapter is an introduction to all three departments being investigated namely, Department of Arts and Culture, Provincial Treasury and Department of Sports and Recreation. The chapter discusses the laws and regulations by which these organisations are governed.

Chapter 3: This chapter reflects the literature review. It is a discourse of extant research works previously published by scholars relevant to the investigated research problem. It also contains critical and comprehensive discussions on relevant themes involved in the investigated research problem.

Chapter 4: This chapter reflects the research design and methodology. It provides information on the research philosophy, quantitative approach and study design adopted for the study, with justifications. Other key parts are target population, sampling method, sources of research data, data collection method and instrument, validity and reliability of the data collection instrument, measurements, data analysis methods and ethical consideration.

Chapter 5: This chapter presents a discussion of the data analysis and interpretation of the data and results, using descriptive statistics while the results are interpreted. This chapter also presents the discussions of the analysed data.

Chapter 6: This is the conclusion chapter, and it presents information on the conclusions reached by the study as well as the research contributions, future research directions and recommendations.

1.16 Summary

This chapter has introduced the research topic with a brief overview of theoretical framework and the challenges facing public supply chain management. It has presented the rationale for the study being undertaken and research methodology employed. Lastly, it has presented the focus of ensuing chapters. The subsequent chapter will describe the departments being study and the legislative frameworks guiding them.

**CHAPTER TWO: BACKGROUND INTO KWAZULU-NATAL
DEPARTMENTS OF ARTS & CULTURE, SPORTS & RECREATION AND
PROVINCIAL TREASURY**

2.1 Introduction

This chapter will review the literature on public procurement and its challenges. It will also look at factors that challenge the practice and hinder implementation of public procurement policies. In addition, attempt was also made to examine factors that can hinder implementation in the context of provincial treasury

2.2 KwaZulu-Natal Provincial Treasury

2.2.1 Introduction

The strategic reforms of the Provincial Treasury are to build public's confidence in finances. Hence, the Provincial Treasury's role is to ensure taxpayers confidence is restored in the management of public funds. The Department has therefore implemented reforms with the aim to promote transparency and equitable financial management service practices which are sustainable in government departments, public entities and municipalities with the principal goal of improving effectiveness and efficiency in the sphere of the public sector. Nonetheless, South Africa is still faced with diverse economic challenges, thus, the Provincial Treasury has to impose financial discipline without compromising support and governance (Treasury, 2005).

2.2.2 Strategic Overview

The equitable share in KwaZulu-Natal province has seen a reduction yet again due to the changes in total population of the province. In 2011, the census report indicated there was a decline in province's growth which informed a decrease in equitable share. Every organ of state has a responsibility to; reduce spending through reduction of wasteful expenditure, reduce a cost of compensating employees, shutting down inefficient programmes or under-performing ones and decrease transfers to development financial institutions. Therefore, the Provincial Treasury maintains and improves financial integrity of the province by enforcing processes which will contribute to the financial management practices in departments and public entities. Warning reports and well organized systems processes must be produced timeously with the aim to reduce corruption and in return improve service delivery (KwaZulu-Natal Provincial Treasury, 2015).

2.2.4 Mission, Vision and Objectives

The Department's mission is to ensure distribution of resources in an equitable manner in the province of KwaZulu-Natal. This includes, analysing and monitoring of revenue and expenditure in order to ensure and instil good governance (KwaZulu-Natal Provincial Treasury, 2015).

The goals of the organization are to balance resources allocation for basic service delivery and growth to the provincial economy. This is achieved through; creation of employment by funding investments which are strategic in nature, funding social needs which are aligned to the national norms and standards, providing financial management systems which are robust for maximising revenue and promoting good governance with the objective of eliminating risk, promoting a culture with zero tolerance for fraud and corruption related transactions. Furthermore, the objective is to provide integrated administrative support to the MEC and Head of Department and to provide effective services to legal, financial, logistics and IT services within the Department (KwaZulu-Natal Provincial Treasury, 2015)

2.2.5 Legislation and other Mandate

The legislations and policies governing the department are as follows;

- The Constitution of the Republic of South Africa (Act 208 of 1996);
- Public Finance Management Act (Act No. 1 of 1999);
- Municipal Finance Management Act (Act No. 56 of 2003);
- Promotion of Access to Information Act (Act No. 2 of 2000);
- Annual Division of Revenue Act;
- Annual Provincial Appropriation Act;
- Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003);
- Preferential Procurement Policy Framework Act (Act No. 13 of 2005);
- Borrowing Powers of Provincial Government Act (Act No. 48 of 1996);
- Government Immovable Asset Management Act

2.3 KwaZulu-Natal Department of Sports and Recreation

2.3.1 Introduction

Promulgation of the Department of Sports and Recreation was on 25 June 2004 by the then Premier Mr J.S. Ndebele. The Department is mandated to provide strategic and operational leadership to allow South Africa to take the sport arena to global heights. However, sport programmes were held within the Department of Education, hence, it never received high prominence because educational matters were prioritised (KZN: Department of Sports and Recreation, 2004). As a result, sport contribution to education was not holistic in developing individuals and the society at large.

Nevertheless, the department adopted strategies towards national building by launching programmes which promotes recreational activities by building long term partnerships with municipalities, businesses and households with the aim of providing sports and recreational activities. Other adopted strategies include; to provide programmes which focus on developing coaches and administrators and volunteers and leaders and to provide access to departmental website and database of information to its stakeholders. The mandated vision of the department includes hosting of SA Games, the 2010 Soccer World Cup, Dundee horse riding event, Dusi Canoe event and many other sporting events which positions KwaZulu-Natal Province in South Africa to achieve excellence (KZN Department of Sports and Recreation, 2009)

In addition, the core functions of the Department are; to provide and improve sport facilities especially to disadvantaged communities, to manage sport and recreation groups, to implement programmes for mass participation, to ensure that there are junior programmes and assistance through finances for sports with the aim of developing sports and its events, to promote indigenous games and facilitate associated festivals with the aim of empowering the communities to alleviate poverty especially amongst the youth, women and disabled people, to reintroduce sports in schools and create equal opportunities and access for all through participation of the majority in organized sports (KZN Department of Sports and Recreation, 2004). Through its programmes, the department further supports HIV/AIDS awareness programmes. Therefore, to efficiently execute these functions, the department needs to ensure capacity building which is sustainable through programmes in place (KZN Department of Sports and Recreation, 2017).

2.3.2 Strategic Overview

The sole strategic overview for sports and recreation is to ensure that social cohesion is promoted in societies through interactions across all races and class. It is a known fact that sport has a vital role in endorsing wellness as well as social cohesion. Through sports, the local economy is promoted by supporting or hosting major events which are sport event oriented. Through these, the department seeks to promote active citizens and improved leadership. The vision for 2030 which relates to transformation needs to be aligned to the demographics of the country through access to available facilities by the majority (KZN Department of Sport and Recreation, 2014; 2017).

2.3.3 Mission, Vision and Objectives

KwaZulu-Natal's Department of Sports and Recreation's vision and mission is linked to the Province. The overall vision of KZN's Provincial Government as part of the Provincial Growth and Development Strategy by 2030 is that the Province must be prosperous with healthy communities, secured with population which is skilled to act as a gateway to Africa and the world. Furthermore, the vision is also articulated in Chapter 15 of the National Development Plan. The goal is to work with people towards a country where people will be conscious of what they have in common rather than their differences (KZN Department of Sport and Recreation, 2014).

2.3.4 Legislation and Other Mandate

- The Safety at Sports and Recreational Events Act (No. 2 of 2010) ;
- Bidding and Hosting of International Sport and Recreational Vents Regulations, 2010;
- Fitness Industry Bill, 2013;
- Funding of Sport or Recreational Bodies Regulations;
- KwaZulu-Natal Provincial Supply Chain Management Policy Framework (2006);
- Labour Relations Act, 1995 (Act No. 66 of 1995);
- Preferential Procurement Policy Framework Act, 2000 (Act. No. 5 of 2000);
- Public Finance Management Act, 1999 (Act No. 1 of 1999, amended) and Treasury Regulations;
- Public Service Act, 1994 (Act No. 103 of 1994);
- Recognition of Sport and Recreation Bodies Regulations, 2010;

- Safety at Sport and Recreational Events (SASREA) Regulations;
- South African Combat Sport Bill, 2013;
- The South African Boxing Act, 2001 (Act No. 11 of 2001);
- The South African Institute for Drug-Free Sport Act, 1997 (Act No. 10 of 1997, as amended) (Department of Sport and Recreation, 2014).

2.4 Department of Arts and Culture

2.4.1 Introduction

South African languages are dynamic as it is a multilingual country. The country has eleven (11) official languages which caters for different people and their cultures e.g. English and isiZulu. Other languages include Khoi, Arabic and sign language (KZN Department of Arts and Culture, 2015). Department of Arts and Culture's mandate includes; to develop and promote arts and culture in South Africa to enhance social development, to promote South African official languages so as to enhance the country's linguistic diversity, to improve economic development opportunities in arts and culture nationally and globally through various partnerships with the aim of ensuring sustainability and to develop policies, legislation as well as strategic direction to conserve and promote cultural heritage (KZN Department of Arts and Culture, 2017).

Further, the community art centres which are in operation are more than 160; some of which are managed by government and community. Various centres vary from craft, community and theatres. The department thus supports programmes particularly in deprived centres initiated by the communities or government.

2.4.2 Strategic Overview

The Department of Arts and Culture's strategic goals are to ensure that through the social cohesion of its programmes it can build a unified, caring and proud society. Communities are built through conversations and mobilisation of the masses; hence, the department campaigns to ensure promotion to public participation for change.

The department's strategic objectives include amongst others tourism promotion, increasing HIV/AIDS awareness through arts and culture, addressing social ills, developing and maintaining a language policy, ensuring libraries are accessible to the public especially previously disadvantaged communities, providing and promoting archival services by ensuring easy access, communities empowerment via self-

sustainable programmes in order to enrich quality of life and overall, good governance by being efficient, transparent and accountable (KZN Department of Arts and Culture, 2017).

2.4.3 Mission, Vision and Objectives

In line with Vision 2030 as per Provincial Growth and Development Strategy, which says the province must be prosperous and healthy in a population that is skilled and a gateway to Africa and the world and SA's National Development Plan goals by 2030 which is, ensuring a conscious way of doing things through their commonalities rather than their differences, the department of Arts and Culture's mission is to develop and promote through arts, culture and heritage and mainstreaming its role through socioeconomic development in the country (KZN Department of Arts and Culture, 2015). Hence, the Department will as part of their mission promote arts, culture and the heritage through socioeconomic development in the province. The strategic goal is to ensure corporate governance which is robust and transform its society through arts, culture and heritage.

These strategic objectives are to ensure that there is effective policy and internal control environment and, engagements with stakeholders are developed through forged partnerships that supports the mandate of the Department of Arts and Culture. Nevertheless, the strategic goals needs to further grow arts, culture and the heritage industry through interventions by contributing to job creation and poverty alleviation (KZN Department of Arts and Culture, 2017).

2.4.4 Legislation and other mandate

The following are some legislations and policies governing the department;

- Culture Promotions Act (No. 35 of 1983);
- Cultural Affairs Act (No. 65 of 1989);
- KwaZulu-Natal Parliamentary Official Languages Act (No. 10 of 1998);
- KwaZulu-Natal Archives and Records Services Act (No. 8 of 2011);
- KwaZulu-Natal Libraries Act (No. 18 of 1980);
- National Language Policy Framework (2003);
- Natal Provincial Museum Ordinance (No. 26 of 1973);
- Natal Provincial Library Service Ordinance (No. 5 of 1952);
- Pan South African Language Board Act (No. 59 of 1995);

- Promotion of Access to Information Act (No. 2 of 2000);
- South African Geographical Names Council Act (No. 118 of 1998);
- South African Public Library and Information Services Bill (2012);
- Use of Official Languages Act (No. 12 of 2012);
- Public Service Act (No. 103 of 1994), as amended, and Public Service Regulations;
- Public Finance Management Act (No. 1 of 1999), as amended, and Treasury and DPME Regulations and Policy Frameworks as published;
- KZN Provincial Supply Chain Management Policy Framework (2006);
- Promotion of Administrative Justice Act (No. 3 of 2000);
- Promotion of Equality and Prevention of Unfair Discrimination Act (No. 4 of 2000);
- Skills Development Act (No. 97 of 1998);
- Skills Development Levies Amendment Act (No. 24 of 2010);
- Division of Revenue Act (No. 10 of 2014);
- South African Qualifications Authority Act (No. 58 of 1995);
- Protected Disclosures Act (No. 26 of 2000);
- Prevention and Combating of Corrupt Activities Act (No. 12 of 2004);
- Consumer Protection Act (No. 68 of 2008) (Department of Arts and Culture, 2015).

2.4.5 Summary

This chapter has summarized the background of the three departments selected for this study in terms of their responsibilities, strategic overviews, mission and vision. It has also highlighted the legislations and policies governing each department. The next chapter three will focus discuss available research work relevant to the study.

CHAPTER THREE: LITERATURE REVIEW

3.1 Introduction

The key mechanism which enables government to implement its policies is its Supply Chain Management. Surprisingly, this has been undervalued as a strategic section; hence, it is under-capacitated and recognised. The South African vision in public procurement is that which is staffed by skilled professionals with adequate knowledge and enthusiasm, thus allowing informed decisions to be taken and, **staff** with technical abilities and an organisational support in order to execute their duties accordingly in line with the Constitution, laws and relevant regulations (Treasury, 2005).

According to Amemba *et al.* (2013), public procurement process is initiated when the user department first identifies its need which then translates into procurement requirement. Thereafter, it is approved by the Head of Department as means of acknowledging the request. This is a process to acquire goods and services and construction works. Procurement processes however needs to be achieved through adherence to procurement laws and regulations. Also, the process must always uphold integrity through mitigation of malpractices and informed decisions while attaining greater expectations of the society at large. Further, the execution of responsibilities needs professionalism from competent officials. Transparency and openness also play a vital role in clarifying procurement policies and delivery (Amemba *et al.*, 2013).

3.2 Brief Background Information

Yearly, the government incurs high costs related to providing services as result of weak procurement systems in departments. Often, employees lack requisite skills and experience, commitment and motivation in executing their duties. The reasons vary from public servants observing what happens in government offices or that salaries are low; therefore, officials supplement their salaries through corrupt activities. While other officials put personal interests before public interests (Mujemula, 2014).

Linking demand through proper planning to budget is a vital part of the supply chain management process. This will allow departments to procure goods and services timeously, at a desired place and cost. However, departments are faced with challenges of poor planning as well as linking demand to budget; hence, it is important to draw up realistic and accurate strategic plans which are coherent and not overestimated. According

to Luyt (2008), there is a great necessity to monitor service delivery in order to ensure that scarce resources are managed effectively.

Despite these challenges, the Department of Sports and Recreation, Arts and Culture and KwaZulu-Natal Treasury have not deterred from improving procurement systems through continued support by National Treasury and Provincial Treasury. Nevertheless, if the study is not conducted, there will continue to be a huge gap in required skills by procurement practitioners, lack of knowledge in laws and regulations to ensure compliance and challenges such as poor planning.

3.3 Definition of Key Variables

Skills: This is described as technical expertise and knowledge needed for a given job. Soft skills (or people skills) can be described as interpersonal qualities which are personal attributes possessed by an individual whereas, hard skills can be described as technical expertise and knowledge needed for a job (Robles, 2012).

Staff competency: Competency can be described as the knowledge, skills, ability and behaviour possessed by an individual which enables them perform their tasks skilfully and correctly (Whelan, 2006).

Public procurement: In both public and private sector procurement for both goods and services must be acquired, and in both public and private sectors there are good reasons to strive for the best deal to obtain goods and services. However public procurement is different from the private procurement (Knight *et al.*, 2007).

3.4 South Africa's Legislative Framework

Currently legal instruments which govern public procurement are more than eighty (80). These laws and regulations are implemented using independent statutory requirements which provide for various procurement requirements (Treasury, 2005). The following are some of them;

- The Constitution (Section 217) which talks to the basic requirement to public procurement. Public administration is set out in section 33 and deals with values to administration.
- The Acts to public procurement are set out in the Public Finance Management Act 1 of 1999,
- The Preferential Procurement Policy Framework Act 5 of 2000,

- The Broad-based Black Economic Empowerment Act 53 of 2003,
- The Prevention and Combating of corrupt activities Act 12 of 2004,
- The Construction Industry Development Board Act 38 of 2000,
- The National Land Transport Act 5 of 2009,
- The Public Audit Act 25 of 2004,
- The Promotion of Access to Information Act 2 of 2000 (PAIA),
- The Promotion of Administrative Justice Act 3 of 2000 (PAJA).

Regulations which administer public procurement are;

- Public Finance Management Act Supply chain management treasury Regulations
- Preferential Regulations and
- The Department of Trade and Industry's provisions on local content designations related to local procurement.

Further, the public procurement size in South Africa is estimated at twenty two percent (22) of gross domestic product while the recent procurement is estimated at R500 billion; thus, the function is highly regulated. In this regard, While the National Treasury is mandated to oversee expenditure and procurement, Section 217(1) of the constitution requires that both goods and services are procured in a manner which is fair, transparent, equitable, competitive and cost effective with the aim of addressing past imbalances in the country (Treasury, 2005).

Five principles of the Constitution must be observed by all organs of state for public procurement in order to maintain good standard. It is thus required that procurement process be carried out in a fair and equitable manner by ensuring that all participants are given opportunities by providing the same information to allow a transparent and accountable process.

Organizations are allowed to implement policies in the procurement unit which ensure that previously disadvantaged communities benefit. This is outlined in Preferential Procurement Policy Framework Act (PPPFA) released in 2011 with its policies and revised regulations. The revision was done to promote South Africa's black community hence aligning it to the Broad Based Black Economic Empowerment Act.

3.5 Theories

A balance in the objectives of the Constitution and Preferential Procurement Policy Framework Act is indispensable. Hence, for a supply chain management to be effective, it must have an objective which ensures goods and services are obtained at the best price possible, correct quality, right time and right place. However, balancing these objectives by departments has often proven to be difficult as well as demanding: achieving this balance require good decisions by professionals with required skills and experience coupled with social awareness and ethics, dedication, proper ethical standards as well as organisational environment which supports and publicly monitor their work to protect public interest (Treasury, 2005).

3.6 Non-compliance with Policy and Regulations

According to Eyaa and Oluka (2011), there is lack of awareness on benefits of public procurement if laws and their regulations as well as procedures are followed. Poor management of contracts and poor skills related to contracts in ensuring compliance and rectifying practices of non-performance by suppliers for the benefit of the public. (Eyaa and Oluka, 2011). According to Musanzikwa (2013), practices which are noncompliant to set regulations include; lack of competitive processes for bids and quotations procurement and. repeated wrong application of preference points which leads to wrong suppliers being awarded; hence causing irregular expenditure. According to Kiage (2013), bid committees are not properly structured which leads to poor quality products, erroneous passing of suppliers with reasons which are not valid, incorrect use of thresholds for the procurement of goods and services, validity periods are extended using incorrect processes and wrong use of limited bidding process. Bids are often handled erroneously by not following adequate controls and procedures. Deviations are also not motivated according to policies and procedures (Mujemula, 2014).

Public procurement is limited with strict legal rules and procedures, whether these are internal or political. These rules tend to be cumulative such as international, national and local which sometimes can be extensive (Knight *et al.*, 2007). These has rendered building healthy and long-term relationships with suppliers in the public procurement space cumbersome; hence, it raises concerns considering long term investments. However, the buyer– supplier relationship in supply chain is crucial to supply chain integration. Establishing as well as maintaining efficacious relationships at all levels has

become an essential requirement for a business to succeed. Moreover, considering the diversity and unpredictability of markets, it is ideal for retailers to develop flexible relationships with various partners which enables them to deal with unexpected demands and reduce dependence on the vendor. Therefore, procurement official's awareness in relation to rules and regulations is of high priority for compliance to be effective. Furthermore, compliance is improved through familiarity with procurement rules and regulations; the more procurement officials are aware of procurement legislations and regulations the more compliant they will be (Gordon Murray, 2009). In the same vein, Bor *et al.* (2015), argues that through increased knowledge of laws, compliance can be increased. Hence, once officials are aware of what they do and why they must do it in a specific manner their compliance will improve. Also, obeying rules and regulations have a potential of increasing compliance in public procurement. Whilst there are rules and regulations, they must be clear in order to achieve efficient public procurement.

3.7 Inadequate Planning and the Linking of Demand to Budget

According to Hunja (2008), demand management forms a great part of the procurement process. It allows the procurement process to be done at the right time, place and cost. Majority of government entities however are confronted with poor planning and challenges to link demand with budget. Cost effectiveness in procurement is dependent on skills attained by specialists in ensuring reliable buying, ensure strategies of contracts are developed, managed and proper opportunities are seized for the best deals at the right time and good price. Also, plans need to be coherent. Sadly, cost estimation, quantities and needs of end users are not properly estimated nor tracked or reported. In order to manage scarce resources, monitoring of service delivery properly is paramount for efficiency. Poor planning influences key activities implementation. Practitioners therefore should link planning to budget. In the absence of procurement systems there is an increased chance of the misuse of funds (Mujemula, 2014).

According to Knight *et al.* (2007), public procurement is determined by budget which determines what will be procured. The organization may not deviate from this budget, else there will be major upheaval in the organization. Underspending in one year may also cause cuts for the following year as budget is also determined by the previous year's expenditure analysis. The nature of public budget is such that it is open to the public thus affecting the buyer – supplier relations. Moreover, there is a cultural setting in the public

sector as officials are mostly concerned about the public interests which causes risk and tiresome decisions (Knight et al., 2007).

3.8 Lack of Knowledge and Skills

Post-1994, the public service faces challenges in terms of transformation and the services it provides to the people of South Africa. The values which are derived in the Constitution are fairness, equity, accessibility, transparency, accountability, participation and professionalism. The human resources should also get fundamental changes to achieve increased delegation, responsibility and authority to national departments, provincial administration, departments and line managers. The working environment need to develop service delivery and improve skills and multi-cultural workforce. The continued drive need to ensure there's efficiency and effectiveness through an environment which is flexible and considers operational and employee needs of the organization. Human resources are responsible to plan and manage their own human resources in order to meet their own strategic and operational objectives (Binkley *et al.*, 2010).

South Africa is a developing country; hence, its procurement process faces various challenges common to most entities within public procurement; This is evident even in regularly procured items and off the shelf items which require no significant resources and development. Nevertheless, the South African supply chain management system lack skills and capabilities as far as procurement personnel are concerned. According to (Ambe and Badenhorst-Weiss, 2012), there is a great need to obtain expertise and practical experience in procurement more especially for off the shelf items. According to National Treasury, there are plans in place to professionalise procurement functions in procuring entities; sadly, these plans are underway and have not been formalised to date, whereas, the legal aspect of public procurement receives little attention in tertiary institutions.

Procurement professionals as well as officials have responsibilities which are dual in nature. They ensure operations comply with regulations since they are directly involved with procurement of goods and services and construction. According to Lysons and Farrington (2006), quality decision making within a short space of time done with absolute confidence is important for procurement to be successful. According to Raymond (2008), public procurement professionalism is not only related to education and qualifications, it is how officials approach the way they conduct business activities. If officials are not equipped with procurement matters, serious consequences may follow

such as code of conduct breach. For effective work to be done, officials must be equipped with requisite skills and competencies for procurement such as negotiating skills, analysing prices, procurement cycles and analysing costs (Gordon Murray, 2009).

The shortage of skills and capacity are impediments to South African procurement success. Successful supply chain management requires appropriate structure with skilled personnel and supply chain management professionals. In some instances, the quality in terms of skills and abilities of employed supply chain management officials in government entities are below standard. Whilst there are programmes in place which seek to educate supply chain personnel, implementation remains a challenge. According to Migiro and Ambe (2008), many supply chain management personnel still lack the knowledge to implement appropriately despite attending numerous workshops on their fields, . This lack of skills and capacity has constantly led to bad governance in the South African public procurement (Bolton, 2006).

Furthermore, practitioners lack skills and knowledge and experience for them to execute their duties as revealed by. competency assessments which shows significant gaps though the system has excellent people in it. The Auditor General has highlighted this through lack of accountability which is highlighted in their reporting. In this regard, tertiary institutions have a major role in empowering its students and practitioners with the required public procurement skills and knowledge. The empowerment will be effective when formal institutions acknowledge the challenge and develop curriculums which will contribute to the country's needs.

The public supply chain management strategic importance is not understood by its officials. These officials must understand how the socioeconomic terrain impacts the way procurement is carried out. The current systems and organisational structures within which public procurement functions are not ideal; with unskilled or under skilled leadership. Thus, supply chain management officials cannot deliver maximum value to beneficiaries through government policies, strategy and business development. According to National Treasury (2005), there is a high staff turnover coupled with lack of motivation. Slow internet connections and suitable equipment with database of various commodities is also a hindrance.

According to National Treasury (2003), there is no clarity of roles by the practitioners and political figures which leads to great interference. The regulations and policies are

also cumbersome and mostly confusing. Procedures for officials are often difficult to interpret and implement. In general, the public sector has not prioritised supplier management which affects an overall business environment. The suppliers on the other hand take advantage of the weakness in the system, as evident in the exorbitant prices charged for goods and services, dissatisfying services and delivery of poor quality goods and services. Long term supplier relationships are also perceived as collusive with unethical behaviour.

3.9 Knowledge and Transfer in the Public Sector

Knowledge transfer is a mechanism which enables development of knowledge in the organization through a communication system which encourages learning. In the public-sector environment, information can be shared from a section to the other and to department with results in an overall increase in the organization's knowledge base even when certain wise individuals leave the organization. In some instances, the use of technology in the public sector is a disabler as oppose to an enabler(Ann Hazlett *et al.*, 2008).

The public sector is rich with internal and external knowledge. Knowledge is mainly focused on information management with behavioural standards and practices. For skills or knowledge to be transferred to the public-sector employee certain dimensions are critical such as senior managers relationships with external environment, conducive structures, work processes which are fit, clarity in managers role, use of information found, a culture of learning and accountability. However, the challenging factor in the public sector is that strategic direction and ultimately resources are driven by politics which hinder skills and knowledge (Ann Hazlett *et al.*, 2008).

Barriers to knowledge transfer particularly in the public sector are internal which includes the organization's culture and hierarchical structures, nature of leadership, lack of resources, and failure to recognize individuals. Other key factors include institutionalised practices in public organizations and traditional attitudes and behaviours (Ann Hazlett *et al.*, 2008).

3.10 Lack of commitment, motivation, skills and experience

According to Sarah (2014), Government incurs high costs to provide services due to weaknesses in procurement systems, lack of skills and commitment of employees and

motivation to execute duties. Government officials have claimed low salaries are responsible for the low morale. This implies, a culture should be developed to capacitate people to learn at all levels in order to support improved performance. It is management's responsibility to develop a culture which provides full use of skills and abilities. Further, while poor staff incentives within public procurement structure poses a challenge, the lack of confidence in the system which leads to the lack of trust by suppliers and contractors based on the way complaints are handled by departments is also a setback (Mujemula, 2014).

3.11 Ethical Behaviour

Ethics addresses fundamentals of public administrator's duty to the public. Ethics and principles are a good foundation to good governance and in return good management practices in departments. History has shown that due to its peculiarity, the procurement process is vulnerable to most threats in the organization therefore, it should follow strict ethical standard rules (Gordon Murray, 2009).

The procurement process which entails buying of goods and services has a high potential to ethical abuse; hence, Good procurement systems should identify areas of weakness and ethical pitfalls and have them addressed to employees to avoid malpractices. Generally, in government there is a lack of accountability such as internal and external goals measurement as well as punishment for non-performance to carry out strategic goals for procuring goods and services as determined by the needs of the public hence creating opportunities for fraud (Amemba *et al.*, 2013).

According to Amemba *et al.* (2013), ethical behaviour includes avoiding conflict of interest by not abusing the official's position. Public procurement involves public funds and as such involves public scrutiny; procurement officials are therefore expected to conduct their dealings in a fair and ethical manner. Ethical behaviour is linked to openness in procurement processes which boost suppliers to partake in government market space. Furthermore, it reduces; costs of managing risks associated with fraud and corruption associated with improper behaviour whilst enhancing the public's confidence in the process.

Generally, when compared to a private sector, public procurement demands are greater and highly diverse. Similarities are estimated at about 80 percent to the private sector

while the remaining 20 percent is due to different demands. These absent demands are external such as transparency which refers to affording equal opportunities to bidders and clear processes, although interested participants ought to know processes used to award and manage these contracts. Public sector procurement expectations are to conduct business with high integrity so that wasteful expenditure can be avoided through fraudulent practices. Public procurement also requires that officials account for effectiveness and efficiency in a legal manner with ethics within procurement dealings. Officials must be asked questions and must explain the way they operate at all times. They are also expected to behave in an exemplary manner, with efficiency and effectiveness within their own operations (Knight *et al.*, 2007).

Internal demands include serving many goals simultaneously. These goals can be good sewage systems and infrastructure of good quality, although some can be conflicting. Political goals are also vital as they tend to be perspective in public procurement which is broad and not defined accordingly. For example, a political procurement may not be measured accordingly. Because public procurement has many stakeholders such as taxpayers, the public, management and officials, even though they share the same objective their own interests may conflict with objectives (Knight *et al.*, 2007).

Accountability is mostly dependent on how transparent procurement processes are. Disclosures for procurement officials, criteria used for tenders, submission procedures and transparent results. For transparency, invitations for quotations should be published as widely as possible in order to ensure all potential bidders are informed. Potential bidders must be informed of procedures to be followed such as submission of bids and the schedules. The specifications should also be clear, and conditions of tender must be clearly defined. These include functionality criteria to be used, preference points to be applied and any conditions applied to the tender. In instances where single sourcing will be applied, this should be made known publicly (Jones, 2007).

According to (Jones, 2007), an ideal tender submission process should be transparent such as names and prices of tenderers offered, selection process communication. and publishing of successful suppliers. The framework of procurement should generally be spelt out in the legislation and regulations while procurement requirements should be made available in procurement bulletins, the gazette and departmental websites and in local newspapers. More information can be detailed in the bid documents. Unsuccessful

bidders must be informed in writing stating valid reasons. The compliance section or internal audit should play a role as watchdogs to ensure accountability and competitive processes take place.

3.12 Strategic Sourcing

According to National Treasury (2005), strategic sourcing is used as a planning tool which manages and develops the supply base. It helps to understand different types of categories for goods and services in government spending and, what the use and supply of sources will be. Leveraging points are identified in various procurement areas where government can have power to buy or where it the industry can be changed by developing strategies to source. Sourcing strategies have an ability to reduce costs whilst benefiting value of services to government. Increasing strategies to source across South Africa's procurement can benefit the country by leveraging government's buying power.

Public procurement is not well co-ordinated due to duplicated efforts; this is evident by multiple tenders to procure similar goods and services across departments. In some instances, good and services are procured from the same suppliers at different prices. In this case standardises specifications for commonly used commodities should be used to avoid paying exorbitant prices unnecessarily. Purchasing officials are mostly concerned with administrative functions like competitive bids and quotations but they lack an understanding of specialized commodities within their own environment.

3.13 E-Procurement

E-procurement is the use of information technology in order to accomplish certain business processes. Such technology can be websites, extranets, e-mails, intranets etc. According to Jin and Robey (2008), E-business enable suppliers, manufacturers, logistics, companies, financial services, organizations and so on, to add value and control costs. Government can benefit from the way they do business via e-procurement and reduce transaction costs. Decision making is proving difficult in the absence of electronic systems as these are open to abuse by officials to fulfil their own interests. The complexity of legislative changes encourages the use of e-procurement (Walker and Brammer, 2012).

Amemba *et al.* (2013), have highlighted that the buyer–supplier relationships has become imperative in economic activities and are a focal point in organizational competitiveness. This is due to increased globalization and strategies for outsourcing. It was stressed that

a buyer should negotiate with and agree on a mutual trust with the supplier. Pushing for cost savings only, without giving some responsibility to suppliers won't be beneficial. Disruption in supply is less likely due to the friendly relationship without taking advantage of each other. Also, the buyer's time should be spent nurturing relationships and activities which are value adding. In addition, business success is linked to the establishment and management of effective relationships in the value chain which is accompanied by trust, communication and co-operation (Amemba *et al.*, 2013).

3.14 Summary

This chapter outlined a detailed literature review based on the themes which are related to the procurement challenges in the Department of Arts and Culture, Provincial Treasury and Department of Sports and Recreation. Chapter four will focus on the research methodology adopted for this study.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 Introduction

Research is a “scientific and systematic search for pertinent information on a specific topic, research is an art of scientific investigation” (Kothari, 2004). The main reason for conducting research is to find answers to questions by using systematic methods. The scientific process is described as; an unbiased, rational and systematic system, a method to establish evident facts capable of being confirmed, a way wherein the researcher is directed by the rules of rational reasoning, a method wherein the investigation proceeds in an organized manner and a technique that suggests internal reliability (Kothari, 2004).

4.2 Research Approach

There are three approaches via which research can be conducted. They are; (1) quantitative, (2) qualitative and (3) mixed methods (Creswell, 2014). Quantitative research method adopts close-ended interview to generate numerical data which is transformed into usable statistics that can be analysed to seek answers to the research questions. On the other hand, qualitative method is exploratory in nature and uses open-ended questions to understand underlying reasons and opinions. The mixed method is a fusion of both quantitative and qualitative methods.

Quantitative research approach is the method of choice for most researchers if data collection is numerical and qualitative method for textural, while mixed approach is adopted when both numerical and textural data involved Individuals involved in a study foresee the data type required in order to reply to research questions presented.

4.3 Quantitative research

The study was conducted using the quantitative research methodology. Quantitative research approach is regarded as that which adopts a quantitative nature of research in contrast to qualitative research approach which explores experiences, behaviours and attitudes *via* different methodology *viz.* interviews, focus groups and open-ended questions (Welman, Kruger & Mitchell, 2005). Quantitative research occurs in the natural environment of the researcher, which allows for the development of detailed analysis from actual experiences. Quantitative research also requires high involvement. (Vaismoradi *et al.*, 2013). What would constitute a quantitative research involves

purposeful use for describing, explaining, and interpreting collected data (Williams, 2007).

4.4 Research Design

Research design comes in various forms which uses the quantitative research techniques to frame the research proposal. Different types of techniques have amazing outcomes on strategies of research explored. According to Sekaran and Bougie (2013), “a research design is a blueprint for the collection, measurement, and analysis of data, based on the research questions of the study”. Research design is the theoretical composition on how research is conducted (Kothari, 2004). The study made use of survey research. Survey research designs are actions in quantifiable research where the scholars do a survey to a sample or to the entire population of people to illustrate the approach, views, behaviours, or traits of the population. Survey research is used to evaluate tendencies, opinions, to follow up on analyses and for evaluations (Creswell, 2014). Fink (2003), concurs as he describes a survey research design as a method for gathering knowledge from or about the public to define, associate, or explain their knowledge, attitudes and behaviour. Survey research can be conducted by means of gathering information via questionnaires or interviews, inventing ways to collect data achieve high reaction rate.

4.5 Target Population

Target population can be described as a group of people or collection of elements with certain desirable characteristics and are the main focus for the purposes of study from which inferences will be made (Vonk, 2016). The target population for this study are Supply Chain Management staff which is around 120 respondents at Department of Sports and Recreation, Arts and Culture and KwaZulu-Natal Treasury, Pietermaritzburg Offices.

4.6 Sampling

Sampling can be defined as a process of selecting a subset of individuals within a population with the intention to accurately estimate the characteristics of an entire population (Singh and Masuku, 2014).

4.7 Sampling Technique and Sample Size

This study used probability and non-probability sampling techniques. Probability sampling will be achieved through simple random while non-probability technique will be used to subjectively select units that represents the population under study. Struwig and Stead (2007), argued that non-probability sampling is any procedure of sampling where the statistical concept of randomness does not impact the selection of elements in the gathering of samples. The simplified proportional representation sampling technique according to Morgan table theory will also be used to select sample size from the total population. According to Sekaran and Bougie (2009), scale analysis erases the shortcoming of the arbitrary origin point of the interval scale and have the advantage of absolute zero point.

A sample size on the other hand is the total number of people that were selected to participate in a study. Departments supply chain practitioner units will be as follows;

Sport and Recreation	25
Arts and Culture	22
<u>KZN-Treasury</u>	<u>75</u>
<u>Total</u>	<u>122</u>

All staff will be selected using random sampling method as this will ensure every participant has a chance of being chosen for the study. According to Morgan's Table 92 people will be selected to participate in the study.

4.8 Reliability and Validity

4.8.1 Reliability

“Reliability refers to the extent in which data collection techniques or analysis procedures will yield consistent findings” (Saunders, Lewis and Thornhill, 2009). Hence, reliability refers to consistency of measurement. Reliability is a vital contributor to validity, but it is not a sufficient condition for validity. Foremost, the outcomes of the employee perception and the graphic statistics of each of the measures will be narrated, as well as the alpha coefficients for each of the instruments used in the study.

Cronbach Alpha was first developed in 1951 by Lee Cronbach to measure internal consistency of a scale. These are usually expressed by numbers between 0 and 1. Internal consistency is determined prior to tests employed for research being examined for validity

purposes. The interpretation of reliability is then the correlation of the test with itself. If items are correlated to each other in a test, the value of alpha will increase. If Cronbach alpha is used improperly it can lead to the scale being discarded due to it not generating results which are trustworthy

4.8.2 Validity

Validity is concerned with whether a test or instrument correctly measures what is being assessed or measured. Validity of the sample depends on two considerations, that is accuracy and precision. Accuracy is the degree to which bias is non-existent from the sample. Precision is measured by the standard error of estimate, a type of standard deviation measurement. The smaller the standard error of estimate, the higher the sample's precision. The type of validity used for the study is content validity. "Content validity ensures that the measure includes an adequate and representative set of items that tap the concepts" (Sekaran and Bougie, 2013).

Ensuring validity will attest to the cause and effect relationship and the applicability of the variables to the immediate environment (Sekaran and Bougie, 2016). The construct, content and criterion validity of the research instrument will be ascertained using exploratory factor analysis. The questionnaire had short, clear, unambiguous and easy to understand statements and were applicable to all employees. The questionnaire had a section at the top that explains the purpose of the study and which also delineated ethical issues. The questionnaire had clear instructions of how to complete it and it was returned immediately after completion.

4.9 Study Site

The site for this study is the Department of Sports and Recreation, Department of Arts and Culture and KwaZulu-Natal Provincial Treasury Supply Chain Management Offices at Pietermaritzburg in the province of KwaZulu-Natal. The choice is predicated on the facts that, it is a government establishment that attracts many South Africans all over the country, and it is widely spread which serve as a wholesome representation. The **staff** are readily accessible, and data can easily be collected

4.10 Method of Data Collection

Surveys by nature are traditional ways of conducting research. The approach of surveys seeks to collect information with the intention to collect behaviour and attitude of selected

individuals. Surveys can be done in so many forms. A survey of the entire population is called census. Surveys have advantages such as internal and external validation. A survey which is based on random sampling produces a sample which represents the entire population on that given study and still produces results which can be generalised right across the entire population. Surveys are relatively cheap means of finding out what people think, do and want. Surveys can also be conducted using techniques which are wide such as postal and telephonic interviews (Mathers, Fox and Hunn, 2007).

Further, surveys have an ethical advantage in that since individuals are exposed to events which already occurred in their worlds. Nevertheless, surveys have its own disadvantages such that it is not always possible to identify an accurate sampling frame. Survey methods include telephonic, face to face and questionnaires. A number of factors is influenced by various factors such as ease of access to participants, the level of literacy, the subject matter in question and resources available (Mathers, Fox and Hunn, 2007).

A survey will be used to conduct this study, this is because information can be gathered from a wider selection of people. A characteristic of surveys is that good questions must be drawn out to avoid biasness by a researcher. Surveys need to be kept short at length to avoid discouraging participants from completing them. A good survey is a short survey (Driscoll, 2011).

4.11 Questionnaire Design

Questionnaires are convenient ways of gathering data which can be comparable from a large number of persons. The use of questionnaire enables collection of data in a standardised manner. There is a high reliability and validity with questionnaires (Snider and Rendon, 2012).

Questionnaires should be designed meticulously so that it is consistent, meaningful, unambiguous and precise to all respondents and they can be administered by the researcher face to face. The structure of a questionnaire is dependent on the aims and objectives of the study. Closed ended questions with pre-coded answers were used for this study. The choice of answers will therefore be limited to the answers provided in the questionnaire (Mathers, Fox and Hunn, 2007).

Questionnaire can be developed by the researcher or an already designed one can be used. For this study, self-designed questionnaire was used. It was designed to be simple with

unambiguous questions and clear instructions; therefore, the questions were left with the respondents in each Department and completed questionnaires were retrieved after one week.

The Likert scale is mostly used in research (Joshi *et al.*, 2015). With this method respondents are asked to score each statement using a multi-point scale. For example, a question will be posed to the respondent and the respondent must answer as strongly agree, agree, neither agree or disagree, disagree and strongly disagree.

4.12 Data Analysis

Statistical Packages for Social Sciences (SPSS) version 25 was used to analyse the data. This statistical software was preferred considering the volume of anticipated data for the study. Also, the software is widely used to analyse quantitative data within Social Sciences. The mean scores were calculated for each statement to obtain an overall mean score for all the respondents. The mean is a measure of statistical dispersion representing the average of the ratings received for each dimension. This was done for each section in the questionnaire, i.e. demographic and employee engagement practices. Thereafter, the two sections were compared to see the gap that exists, if any, for each of the items in the study. The Standard Deviation was calculated for each dimension per section i.e. demographic and employee engagement practices. The standard deviation was calculated to show how much variation there was from the average. A paired sample t-test was used to establish meaningful relationship amongst variables in the current study while comparisons between the categories of employee engagement data were made using cross tabulations (chi-square) as well as paired t-test to establish the relationship.

4.13 Data Collection

The study used quantitative method approach. The questionnaires were drawn up with both open-ended and close-ended questions. The former will allow for unstructured responses and the latter will limit the respondents to choosing from a set of predetermined answers, thereby ensuring that the gathered data will be relevant to the research. All the question contents will be measured and graded with the five-point Likert scale (Strongly Agree-5, Agree-4, Neutral-3, Disagree-2 and Strongly Disagree-1). A structured standardised questionnaire will be administered by two trained research assistants to obtain the detailed data on the socio-demographic characteristics and so forth. Each

participant will be assigned a unique study identification number that will be used to link the questionnaire with the data analysis.

4.14 Ethical Consideration

Ethics in research are interested in analysing ethical aspects raised by people involved in the research process. Approval of the research was obtained from the Ethics committee at the University of KwaZulu-Natal. A gate keeper's letter was also obtained from the office of the Registrar at the University of KwaZulu-Natal. Human dignity will be upheld in that participants consent will be required to make the decision to participate. This will be based on adequate knowledge which will be given to participants. Participants will be reminded of their privacy and confidentiality through the right to keep some information from the public and to limit private information by limiting access. All respondents are to remain anonymous (Hill, 2005).

4.15 Voluntary Participation

As a researcher, I ensured that officials at Departments volunteered to participate in the study. They were not forced to partake by ensuring that my request reaches them on time, so they may choose to participate or not. Having an opportunity to give or deny informed consent contributes to the wellbeing through giving respect to their sense of being. Consent needs to be appropriately informed such as the aim of the research.

4.16 Limitations of this study

This study was conducted at the Department of Sports and Recreation, Arts and Culture and KwaZulu-Natal Provincial Treasury only, since it is a known fact that challenges in public procurement affects all Government Departments and Public Entities Nationally. In future a study can be conducted in the entire Province at the Departments, Municipalities and Government Entities.

4.17 Summary

This chapter presented the research methodology and design employed for the study. It has also highlighted its choice of sampling technique, data collection and analysis while iterating its target population as the Department of Sports and Recreation, Department of Arts and Culture and KwaZulu-Natal Provincial Treasury. The ensuing chapter five will present the results obtained and provide its detailed analysis.

CHAPTER FIVE: PRESENTATION AND ANALYSIS OF RESULTS

5.1 Introduction

This chapter will provide the analysed data arising from the current study and present the findings. The results originate from the literature review detailed in chapter two and the crucial data gathered from the responses of questionnaire distributed. This quantitative research study sought to answer the ensuing research questions:

- To determine challenges facing public procurement
- To determine the extent of lack of skills or knowledge of public procurement laws and regulations
- To determine the level of staff competence and skills in procurement

This chapter will discuss findings of results which were obtained on the field work. The chapter will cover the three research questions which guided this study. The chapter will start by presenting response rate and demographic figures. Discussions on the challenges facing procurement, discussion on whether supply chain management practitioners have adequate knowledge on laws and regulations and the level of their staff competency in as far as public procurement is concerned.

This chapter also introduces the statistical evaluation undertaken in the current study. The results are presented in the manner were carried out. Foremost, the outcomes of the employee perception and the graphic statistics of each of the measures will be narrated, as well as the Cronbach alpha coefficients for each of the instruments used in the study. Meanwhile, this chapter also presented the results of Pearson product-momentum correlation coefficients in terms of the relationships discovered amongst the variables considered in this study. Finally, results obtained with the help of statistical tool (t test) were reported. The current study employed series of analysis, which has been categorized according to the three research questions. Based on the analysis undertaken, conclusions are outlined in this section.

The research findings have been discussed and analysed in this chapter. The findings were obtained from the questionnaires distributed to the participants. The findings were analysed as per specific objectives. The aim of the study is to explore at the challenges which are facing public procurement at the Department of Arts and Culture, Provincial Treasury and at the Department of Sports and Recreation.

5.2 Demographics of Supply Chain Management Officials

Table 2 shows the frequency distribution of demographic variables. The table below indicates that about two thirds representing 63% of the participants were female, almost half of them (47%) had diploma qualification, 76% had seven years or less experience in the company, and 73% were working as a junior staff.

Table 5.2.1: Frequency and Descriptive statistics of demographic variables

			Department			Total	
			Treasury	Art and culture	Sport and recreation		
Gender	Female	Count	34	15	8	57	
		% within Department	61.8%	68.2%	61.5%	63.3%	
	Male	Count	21	7	5	33	
		% within Department	38.2%	31.8%	38.5%	36.7%	
Highest Level of Education	Grade 12	Count	6	0	1	7	
		% within Department	10.9%	0.0%	7.7%	7.8%	
	Diploma	Count	19	16	7	42	
		% within Department	34.5%	72.7%	53.8%	46.7%	
	Degree	Count	13	5	5	23	
		% within Department	23.6%	22.7%	38.5%	25.6%	
	Post-graduate	Count	17	1	0	18	
		% within Department	30.9%	4.5%	0.0%	20.0%	
	Years of Experience	<5 years	Count	27	16	7	50
			% within Department	49.1%	72.7%	53.8%	55.6%
		Count	13	3	2	18	

	5-7 years	% within Department	23.6%	13.6%	15.4%	20.0%
	8-10 years	Count	8	2	2	12
		% within Department	14.5%	9.1%	15.4%	13.3%
	>10 years	Count	7	1	2	10
		% within Department	12.7%	4.5%	15.4%	11.1%
	Post Level	Senior management	Count	2	0	0
% within Department			3.6%	0.0%	0.0%	2.2%
Middle management		Count	19	1	2	22
		% within Department	34.5%	4.5%	15.4%	24.4%
Junior staff		Count	34	21	11	66
		% within Department	61.8%	95.5%	84.6%	73.3%

In the second section of the questionnaire, there were 15 Likert type statements posed to the participants to determine whether there were challenges facing public procurement, and to what extent did lack of knowledge in public procurement contribute to these challenges, and lastly to determine the level of staff competence and skills in the public procurement sector.

It was found that majority of the participant agreed or strongly agreed to the following statements: b1, b2, b3, b4, b7, and b8. These statements agreed that there were challenges facing public procurement. The supply chain management officials agreed that they have adequate knowledge of laws and regulations in relation to public procurement. That they were competent in public procurement. That there are adequate facilities e.g. PC's, internet facilities, photocopiers, printers etc. And that there is adequate information available to officials on supply chain management prescripts and that the departmental policies and procedure manuals contained adequate information on supply chain management.

Table 5.2.2: Descriptive summary of statements

		Department			Total
		Treasury	Art and culture	Sport and recreation	
B1: Are there challenges facing public procurement?	Disagree		4.5%		1.1%
	Neutral	10.9%	4.5%		7.8%
	Agree	43.6%	54.5%	61.5%	48.9%
	Strongly agree	45.5%	36.4%	38.5%	42.2%
B2: Do you have knowledge of laws and regulations in relation to public procurement?	Strongly disagree	1.8%			1.1%
	Disagree	1.8%			1.1%
	Neutral	9.1%	4.5%	7.7%	7.8%
	Agree	47.3%	81.8%	84.6%	61.1%
	Strongly agree	40.0%	13.6%	7.7%	28.9%
B3: Are you competent in public procurement?	Disagree	3.6%			2.2%
	Neutral	12.7%	22.7%	30.8%	17.8%
	Agree	38.2%	63.6%	61.5%	47.8%
	Strongly agree	45.5%	13.6%	7.7%	32.2%
B4: There are adequate facilities e.g. PC's, internet facilities, photocopy, printers etc.	Strongly disagree	1.8%	4.5%		2.2%
	Disagree		18.2%	30.8%	8.9%
	Neutral	3.6%	18.2%	30.8%	11.1%
	Agree	40.0%	45.5%	30.8%	40.0%
	Strongly agree	54.5%	13.6%	7.7%	37.8%
B5: There are training programmes in place	Strongly disagree	3.6%	9.1%	30.8%	8.9%
	Disagree	9.1%	31.8%	46.2%	20.0%
	Neutral	21.8%	27.3%	23.1%	23.3%
	Agree	43.6%	22.7%		32.2%

	Strongly agree	21.8%	9.1%		15.6%
B6: There is adequate Information available to officials on SCM prescripts	Strongly disagree		4.5%	7.7%	2.2%
	Disagree	7.3%	22.7%	15.4%	12.2%
	Neutral	7.3%	27.3%	30.8%	15.6%
	Agree	54.5%	45.5%	46.2%	51.1%
	Strongly agree	30.9%			18.9%
B7: The Departmental policy and procedure manual contains adequate information on SCM	Disagree	5.5%	4.5%	15.4%	6.7%
	Neutral	10.9%	31.8%	23.1%	17.8%
	Agree	56.4%	59.1%	53.8%	56.7%
	Strongly agree	27.3%	4.5%	7.7%	18.9%
B8: Are SCM processes adequately understood for application?	Strongly disagree			7.7%	1.1%
	Disagree	7.3%	18.2%	7.7%	10.0%
	Neutral	21.8%	22.7%	15.4%	21.1%
	Agree	49.1%	54.5%	69.2%	53.3%
	Strongly agree	21.8%	4.5%		14.4%
B9: Training is frequently provided to SCM officials	Strongly disagree	7.3%	9.1%	38.5%	12.2%
	Disagree	27.3%	40.9%	53.8%	34.4%
	Neutral	20.0%	31.8%	7.7%	21.1%
	Agree	29.1%	18.2%		22.2%
	Strongly agree	16.4%			10.0%
B10: Training provided is sufficient for the smooth running of SCM processes	Strongly disagree	3.6%	9.1%	15.4%	6.7%
	Disagree	23.6%	27.3%	61.5%	30.0%
	Neutral	23.6%	45.5%	7.7%	26.7%
	Agree	34.5%	18.2%	15.4%	27.8%

	Strongly agree	14.5%			8.9%
B11: Political interference has a great effect on SCM operations?	Strongly disagree	3.7%			2.2%
	Disagree	7.4%	18.2%	15.4%	11.2%
	Neutral	38.9%	22.7%	23.1%	32.6%
	Agree	20.4%	22.7%	38.5%	23.6%
	Strongly agree	29.6%	36.4%	23.1%	30.3%
B12: Internal forces interfere with SCM processes	Strongly disagree	1.8%		7.7%	2.2%
	Disagree	16.4%	13.6%	15.4%	15.6%
	Neutral	21.8%	31.8%	46.2%	27.8%
	Agree	36.4%	36.4%	23.1%	34.4%
	Strongly agree	23.6%	18.2%	7.7%	20.0%
B13: Public procurement systems are adequate	Strongly disagree	5.5%			3.3%
	Disagree	16.4%	22.7%	15.4%	17.8%
	Neutral	20.0%	31.8%	61.5%	28.9%
	Agree	43.6%	40.9%	23.1%	40.0%
	Strongly agree	14.5%	4.5%		10.0%
B14: The manual procurement system is effective	Strongly disagree	10.9%			6.7%
	Disagree	20.0%	18.2%	30.8%	21.1%
	Neutral	21.8%	22.7%	38.5%	24.4%

	Agree	36.4%	50.0%	30.8%	38.9%
	Strongly agree	10.9%	9.1%		8.9%
B15: Do you have a level of understanding on Departmental strategic goals vs procurement?	Strongly disagree	1.8%		23.1%	4.4%
	Disagree	3.6%	4.5%	15.4%	5.6%
	Neutral	29.1%	31.8%	15.4%	27.8%
	Agree	43.6%	50.0%	46.2%	45.6%
	Strongly agree	21.8%	13.6%		16.7%

The study intended to provide some key answers by answering 15 questions relating to challenges facing public procurement as follows;

- B1) Are there challenges facing public procurement? There was a significant agreement that there were challenges facing public procurement with the overall agreement being 48.9% and 42.2% officials who strongly agree.
- B2) Do you have knowledge of laws and regulations in relation to public procurement? There was a significant agreement at an overall percentage of 61.1%.
- B3) Are you competent in public procurement? There was an overall agreement of 47.8%.
- B4) There are adequate facilities e.g. PC's, internet facilities, photocopy, printers etc.? The study shows that there is an overall agreement of 40.0% to the study.
- B5) There are training programmes in place? There was no significant agreement; this is as a result that only 15.6 % strongly agreed to this.
- B6) There is adequate information available to officials on supply chain management prescripts? There was a significant overall agreement at 51.1%.

- B7) The Departmental policy and procedure manual contains adequate information on supply chain management? There was a significance agreement at a 56.7% for overall results.
- B8) Are supply chain management processes adequately understood for application? There was a significance agreement at 53.3%.
- B9) Training is frequently provided to supply chain management officials? There was a significant disagreement at 34.4% in all Departments.
- B10) Training provided is sufficient for the smooth running of supply chain management processes? There was a significant disagreement by 30.0%.
- B11) Political interference has a great effect on supply chain management operations? Overall response was at 32.6%.
- B12) Internal forces interfere with supply chain management processes? There was an overall agreement at a percentage of 34.4%.
- B13) Public procurement systems are adequate? There was a significant agreement at 40.0%.
- B14) The manual procurement system is effective? There was a significant agreement at 38.9%.
- B15) Do you have a level of understanding on Departmental strategic goals vs procurement? There was a significant agreement at 45.6%.

To determine the overall challenges, the overall scores were calculated by adding all the scores from the 15 statements. The overall scores distributions are shown below. It was found that majority of the participants (83.5%) scored more than 45 meaning they overall positively responded.

Table 5.2.3: Descriptive analysis test for the overall items

Overall scores	Frequency	Percent	Cumulative Percent
38.00	1	1.1	1.1
39.00	1	1.1	2.2
42.00	2	2.2	4.5
44.00	3	3.4	7.9
45.00	5	5.6	13.5

46.00	3	3.4	16.9
47.00	3	3.4	20.2
48.00	3	3.4	23.6
49.00	1	1.1	24.7
50.00	4	4.5	29.2
51.00	4	4.5	33.7
52.00	8	9.0	42.7
53.00	2	2.2	44.9
54.00	6	6.7	51.7
55.00	2	2.2	53.9
56.00	4	4.5	58.4
57.00	6	6.7	65.2
58.00	2	2.2	67.4
59.00	8	9.0	76.4
60.00	7	7.9	84.3
61.00	3	3.4	87.6
62.00	3	3.4	91.0
63.00	2	2.2	93.3
64.00	1	1.1	94.4
67.00	1	1.1	95.5
68.00	1	1.1	96.6
69.00	1	1.1	97.8
71.00	1	1.1	98.9
75.00	1	1.1	100.0

The normality test showed that the data were normally distributed. Therefore, parametric test such as t-test, ANOVA test and Pearson correlation tests were done as inferential statistics.

Table 5.2.4: Kruskal-Wallis Test for the overall score of the perceptions

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Overall scores	.069	89	.200*	.987	89	.491
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

The overall scores were then compared among the different demographic variables. Descriptive results showed that treasury had the highest mean followed by art and culture and the lowest was from the sports and recreation department. ANOVA test showed that the means were significantly different ($p < 0.05$). The multiple comparison test indicated that the mean scores were significantly higher for treasury when compared with art and culture and sport and recreation ($p < 0.05$).

Table 5.2.5: Difference of means between employee perceptions on the three dimensions

Descriptives					
Overall scores					
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound
Treasury	54	57.0000	6.82117	.92824	55.1382
Art and culture	22	52.0000	5.31843	1.13389	49.6419
Sport and recreation	13	47.0000	4.88194	1.35401	44.0499
Total	89	54.3034	7.18965	.76210	52.7889

Table 5.2.6: Result of ANOVA table showing the significant level of the overall scores of perception

ANOVA					
Overall scores					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1202.809	2	601.404	15.457	.000
Within Groups	3346.000	86	38.907		
Total	4548.809	88			

Table 5.2.7: Multiple Comparisons test for the overall score

Tukey HSD					
(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval
					Lower Bound
Treasury	Art and culture	5.00000*	1.57766	.006	1.2374
	Sport and recreation	10.00000*	1.92700	.000	5.4042
Art and culture	Treasury	-5.00000*	1.57766	.006	-8.7626
	Sport and recreation	5.00000	2.18205	.062	-.2041
Sport and recreation	Treasury	-10.00000*	1.92700	.000	-14.5958
	Art and culture	-5.00000	2.18205	.062	-10.2041

*. The mean difference is significant at the 0.05 level.

The result presented in Table 8 above shows the multiple comparisons for the treasury, art and culture as well as sport and recreation. The essence of this result is that the Anova

result presented in Table 7 shows that there is statistical significant difference ($p < 0.05$) which necessitated for the post hoc carried out in Table 8.

The overall means between male and female were found to be similar even though male participants had a slightly higher mean score ($p = 0.976$)

Table 5.2.8: Difference of means between overall score of perception against gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Overall scores	Female	56	54.2857	7.18259	.95981
	Male	33	54.3333	7.31295	1.27302

Table 5.2.9: Difference of means between overall score using independent Samples Test

	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Overall scores	-.030	87	.976	-.04762	1.58683	-3.20162	3.10638

The overall mean scores were found to be similar when compared according to participants level of education ($p > 0.05$) even though grade 12 had the highest mean scores.

Table 5.2.10: Difference of means of the employee perception against the educational status

	N	Mean	Std. Deviation	95% Confidence Interval for Mean	
				Lower Bound	Upper Bound

Grade 12	6	57.0000	3.89872	52.9085	61.0915
Diploma	42	54.6190	6.97015	52.4470	56.7911
Degree	23	52.1304	7.99036	48.6751	55.5857
Post-graduate	18	55.4444	7.26168	51.8333	59.0556
Total	89	54.3034	7.18965	52.7889	55.8179

Table 5.2.11: Result of ANOVA table showing the significant level of the overall scores of perception

ANOVA					
Overall scores					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	179.851	3	59.950	1.166	.327
Within Groups	4368.958	85	51.400		
Total	4548.809	88			

When compared the overall mean scores with regards to participants experience, it was found that those who had >10 years of experience had the highest mean scores followed by 8-10 years. But the mean differences were not statistically significant ($p=0.600$).

Table 5.2.12: Difference of means between perceptions against age group

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
<5 years	50	53.8000	7.50238	1.06100	51.6678	55.9322
5-7 years	18	53.7222	6.55121	1.54413	50.4644	56.9801
8-10 years	11	55.0909	6.36325	1.91859	50.8160	59.3658
>10 years	10	57.0000	7.87401	2.48998	51.3673	62.6327
Total	89	54.3034	7.18965	.76210	52.7889	55.8179

Table 5.2.13: Result of ANOVA table showing the significant level of the overall scores of perception

ANOVA					
Overall scores					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	98.289	3	32.763	.626	.600
Within Groups	4450.520	85	52.359		
Total	4548.809	88			

Senior management scored the highest mean score followed by middle management. The level of participants position at work were found to be similar ($p=0.198$) but the result difference was not significant as the p-value is higher than the 0.05

Table 5.2.14: Difference of means between perceptions on the three dimensions

	N	Mean	Std. Deviation	95% Confidence Interval for Mean	
				Lower Bound	Upper Bound
Senior management	2	61.5000	7.77817	-8.3841	131.3841
Middle management	22	55.5909	6.04475	52.9108	58.2710
Junior staff	65	53.6462	7.45074	51.8000	55.4924
Total	89	54.3034	7.18965	52.7889	55.8179

Table 5.2.15: Result of ANOVA table showing the significant level of the overall scores of perception

ANOVA					
Overall scores					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	168.129	2	84.065	1.650	.198
Within Groups	4380.680	86	50.938		
Total	4548.809	88			

Results showed that training and challenges were moderately positively correlated meaning those had better training found more challenges ($p < 0.01$).

Table 5.2.16: Result of correlation analysis between Training and Challenges facing

Correlations			
		Training	Challenges
Training	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
	N	90	90
challenges	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Result presented in Table 17 shows the correlation analysis between training and challenges faced by the procurement in the department of sport and recreation. The result affirmed that there is a statistical significant correlation and the correlation is fair. It was

also found that challenges and shortage of skills were moderately positively correlated indicating those having shortage of skills had more challenges ($p = 0.01$).

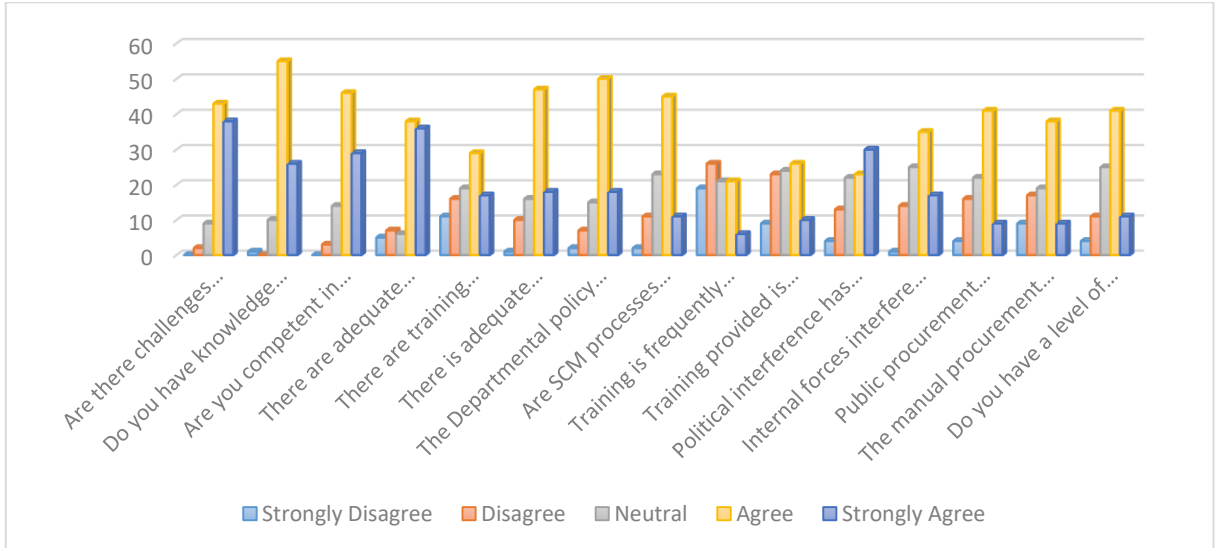
Table 5.2.17: Result of correlation analysis between Challenges and Shortage of skills

Correlations			
		challenges	Shortage of skills
challenges	Pearson Correlation	1	.346**
	Sig. (2-tailed)		.001
	N	90	90
shortageofskills	Pearson Correlation	.346**	1
	Sig. (2-tailed)	.001	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

The relationships between various challenges and shortage of skills for the present study were assessed using Pearson product-moment correlation coefficients. The correlation between them is presented in Table 5.2.17. It was observed that there is a weak relationship between the two variables as indicated in the table, but the relationship was found to be significant.

The Pearson correlation analysis above highlighted a strong positive correlation between hands on management and growth opportunities ($r=0.617$, $p<0.01$). The result also indicated a strong correlation between trust in leadership and hands on management as $p<0.01$. In addition, other results show a moderate correlation between the other items of the employee engagement practices.

Figure 5.1: Graphical representation of the overall perceptions of the participants



From the combined results of all three (3) Departments, over 50% agree that they have adequate knowledge of laws and regulations. Just close to 40% strongly agree that there are challenges in the public procurement. Less than 10% strongly agree that they do not have a level of understanding between the Departmental strategic goals vs procurement. In all Departments there’s also a high level of political interference. Overall there is a high percentage which suggest that SCM Policies are adequate and in place with relevant information to procurement. There is lack of frequent training in all Departments which could add to the challenges in public procurement.

5.3 Reliability Statistics

A total of 90 participants completed the questionnaire which is 98% participation. The reliability analysis showed that the data were reliable as the Cronbach's alpha value was 0.772. The Alpha was first developed in 1951 by Lee Cronbach, alpha was developed to measure internal consistency of a scale. These are usually expressed by numbers between 0 and 1. Internal consistency is determined prior to tests employed for research being examined for validity purposes. The interpretation of reliability is then the correlation of the test with itself. If items are correlated to each other in a test, the value of alpha will

increase. If Cronbach alpha is used improperly it can lead to the scale being discarded due to it not generating results which are trustworthy. Acceptable alpha values range between 0.70 to 0.95, in this case alpha results are at 0.772 which is an acceptable value of alpha which shows reliability. Low values could have meant a relatively low number of questions or poor correlation in items (Tavakol and Dennick, 2011).

Reliability statistics are presented in the form of tables. The table below will describe the reliability of the analysis. Reliability and validity analysis were conducted for the employee engagement and the results are presented. A total of 42 participants completed the questionnaire. The reliability analysis showed that the data were reliable as the Cronbach's alpha value was 0.772 Cronbach's alpha is a measure utilized to examine the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a trustworthy measure of a concept, and Cronbach's alpha is one way of determining the strength of that consistency.

Table 5.3: Reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.772	15

The reliability and validity measures for each of the ninety-two participants of the questionnaire are presented in table above. To assess the reliability of the scale in this study, we obtained the coefficient alpha. The values less than 0.50 means insufficient reliability, while those above 0.70 are given regarded as a good reliability. In the case of our study, the Cronbach alpha value of 0.772 was obtained as the overall score of the employee engagement, which are well over the recommended value of 0.70.

Reliability Analysis Test for the Overall Items

The alpha coefficient for the five items is 0.772, signifying that the items have high internal consistency. In addition to computing the alpha coefficient of reliability, we might also want to investigate the dimensionality of the scale. To determine which items might be identical among our variables, there is need to obtain an average inter-item correlation. The inter-item correlation highlighted that the correlations was found within

the recommended range of 0.15 to 0.50. Hence, it was concluded that there is confirmation of convergent validity as the variables in the scale are adequately correlated, yet not so highly correlated with measures from which they are meant to differ, indicating evidence of discriminant validity.

5.4 Summary

This chapter has presented the results obtained from the study's data analysis. It has also discussed findings extrapolated from questionnaires distributed in the field work with an attempt to answer the research questions guiding this study. Moreover, the chapter has introduced statistical evaluations undertaken for the study together with Cronbach alpha and Pearson product-momentum correlation coefficients in terms of existing relationship amongst the study's variables.

CHAPTER SIX: DISCUSSION OF EMPIRICAL RESULTS

6.1 Introduction

This chapter focuses on a discussion of the empirical results of the study. The research objectives formed the foundation for discussion with the aim of revealing the outcomes of the study, as it applied to the empirical research of the study. This chapter also ties up the aim of the study with the finding and concludes from what has been discovered. Recommendations on how to improve will be detailed, limitations of the study will be discussed and how they can be avoided in the future. This chapter will also look at recommendations for future studies.

6.2 Discussion of the Empirical Research Objectives of the Study

6.2.1 Objective 1: To Determine Challenges Facing Public Procurement

The public-sector supply chain management in South Africa is described to be imperfect due to the consistent public protests on poor service delivery. For example, some schools open at the beginning of the year without receiving the learner support materials. After the 2008 recession there was a government debt increase from R450 billion to R1.4 trillion in 2013/14. Government must reprioritise its spending to make its spending efficient. There are a number of issues which prevent supply chain management from performing the way that it should (National Treasury, 2005). This study investigated challenges in public procurement at the Department of Arts and Culture, KwaZulu-Natal Provincial Treasury and Department of Sports and Recreation.

In this study a questionnaire was used to determine if supply chain management staff agreed that there were challenges facing public procurement. The questions on various challenges faced by public procurement is under Section B, questions 1-15. The result was as follows; There was a significant agreement that there are challenges facing public procurement with the overall agreement being 48.9% and 42.2% officials who strongly agree. To determine the overall challenges, the overall scores were calculated by adding all the scores from the 15 statements. The overall scores distributions are shown below. It was found that most of the participants (83.5%) scored more than 45 meaning they overall positively responded. It was found that majority of the participant agreed or strongly agreed to statements b1. This finding was supported by previous studies conducted by (Mathee, 2006). It was also established from our findings that supply chain

management is guided by regulations and policies which are confusing and often cumbersome to interpret and implement. The practice which relates to non-compliance is that of not following proper rules and procedures relating to the competitive bid process and quotations as well as application of preference points used incorrectly. This finding was also in agreement with previous finding by (Van Zyl, 2006; Lambert *et al.*, 1996).

In addition, it was deduced from the findings of this study that most participants agreed or strongly agreed to statements b1, b2, b3, b4, b7, and b8. These statements (b1) agreed that there were challenges facing public procurement. Supply chain management is guided by regulations and policies which are confusing and often cumbersome to interpret and implement. These findings agreed to previous studies (Fang, 2012; Asgari *et al.*, 2016) which affirms that to comply with policies and regulations is cumbersome. The practice which relates to non-compliance is that of not following proper rules and procedures relating to the competitive bid process and quotations as well as application of preference points used incorrectly. In another development, we found that there is practice of passing over suppliers in bids for invalid reasons. Procurement processes in terms of threshold are not being adhered to. Extension periods are done without following proper processes. There is an abuse in the use of limited bidding process which was supported by (Ambe and Badenhorst-Weiss, 2012, McIntyre, Muirhead and Gilson, 2012). They further noted that the controls and procedures are inadequate in relation to appointment of bid committees which are not aligned to policy requirements. There are increased deviations with no supporting motivation stating reasons to deviate (Ambe and Badenhorst-Weiss, 2012).

Our findings affirmed that there was a lack of awareness that is beneficial to public procurement if laws and regulations as well as procedures are followed. Poor management of contracts and poor skills related to contracts in ensuring compliance and rectifying practices of non-performance by suppliers for the benefit of the public. This finding agreed with what has been obtainable in previous studies (Kaplinsky and Morris, 2009; Sharp, Pollock and Paddison, 2005).

According to Musanzikwa (2013), some practices which do not comply with rules and procedures are lack of competitive processes for bids and quotations. Preference points are often not applied accordingly resulting in incorrect suppliers being awarded which causes irregular expenditure. We noted from the findings that bid committees are not

properly structured which leads to poor quality products, incorrect passing of suppliers with invalid reasons, use of incorrect thresholds for the procurement of goods and services, validity periods are extended using incorrect processes and the use of limited bidding process incorrectly. Bids are often handled incorrectly by not following adequate controls and procedures. Deviations are also not motivated according to policies and procedures. This observation is corroborated with previous findings across the world and Africa inclusive (Mujemula, 2014; Kiage 2013, Schechner, 2017).

The response of participants indicated that the supply chain management officials agreed that they have adequate knowledge of laws and regulations in relation to public procurement (b2). That they were competent in public procurement (b3). That there were adequate facilities e.g. PC/s, internet facilities, photocopiers, printers etc. (b4). And that there were adequate Information available to officials on supply chain management prescripts (b7). Our findings is supported by the following previous studies; ‘Challenges in the South African Public Sector’ by Ambe and Badenhorst-Weiss (2012). They came to a conclusion that even though the procurement policy is used as a tool, as well as other programmes on supply chain management introduced government, procurement sector is still a huge challenge in South Africa as a whole (Ambe and Badenhorst-Weiss , 2012). The Departmental policies and procedure manuals contained adequate information on supply chain management (b8). Migiro and Ambe (2008), agreed that many supply chain practitioners have attended numerous workshops, however they still lack the knowledge required in order to implement successfully. However, according to McCarthy (2006), supply chain practitioners lack the knowledge and capacity to handle processes in supply chain which leads to bad governance. All these arguments support the findings from the current study

6.2.2 Objective 2: To What Extent is Lack of Knowledge of Public Procurement Laws and Regulations

The second objective aimed to determine to what extent is lack of knowledge of public procurement laws and Regulations. The study intended to determine if supply chain management officials had adequate knowledge on public procurement laws and regulations as depicted in question b2, under Section B. The finding shows that 61.1% of officials are knowledgeable in laws and regulations of the public sector and it was supported by other studies carried out by (McCarthy, 2006, Cant, 2011) and they agreed

that supply chain practitioners lack the knowledge and capacity to handle processes in supply chain which leads to bad governance. To support the finding of this study, National Treasury embarks on programmes and workshops which educate practitioners however the implementation is not always successful (Ambe and Badenhorst-Weiss, 2012) According to Migiro and Ambe (2008), many supply chain practitioners have attended numerous workshops, however they still lack the knowledge required in order to implement successfully. Repeated negative reports by Auditor General highlights the risks associated with SCM. Policies and Regulations in Government are often confusing even for the staff to implement (National Treasury, 2005).

6.2.3 Objective 3: To Determine the Level of Staff Competence and Skills in Procurement

The last objective is to determine the level of staff competence and skills in procurement. A total of ninety-two (92) questionnaires were filled-in by staff of Procurement challenges in KZN Departments of Sports, Treasury and Arts and Culture with a response rate of 94%. In addition, there was not an equal gender distribution among the staff representing 63% and 36% of females and males respectively. Most supply chain officials held diplomas at 46.7% with only 7.8% who held grade 12. There were more officials with an experience of less than 5years in all organisations at 55.6%. Junior staff were at 73.3%. This finding aligns with that of Wanyonyi and Muturi, 2015.

6.3 Research Hypotheses

The following were the research hypotheses of the study being conducted;

H1: Training is hugely related to the success of public procurement

H2: Shortages of skills is directly linked to challenges in the public procurement sector

H3: There's limited understanding of laws and regulations in the public procure

The results showed that training and challenges were moderately positively correlated meaning those had better training found more challenges ($p < 0.01$). It was also found that challenges and shortage of skills were moderately positively correlated indicating those having shortage of skills had more challenges ($p = 0.01$). These results agree with findings of extant literature (Ndumbi and Okello, 2015; Wanyonyi and Muturi, 2015)

6.4 Conclusion

The presented result reflects the outcome of the survey done and the correlation of different procurement challenges. The results give an indication of which procurement challenges need more attention and improvement due to the answers received from participants. The results will assist in improving relations and finding solutions to problems within the organization. There are findings from this study that agree with the previous studies and part is in contrary with the existing studies.

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

This chapter ties up the aim of the study with the finding and concludes from what has been discovered. Recommendations on how to improve will be detailed, limitations of the study will be discussed and how they can be avoided in the future. This chapter will also look at recommendations for future studies.

7.2 Conclusion

It can be concluded that the current employee engagement practices used by Procurement challenges in KZN Departments of Sports, Treasury and Arts and Culture are effective to gain them a competitive advantage. The objectives of this study were to ascertain what are the challenges facing public procurement, do supply chain practitioners have adequate knowledge of laws and regulations in order to comply, are staff competent in relation to public sector procurement. The key mechanism which enables government to implement its policies is through its Supply Chain Management. Supply chain management has generally been undervalued as a strategic section and as a result it has been under-capacitated and overlooked. The South African vision in the public procurement is that which is staffed by skilled professionals with adequate knowledge topped with enthusiasm which allows for informed decisions to be taken and **staff** with technical abilities and an organisational support to carry out their duties accordingly and in line with the Constitution, laws and relevant regulations. The study investigated theoretical framework in the challenges facing public supply chain management. The literature review's aim was to summarise and evaluate, with the purpose to show that relationships exist between various studies by using themes which are related to the investigated research problem with the aim to discuss and explain the research problem and add in the established body of knowledge.

The results show that employees understand their role and find their work meaningful. The employees are well trained and equipped with all necessities that enable them to provide an excellent community. The significant studies show that while the supply chain management officials have adequate knowledge of laws and regulations relating to public procurement at 61.1 % there are still challenges facing public procurement, this is evident

to the significant results of 48.9%. This could also affect the relationship between supervisors and subordinates.

The findings of the studies also show that there's a significant agreement on competency levels in procurement due to 47.8% obtained, this can be linked to the 47.6% of diplomas obtained by all three Departments. The officials have agreed that they have adequate resources to carry out their duties at 40.0%. The Departmental policies and procedure manuals contained adequate information on supply chain management at 56.7%. This could be linked to the results of 61.1% on the knowledge of laws and regulations by the respondents. In addition, it was found from the findings of this study that majority of the participant agreed or strongly agreed to statements b1, b2, b3, b4, b7, and b8. These statements (b1) agreed that there were challenges facing public procurement. Supply chain management is guided by regulations and policies which are confusing and often cumbersome to interpret and implement.

Moreover, political leadership ideally should demonstrate that irrespective of the level, no one should be above the law. Strong signal should be sent to internal or external stakeholders including politicians, that toleration towards corruption will not be accepted. Most African countries have legislations put in place to prevent corrupt activities and consequence management thereto. This includes blacklisting of politicians and officials, seizure of assets, dismissal from public offices and legal action against the perpetrators. These actions however are not invoked due to important figures being exempted. There must be a political will in order to enforce legislation which addresses anti-corruption. By governments implementing anti-corruption measures in turn builds public confidence. Policy should streamline government functions and limit decision making which in turn reduces opportunities for corruption. Politicians should be made aware of their role in the government and administration.

7.3 Recommendation to resolve the challenges facing public procurement

This study investigated challenges faced by public procurement at the Department of Arts and Culture, KwaZulu-Natal Provincial Treasury and Department of Sports and Recreation. From the findings of the study, the following recommendations are proposed to resolve these challenges;

1. The study concludes that while the officials are adequately equipped with tertiary qualifications and have knowledge of laws and regulations, there is high evidence of

irregular expenditure which means there's non-adherence to policy prescripts which includes the Public Finance Management Act, 1999 (Act 1 of 1999). The predicament can be addressed by sanctioning officials who act against the legislative framework.

2. The legal aspect of public procurement receives little attention in tertiary institutions. Tertiary institutions have a major role in empowering its students and practitioners with the required public procurement skills and knowledge. The empowerment will be effective when formal institutions acknowledge the challenge and develop curriculums which will contribute to the country's needs.

Moreover, public procurement is of importance with its relevant regulations. National Treasury must embark on programmes and workshops which will educate practitioners continuously.

7.4 Recommendation for Future Studies

The study has assessed the challenges facing public procurement, to what extent is lack of skills or knowledge of public procurement laws and regulations as well as to determine the level of staff competence and skills in procurement. Future research may be undertaken to balance the findings of this study by forming the service delivery model that challenges procurement in KZN Departments of Sports, Treasury and Arts and Culture. The study was confined to the Durban KwaZulu-Natal. Therefore, future research should be expanded to other provinces throughout South Africa.

Future research should also be further conducted in all provincial, municipal and government entities to further establish challenges faced by public procurement in the entire province. Challenges in the public procurement are caused by many factors some internal and some external. Whilst the laws and regulations may be known, service delivery mandates by politicians can cause deviations and irregularities. Further research can be conducted to determine the type of training needed for government institution in public procurement. Tertiary institutions offer private procurement which is totally different to public procurement.

In addition, future research should be undertaken on how to identify and engage disengaged employees. It is difficult to identify employees that are not engaged as they act busy, work just enough to prove they were at work for the day, this then make it hard to identify them as they also produce results, even training disengaged employees does

not improve or engage them. Disengaged employees entice excessive costs such as training costs, increase absenteeism and low productivity.

7.5 Limitations of the Study

One of the limitations of this study is; due to time constraint, not all the staff of Procurement challenges in KZN Departments of Sports, Treasury and Arts and Culture could be assessed. Due to the nature of the job the Procurement challenges in KZN Departments of Sports, Treasury and Arts and Culture be visited during off- peak hours and during those off-peak hours some employees are on lunch. In the future this can be resolved by visiting the Procurement challenges in KZN Departments of Sports, Treasury and Arts and Culture more than once.

7.6 Summary

This chapter concluded the study on the investigation of challenges which faces public procurement in the Department of Arts and Culture, KwaZulu-Natal Provincial Treasury and Department of Sports and Recreation. The empirical findings of the study were presented to provide a synthesis of the study findings with respect to the research questions. This study confirmed finding of several studies that have been conducted previously. The findings will be beneficial to all stakeholders of the company and assist in improving relations between supervisors and subordinates. The recommendations for future research, contribution to knowledge, and limitations of the study were also presented and discussed. The recommendations proffered will assist in improving employee commitment and customer loyalty.

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APPENDICES

Appendix 1: Application for Ethics Approval

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL For research with human participants

Information Sheet and Consent to Participate in Research

Date: 21 July 2017

Greetings,

My name is Olivia Manjate from Provincial Treasury Kwa-Zulu Natal, from the Supply Chain Management unit, my email address is olivia.manjate@kzntreasury.gov.za, my contact details are (033) 387-0453.

You are being invited to consider participating in a study that involves research in procurement challenges. The aim and purpose of this research is to determine procurement challenges which prevent supply chain management to perform to the best of its ability. The study is expected to include 122 participants, 25 participants from the Department of Sports and Recreation, 22 from the Department of Arts and Culture and 75 from Provincial Treasury. This study will involve a questionnaire. The duration of your participation if you choose to participate and remain in the study is expected to be +-10minutes.

We hope that the study will create the following benefits; identify procurement challenges, identify training needs and provide proper training for SCM staff to equip them with adequate knowledge and laws.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (HSSREC).

In the event of any problems or concerns/questions you may contact the researcher at (033) 897-0453 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

Mrs Mariette Snyman
Humanities and Social Science Ethics (HSSREC) Research Office,
Govan Mbeki Building, Westville Campus, Private Bag X54001, DURBAN 4000
Tel: 031 260 8350 Snymanm@ukzn.ac.za
Researcher: Olivia Manjate (033) 897-0453
Supervisor: Dr V. Naidoo

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Appendix 2: Ethics Approval Letter



22 September 2017

Mrs Olivia Manjate (215080960)
School of Management, IT & Governance
Westville Campus

Dear Mrs Manjate,

Protocol reference number: HSS/1669/017M

Project title: Challenges on procurement in Department of Sport and Recreation, Arts and Culture and KwaZulu-Natal Treasury

Provisional Approval - Expedited Application

I wish to inform you that your application received on 11 September 2017 in connection with the above, has been granted provisional approval, subject to:

1. Gatekeeper permission letter (s) required.

Kindly submit your response to Dr Shenuka Singh (Chair), as soon as possible.

This approval is granted provisionally and the final approval for this project will be given once the above condition has been met. Research may not begin until full approval has been received from the HSSREC.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

cc Supervisor: Dr Vannie Naidoo
cc Academic Leader Research: Professor Isabel Martins
cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

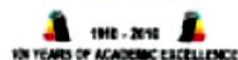
Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X24001, Durban 4000

Telephone: +27 (0) 31 260 3687/3350/357 Facsimile: +27 (0) 31 260 4009 Email: ethics@ukzn.ac.za / ethics@ukzn.ac.za / ethics@ukzn.ac.za

Website: www.ukzn.ac.za



Health Sciences ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

Appendix 3: Gatekeepers Permission



sport and recreation

Department:
Sport and Recreation
PROVINCE OF KWAZULU-NATAL

POLICY PLANNING, STRATEGY &
RESEARCH SERVICES
Private Bag X 9141
PIETERMARITZBURG, 3200
Tel: (+2733) 897 9414
Fax: (+2786) 239 8322
Email: hp.singh@kzndsr.gov.za
ENQUIRIES: Dr BP Singh

27 September 2017

For Att: Ms O. Manjate

REQUEST FOR PERMISSION TO CONDUCT RESEARCH: Engagement of DSR Officials for Purposes of Study

Your Proposal Letter to Ms P. Majola, dated 09 June 2017, has reference.

Gatekeeper's permission is hereby granted for you to conduct research with officials of the Department of Sport and Recreation (KZNSDR), towards your postgraduate studies, subject to the obtaining of your Ethical Clearance and acceptance of the department's prerequisites.. We note the title of your research project is:

"Procurement challenges in Departments of Sport and Recreation, Arts and Culture and KwaZulu-Natal Treasury"

It is noted that you will be constituting your sample as follows:

- Provision of questionnaires to 25 participants from the Supply Chain Management component of the department (constituting full-time officials);
- The study period for requested access is two months maximum.

Please ensure that the following appears on your questionnaire/is attached to your notice:

- Ethical Clearance Number;
- Research Title and details of the research, the researcher and the supervisor;
- Consent form is attached to the notice/questionnaire and to be signed by user before he/she fills in the questionnaire;
- Gatekeeper's Approval letter from the Head of Department.

Please also note that:

- you are not authorized to contact officials using the "Microsoft Outlook" address book;
- Data collected must be treated with due confidentiality and anonymity; and
- Your adherence to the process as per the *PREREQUISITES FORM* will be appreciated.

I wish you all the best in your studies

Yours in sport and recreation

Mrs R. Naidoo
(Head of Department)

Appendix 4: Consent Form

CONSENT TO PARTICIPATE

I (Name) have been informed about the study entitled (provide details) by (provide name of researcher/fieldworker).

I understand the purpose and procedures of the study (add these again if appropriate).

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at (provide details).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

Mrs Mariette Snyman
Humanities and Social Science Ethics (HSSREC) Research Office,
Govan Mbeki Building, Westville Campus, Private Bag X54001, DURBAN 4000
Tel: 031 260 8350 Snymanm@ukzn.ac.za
Researcher: Name (Telephone number)
Supervisor: Name (Office Telephone number)

Signature of Participant

Date

Appendix 5: Letter of Informed Consent

• Private Bag X 54001 Durban 4000 • South Africa
• www.ukzn.ac.za



07 JUNE 2017

The Head of Department
Department of Arts and Culture
Private Bag X9140
Pietermaritzburg
3200

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT THE DEPARTMENT OF ARTS AND CULTURE

Dear Mr Mnguni

My name is Olivia Manjate, and I am a Masters in Commerce (MCOM) student at the University of Kwa-Zulu Natal at Westville Campus. The research I wish to conduct for my dissertation is procurement challenges at the Department of Arts and Culture. This project will be conducted under the supervision of Dr Vanie Naidoo (UKZN, South Africa).

I hereby seek your consent to approach the staff of Department of Arts and Culture's Supply Chain Management Unit Staff to participate in my research. I have provided you with a shortened copy of my research proposal to be used in the research process.

Upon completion of the study, I undertake to provide the Department of Arts and Culture with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on 033 897 4377, 082 474 7665, olivia.zama@kzntreasury.gov.za. Thank you for your time and consideration in this matter.

Yours sincerely,

Olivia Manjate

I hereby grant the candidate permission to conduct her research study. Comments/ Conditions (where applicable):

Mr M. Mnguni
Department of Arts and Culture

08 / 06 / 2017
Date

24 JULY 2017

The Head of Department
Kwa-Zulu Natal Provincial Treasury
P.O. Box 3613
Pietermaritzburg
3201

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT KWA-ZULU NATAL PROVINCIAL TREASURY

Dear Mr Magagula

My name is Olivia Manjate, and I am a Masters in Commerce (MCOM) student at the University of Kwa-Zulu Natal at Westville Campus. The research I wish to conduct for my dissertation is procurement challenges at KwaZulu-Natal Provincial Treasury. This project will be conducted under the supervision of Dr Vanie Naidoo (UKZN, South Africa).

I hereby seek your consent to approach the staff of Kwa-Zulu Natal Provincial Treasury's Supply Chain Management Unit Staff (both compliance and SCM staff) to participate in my research. I have provided you with a shortened copy of my research proposal to be used in the research process.

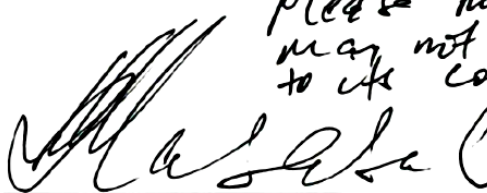
Upon completion of the study, I undertake to provide the Kwa-Zulu Natal Provincial Treasury with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on 033 897 4377, 082 474 7665, olivia.zama@kzntreasury.gov.za. Thank you for your time and consideration in this matter.

Yours sincerely,

Olivia Manjate

I hereby grant the candidate permission to conduct her research study. Comments/ Conditions (where applicable):

Please note that some information may not be released due to its confidential nature.



Mr S.L. Magagula
Kwa-Zulu Natal Provincial Treasury

24/07/2017
Date

Appendix 6: Research Questionnaire

SECTION A

BIOGRAPHIC DATA

1.1. Gender	Female	Male
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1.2. Highest level of education	Grade 12	Diploma	Degree	Post-Graduate
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1.3. Years of experience within organisation	< 5 Years	5-7	8-10	>10 Years
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1.4. Post Level	Senior Management	Middle Management	Junior Staff
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1.5. Previous Job Industry	Public Sector	Private Sector	N/A
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SECTION B

PERCEPTIONS

Please tick whichever box is applicable according to your personal experience.

	1	2	3	4	5
Are there challenges facing public procurement?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Do you have knowledge of laws and regulations in relation to public procurement?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Are you competent in public procurement?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There are adequate facilities e.g. PC's, internet facilities, photocopy, printers etc.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There are training programmes in place	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is adequate Information available to officials on SCM prescripts	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Departmental policy and procedure manual contains adequate information on SCM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Are SCM processes adequately understood for application?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training is frequently provided to SCM officials	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Training provided is sufficient for the smooth running of SCM processes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Political interference has a great effect on SCM operations?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Internal forces interfere with SCM processes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Public procurement systems are adequate	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The manual procurement system is effective	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Do you have a level of understanding on Departmental strategic goals vs procurement?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree