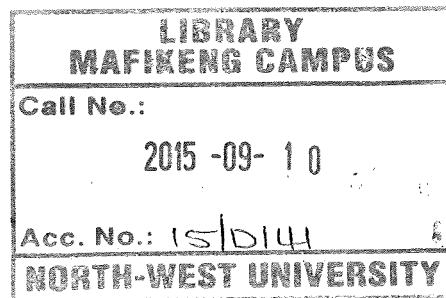


**Effectiveness of the Procurement Process within Vocational Training Centres in
Botswana: Case Study of Gaborone Technical College (GTC)**

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**A mini-dissertation submitted in partial fulfilment of the requirements for the
Masters Degree in Business Administration (MBA), North-West University
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October 2014

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LIST OF ABBREVIATIONS AND ACRONYMS

BTC – Botswana Training Centre

BIAC – Botswana Institute Of Administration And Commerce

DTVET – Department Of Training In Vocational Education Training

GPO – Government Purchase Order

GTC – Gaborone Technical College

RFQ – Request For Quotation

QPP – Quality Proposal Procurement

PO – Procurement Officer

PPADB - Public Procurement And Asset Disposal Board

VTC – Vocational Training Centres

VET – Vocational Education Training

TVET – Training In Vocational Education Training

UN – United Nations

STATEMENT OF ORIGINAL AUTHORSHIP

I MPHO PESALEMA TOTENG do here by declare that the work contained in this dissertation has not been previously submitted to meet requirements for an award at this or any other higher education institution. To the greatest of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due acknowledgement is made.

Signature: _____

Date: _____

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to Prof S.M Kapunda, my supervisor and role model who has given me tremendous support and encouragement. Prof Kapunda has been very keen in his duties, his far out-reaching knowledge and craftsmanship has been instrumental in the fulfilment of this project.

I owe my deepest gratitude to my family, sisters Lefhoko, Portia, Tebogo, Bonyana and my daughter Same who gave me moral support, not forgetting my nieces and nephews. Lastly, I would like to remember my late beloved mum Motlabaseyo Selete, who was always encouraging me to never stop studying until I am called Prof Mpho Toteng, so with that I would be proceeding to doing a PhD.

I am also indebted to the GTC members of staff who provided the information needed to see this study to its fruitful conclusion.

ABSTRACT

Botswana has invested considerable amounts of its revenue in the formulation of an effective procurement method with the aim of improving service delivery. Gaborone Technical College procures for technical trades and administration. It specifically procures IT equipment and equipment for construction, electrical, textile and beauty therapy. The idea is that with these investments, there should be positive results in service delivery and transparency in the use of the Government funds but this has not yielded the desired results. The study examined the efficiency of the procurement function at Gaborone Technical College (GTC). This was achieved by focusing on the procurement strategy and the impact it had on the efficiency of the procurement function. In exploring the procurement strategy of GTC, the phases in the procurement strategy were considered. To enable draw conclusions from the findings of the study, a null hypothesis stating that there was no significant relationship between efficiency of the procurement process and the strategy formulation and implementation was adopted. A quantitative research design approach was adopted where 131 members of staff at GTC were administered with a highly structured questionnaire designed by the researcher. However, only 108 questionnaires were completed and utilised. The findings of the study revealed that the performance of the procurement function was not as it should be. In addition, the procurement strategy was found to have a significant influence on the performance of the procurement function. After further exploration of the phases followed in formulation of the procurement process, the phases were found to be poorly executed. It was recommended to GTC that in order to improve on the performance of the procurement function the institution should review its procurement formulation process. For further studies, it was recommended that a review of the efficiency of the institution's functional strategies besides procurement strategy be examined. Through that, a procurement effectiveness tool would be created that fitted the needs of the institution. The tool would focus on evaluation the other effects of procurement and on creating a common alignment for determining the cost savings produced.

KEY WORDS: Botswana, Client needs, Effectiveness, Procurement process, Procurement selection, Strategy, Technical College

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Procurement in the public sector continues to draw attention globally. This is mainly because as noted by Fannighan (2008), this arm of the government consumes in excess of 50% of any country's Gross National Product (GNP). This being the case then it is imperative that the procurement system be streamlined in order to ensure that resources utilised in procurement are maximised.

This study focuses on Vocational Training Centres (VTCs) in Botswana and in particular Gaborone Technical Training College (GTC). This is a government tertiary institution located in Gaborone, Botswana. The procurement procedure for such institutions is guided by the guidelines as outlined by the Public Procurement and Asset Disposal Board (PPADB). This means that they are standardised procurement procedures which have been prescribed and are enforced through yearly audits. This, despite being the case, the institution continues to experience challenges in its procurement process especially to do with over as well as under stocking of essential inventories needed to keep the institutions' activities on course.

This study assumes that, the purchasing procedures are not the root cause of the procurement challenges experienced by the GTC. Instead, the researcher fingers the institution's procurement strategy as being the root cause. In the current study therefore, the researcher explores GTC procurement strategy with the aim of determining how supportive it is towards the effectiveness of the institution's procurement.

As the focus is on GTC, an institution that falls under Vocational Education Training (VET) in Botswana, the idea of Training in Vocational Education Training (TVET) in Botswana was conceived around the country's independence in 1966. As noted by

Akoojee, Gewer, and McGrath. (2005), it started with the setting up of Botswana Training Centre (BTC). The establishment of BTC then led to setting up of the Botswana Institute of Administration and Commerce (BIAC) and Botswana Polytechnic. Around the same time, as observed by Akoojee, Gewer, and McGrath. (2005) the Brigades were also established. Finally, six technical colleges among them the GTC were set up in 1987.

Vocational Education Centres (VETs) if well utilised could play a significant role in a country's social and economic development. As noted by Akoojee, Gewer, and McGrath, (2005), such institutions are established with an aim of empowering the citizens especially the youth with technical skills and competencies that promote the spirit of entrepreneurship and in the process employment and sustainability. According to Wolf (2002), it is believed that:

- VETs offer quality technical skills which could play a significant role in the country's economic performance; when individuals in a community lack technical skills and competencies then poverty will thrive;
- VETs could play a significant role in reducing the increasing unemployment by transferring technical skills that could enable self-employment and sustenance; and empowering the youth through technical skills transfer impacted through VET could enable the country to tackle the issue of HIV/AIDS.

Having focused on the origin and aim of VET in a country, the other question that we need to address is as to whether such training is relevant in Botswana. According to Akoojee (2003), Botswana is always cited as one of the success stories in Africa. This being the case, it may be surmised that all is well within the country. However, this is the case because as argued by Akoojee, Gewer, and McGrath, (2005), Botswana continues to encounter inequality, poverty, unemployment, slow diversification from over reliance on diamonds. As noted by Akoojee (2003), these challenges being faced by Botswana could be addressed through empowerment of the nationals with skills that could lead to self-sustenance.

Narrowing back to GTC, as earlier mentioned, was established alongside other six such institutions in 1987 (Akoojee et al, 2005). As noted by the Republic of Botswana (1997), GTC was established in order to perform the following tasks:

- present an opportunity for continuous training to those in employment;
- provide skills to school leavers as well as those in employment;
- enable self-sustaining skills and competencies to school leavers and in the process promote the entrepreneurial spirit in the country; and
- empower Botswana in order to be more productive at their workplace.

The institution, according to Van Rensburg (2002) offers technical training in refrigeration, clothing design and textile, hospitality and tourism, hairdressing and beauty, information & commercial technology, building and construction and electrical and mechanical engineering. In addition, as noted by the Republic of Botswana (1997), GTC has lodging facilities for students who reside outside Gaborone. The institution is also expanding its activities to offering special needs education for learners with mild Down' syndrome and physical education. Hence, there is need to construct extra buildings and acquire more equipment and machinery for the college's activities (Republic of Botswana, 1997).

The institution's nature of operations calls for a huge expenditure for procurement purposes. Expenditure on procurement needs to be well organised otherwise the institution will end up not fulfilling its mandate. A preliminary survey by the researcher conducted early in the year 2013 before commencement of the current study revealed the following as noted on the Votes Ledger Balance (as at 31 March 2013):

- GTC spends about P 12 million per year in procurement;
- the institution experiences stock outs and stock piles of inventories;
- the institution follows government prescribing the tendering process as prescribed by PPAD (2008); and
- there are continuous complaints with regard to procurement at GTC.

Findings from the preliminary survey led to the conclusion that, the procurement process at GTC is experiencing some challenges, and the challenges are not due to the tendering process but from other activities within the procurement process that may include procurement planning and implementation of the procurement strategy. This is in the belief that if it is well formulated then the procurement process of the institution will be effective.

1.2 Problem Statement

The 2013 preliminary survey by the researcher revealed that GTC directs a huge amount of resources at P 12 million annually towards procurement. Such enormous amounts of resources need to be well managed to avoid wastage, theft, stockpiles, and stock outs which ultimately impact negatively on the efficiency of the procurement process and in the process that of the institution. The researcher who is a member of staff continues to experience and witness complaints directed towards efficiency of the GTC procurement process.

Another aspect to be noted is the role played by the Vocational Education Training Colleges (VETC's) such as GTC. Such institutions play a significant role in a country's economy. That being the case then, all the operations of an institution such as

procurement process should be streamlined, as this will contribute to the overall performance of the college.

It is also of interest to note that in the Southern African region, there are limited studies with regard to VETs (Akoojee, 2003). In fact as noted by McGrath (2002), there are only a few international journal articles, which is a call for concern because VETs plays an important role in supporting a countries' social and economic development goals. The importance of the role played by VETs in an economy can therefore not be ignored.

In an attempt to streamline the overall performance of the procurement process and ultimately the overall performance of the organisation, the researcher has chosen to explore the GTC's organisational strategy and how it has impacted on the efficiency of the procurement process.

1.3 Objectives of the Study

The general objective of the study is to examine the effectiveness of the procurement process within Vocational Training Centres in Botswana. Specific objectives are:

1. To determine the efficiency of GTC's procurement process
2. To evaluate the management of the GTC's procurement strategy
3. To determine the relationship between GTC's procurement process and the institution's procurement strategy

1.4 Research Questions

The research questions are raised so by answering them, the formulated research objectives are realised. The research questions are as follows:

1. How efficient is the GTC's procurement process?
2. How well managed is the GTC's procurement strategy aspects namely review of the institution's mandate and strategy, analysing the procurement portfolio, analysing the institution's procurement function and capacity, identifying strategic procurement objectives, delivering and implementing the college's strategy, and measuring results?
3. What is the relationship between the efficiency of GTC's procurement process and the institution's procurement strategy?

1.5 Hypothesis for the Study

There is need to draw conclusions from the findings of the study. This was achieved by formulation of a null hypothesis **Ho1** that was subjected to test.

Ho1: There is no significant relationship between efficiency of GTC's procurement process and the institution's procurement strategy.

1.6 Significance of the Study

The findings of the study will be of benefit to a number of stakeholders that include GTC, the business community, the government, researcher and the field of knowledge. GTC will be informed on the efficiency of its procurement process and how the institution could make improvements on the process. The improvement on the procurement process will ensure that the required goods and services are acquired in time, with correct specifications and quantity. Such a scenario will ensure that the operations of the college run smoothly and in the process improve the overall performance of the college. The improvement in performance of the institution will then benefit the enrolled students as they will be offered quality services by GTC. Then,

technical training and skills offered by GTC will enable the attendants to perform better at their workplaces. Such performance will contribute to the overall performance of their respective organisations.

The findings derived from the study could also contribute to the increased knowledge in the field of procurement process within VETs. This is important because as earlier mentioned, very few studies have been conducted with regard to VET in Botswana and to a large extent the Southern African region.

1.7 Research Methodology and rationale

The research will answer the identified research questions by first acquiring a theoretical approach on how procurement effectiveness can be assessed and how to increase the effectiveness and cost efficiency of GTC procurement process. The theoretical research will provide a background to the development ideas for the institution to implement in practice. The issues discussed include research on the theory of how procurement effectiveness can be measured and the means to report procurement effectiveness. The study adopted a quantitative approach where a structured questionnaire was administered to a relatively large number of respondents. The approach was adopted as it enabled the researcher gather views about the subject matter from a relatively large population.

1.8 Organisation of the study

The researcher ensured the flow of the project by dividing it into six chapters. **Chapter one** gives the background, the problem statement, research objectives, significance, and organisation of the study. **Chapter two** focuses on the procurement concept and overview. **Chapter three** consists of the literature reviewed in order to put the study into perspective. **Chapter four** deals with the technicalities of how the study was carried out,

that is the research methodology. **Chapter five** presents analyses and interprets the findings of the study. Finally, **Chapter six** concludes and makes recommendations based on the findings of the study.

CHAPTER TWO

OVERVIEW OF THE PROCUREMENT PROCESS

2.1 Introduction

In reviewing the procurement process a number of issues will be briefly explored. The issues include procurement, procurement methods, selection of procurement methods, procurement processes, challenges in public procurement, and best procurement practice in the public sector.

2.2 Procurement

According to Arlbjorn and Freytag (2012), procurement is basically looked upon as the process of acquiring goods and services required to meet all the pertinent needs of an organisation. Procurement as noted by Langford (2013) does not end with acquisition of the organisation's required goods and services. This is because in procurement, the goods and services acquired should be acquired at the right price, in time, right quality, and meets the specification needs of the user department. Considering procurement definition as stated above, it is evident that it is not just about acquisition of goods and services. It requires strategy formulation, planning, structures, policies, process and procedures if an organisation is to have an effective procurement process in place.

After briefly looking at the procurement and what it entails, it is important that the issue be considered with respect to GTC. While doing so, the question to be asked is whether at GTC goods and services are acquired at the right price, in time, right quality, and whether they do meet the specific needs of the user functions/departments. The other question that needs to be responded to is what GTC is doing to ensure that this is the case.

2.2.1 Procurement Methods

According to Lynch (2013), procurement methods are the steps followed by an organisation when acquiring goods and services needed for its operations. There are several procurement methods that can be adopted by an organisation. However, as observed by Kelly, Brown and Sitzia (2003), classification of these methods is not an easy task. This is because there are no clear universally accepted definitions of the cited procurement methods. Despite this being the case, it is advisable that for there to be an efficient procurement in place, competitive procurement methods should be adopted.

As earlier mentioned there are many procurement methods. These methods as noted by Lynch (2013) fall under the below listed categories:

- **Open tendering:** this is where every supplier willing to supply can participate in the exercise. In this method there are set procedures to be followed in advertising the tender, date and mode of tender submission, evaluation criteria, and in most cases the tender is awarded to the lowest bidder. This method is popular with the public sector as it embraces the spirit of competitiveness and openness.
- **Restricted tendering:** this is the approach where the suppliers are screened and only those meeting certain prescribed criteria are allowed to participate in the tendering process. Such an approach is adopted when the value of goods and services required is high or specialized in nature.
- **Request for proposals:** this method is utilized when sourcing for services especially for human and health purposes. This is because of the need to evaluate the process and steps that the suppliers plan to use in delivery of the cited services.
- **Two-stage tendering:** in this approach, the first step is to issue a tender. Those qualifying are then engaged in consultations with the user organisation. This type of

tendering is used when there is a need for the user organisation to be involved in the delivery of the procured products and services as in the case of construction issues.

- Request for quotations: this approach involves asking selected suppliers to make quotations for supply of goods and services without necessarily putting many restrictive conditions. This helps the user organisation gather intelligence on the market cheaply.
- Single source procurement: it is the sourcing of goods and services from one supplier. This is only advisable if there is only one supplier, the required goods and services are highly specialized, and there is an emergency and the organisation that requires immediate supply. This method should otherwise be avoided in within the public sector as it lacks accountability.

In conclusion as noted by Lynch (2013), for the public sector the competitive tendering methods should be adopted as they promote accountability. The competitive tendering methods according to Edghill (2012) are open tendering, request for proposals, and two-stage tendering. According to the same author (Edghill, 2012), request for quotations and single source procurement methods are viewed as non-competitive as they are not open to all suppliers.

Drawing parallels to GTC, it should be noted that as a government organisation it should engage in procurement practices that promote high levels of accountability. The recommended procurement methods should be competitive.

2.2.2 PPADB Position on Procurement Selection

The information included in this section is purely from PPADB (2008), which gives guidelines on procurement in Botswana. The Public Procurement and Assets Disposal Board (PPADB) procurement guidelines cover the acquisition of supplies, works and

services. Based on what is to be procured, a different contract is entered into. The types of procurement contracts that can be entered as stipulated by PPADB are:

Supplies Contract

This refers to the physical products, articles or equipment, as described in the contract and that are to be supplied to the Procuring Entity. It involves delivery of the items and transfer of ownership from the Supplier to the Procuring Entity. In some cases it may involve the items being installed and connected to utility services (water, gas, electricity) of the organisation and the items being tested and issued with a test certificate.

Service Contract:

This activity refers to the provision of services to the Procuring Entity that facilitates, or creates change. It may be the provision of services (security guards, cleaning, pest control and others) or the provision of professional services or advice (consultancy services, creative/artistic services) to the procuring entity, through the provision of skills or knowledge based services. Some consultancy, professional, advisory, or artistic services may be difficult to measure in real quantifiable terms, as they can often be intangible or creative services.

Works Contracts

This activity involves the physical construction for instance, a new School, or Road, or Hospital extension; or the demolition of a physical structure such as a dangerous building. Alternatively, it may be the refurbishment/rehabilitation of a building such as an old Office or School premises.

With regard to selection of the procurement method to be used, PPADB has identified several methods. This should be used after a thorough evaluation of the procurement circumstances.

Some of the procurement methods recommended by PPADB include:

- i. *Prequalification* - Pre-qualification may be conducted prior to the issue of an invitation to tender mainly to identify potential suppliers who are qualified to deliver the required supplies, works or services. This is used in any other circumstances in which the high costs of preparing detailed bids could discourage competition, such as custom-designed equipment, industrial plant, specialised services, and contracts to be let under turnkey, design and build, or management contracting. When using this method, the Procurement Unit should:
 - Submit the Third Schedule to the Board, or its Committees, for approval
 - Develop the pre-qualification notice, including scope of procurement and criteria to be used for the pre-qualification.
 - Advertise in the Government Gazette, and another media of wide international circulation, when the pre-qualification will include foreign bidders. Prequalification period should be no less than fourteen (14) days.
 - Receive and store until the closing date
 - Open applications and minute the details of the submissions
- ii. *Competitive Bidding* - it is the preferred method for procuring consultancy services. Competitive bidding ensures equal opportunity, economy and efficiency in the procurement of consultancy services.
- iii. *Short Listing* - When selecting procuring consultancy services through a short list a minimum of three (3) to six (6) firms are invited to submit technical and financial proposals. The short list maybe drawn from the PPADB database, or by contacting

those with information on relevant consultants, or through an expression of interest, or any combination thereof.

- iv. *Quotations Proposals Procurement (QPP)* - it shall be used for acquiring supplies, works or services of a value not more than P100, 000, as may be reviewed from time to time. Requests for Quotation (RFQ) shall be solicited from at least five (5) suppliers (PPADB Reg. 59 (3)), though there is no restriction on the maximum number of quotations that may be obtained. There are exceptions for Foreign Missions and those remote/rural areas where it may be difficult to obtain the minimum of the five potential Suppliers. In such a case, the action should be fully documented with an explanation and justification, and appropriately signed. For audit purposes, the explanation will be kept in the associated procurement file. Invitation for quotations shall be in writing and will indicate the description /specification and quantity of the supplies, works or services, as well as the closing date, time, and location address for submission of the quotations. The minimum time allowed for the Bidders to respond to a RFQ is 7 days. (This is often found to be inadequate, tends to be restrictive and a barrier to competitive bidding. Where possible allow 14 days.) Generic specifications can normally be established very easily, from a variety of sources.

Quotation and proposals procurement steps

1. A functional department submits a request for procuring a product to the senior supplies officer for approval.
2. If approved the supplies officer serving the functional department proceeds with the RFQ. The RFQs may vary from only a few pages to considerably larger ones which may contain relevant attachments; plans, detailed specifications, bills of materials or bills of quantities and more.
3. Quotations are then assessed by the procurement committee looking at several factors that would allow them to choose which supplier to buy from.

4. After this a Government Purchase Order (GPO) is prepared for the purchase.
5. The supplies officer responsible for the purchase of the identified item then liaises with the chosen supplier to agree on the purchase date.
6. When all the transactions have been made, the products are handed over to the functional department by the supplies officer. These products have to be signed in for by an appropriate representative from the functional department upon collection.

The QPP method is the one that is used at GTC most of the time to execute their procurement. However, GTC procures for themselves only when procuring for not more than P100 000. As for maintenance of buildings regardless of how much it would cost, they send a request to PPADB. If the project is more than P 100000 but less than P 500000, PPADB gives the tender to District Administration Tender Committee. Whereas, if the project is over P500000 and up to P 5m they are given to the Ministerial committee which is the biggest procurement committee in the government.

- v. *Open International Bidding* - Open International Bidding shall be used where foreign bidders' participation may enhance competition. Anticipation by non-resident foreign bidders would increase value for money or, the procurement requirement's technical complexity requires the participation of non-resident foreign bidders. Tenders for open international bidding shall be open to eligible bidders and shall be advertised in the Gazette as well as publications of wide international circulation. The language for the open international bidding tender documents shall be the English language. The currency of the bids shall be any internationally tradable currency and fixed at a predetermined date and time, normally 7 days prior to when the bid is due to be opened and at a set time of day.

- vi. *Open Domestic Bidding* - The open domestic bidding method is the preferred method of procurement of supplies, works and services, except as provided for in the PPADB Regulations. The currency of the bids and payment shall be Botswana Pula unless specified otherwise in the bidding documents. Foreign bidders may participate in open domestic bidding subject to eligibility requirements. The PPADB approved Standardized Bidding Packages for supplies, works and services, as amended from time to time, shall be used for open domestic bidding. All Invitations to bid shall be advertised in the Government Gazette and at least one newspaper of wide circulation in Botswana. Allowance for no less than four (4) weeks from first date of the advertisement for submission of bids is given. Where applicable, preferential treatment, which should be specifically stated in the bidding documents, and shall be used in accordance with the applicable government directives. Price negotiation shall not be allowed except with prior approval from PPADB, or its Committees. When a bid validity period expires, the Procurement Entity may request the Bidders to extend the bid period, but only once. Afterwards, any further extension of bid validity period shall not be allowed, without prior approval from PPADB, or its Committees. Re-bidding shall not be allowed except with prior approval from the Board, or its Committees, following a written reason and justification.
- vii. *Restricted International Bidding* - Restricted International Bidding (RIB) is subject to PPADB Reg. 57 (1) which requires that RIB be used only where items to be procured are only available from a limited number of suppliers. There is insufficient time for open bidding due to an emergency situation. The value does not exceed the threshold stated in the guidelines. Other circumstances where departure from opening bidding is justified foreign bidders are included in the short list. The invitation to bid is addressed directly to a limited number of potential bidders, without publicly advertising the opportunity.

2.2.3 Procurement Cycle

According to Wise Geek (2013), the procurement cycle is made up of all the steps followed when procuring goods and services for an organisation. Knowledge of the purchasing cycle is important because it determines how often organisations procure goods and services (Purchasing and Procurement Center, 2013). According to Nathan (2013), steps followed in a standard procurement cycle vary when a tendering method is utilized.

There are 11 steps making up a standard procurement cycle. According to Purchasing and Procurement Center (2013) the steps are need recognition, specifying the quantity, quality and time of delivery, preparing a requisition, get authority for the purchase of the required goods/service, source for the right supplier, identify the right supplier, place an order, receive the order, make approval of the invoice and effect payment, and finally update records (purchasing ledger and inventory).

The procurement cycle slightly differs when the tendering method is adopted. According to Wise Geek (2013) the procurement cycle steps are need identification, requesting for financial authority, request for proposal made, a pre-qualification steps takes place to weed out suppliers not meeting the basic qualifications, tenders are received from qualifying suppliers, a chance given for any clarification on the tender to the suppliers, evaluation of the submitted tenders, negotiation with the identified supplier, contract awarded, contract managed, contract honoured and payment made, contract concluded, and finally the records updated.

With regard to GTC, two product cycles are adopted. The tendering procurement cycle steps are followed when construction tenders are being awarded. The standard procurement cycle steps are followed when making purchases on a day-to-day basis.

2.2.4 Procurement Process

Iloranta (2008) says that, organising procurement processes is essential for achieving the most profitable solutions to benefit from supplier relationships and to optimise total costs of the procurement function. While according to Handfield (2013), procurement process reveals the activities that should be undertaken at each stage of the procurement cycle. As observed by Basheka (2008) the procurement process can be classified into five key areas; define the business needs, develop procurement strategy, supplier selection and evaluation, negotiation and award, lastly induction and integration. According to the same author (Basheka, 2008) there are a number of activities that should be performed in each of the five key areas if the process is to be effective. As outlined by Handfield (2013) the key procurement process performance areas and the activities involved are briefly outlined below in the order in which they occur:

1. *Define the business needs*: this would be the start-off point of the procurement process. Users (also called *internal customers*) identify a need for material or service requirements, and communicate this need to purchasing. For example, at GTC there is no other department that can function without printing paper, so when the college run short of printing paper, assessments, administration work and learning materials cannot be printed and that means production would not be complete.

Material requirements might include:

- Equipment
- Components
- Raw materials
- Completely finished products

Service requirements might include:

- Computer programmers
- Hazardous waste handlers

- Transportation carriers
- Maintenance service providers

2. *Develop procurement strategy:* now here, as a procurement officer (PO), you now look at the scale of what needs to be procured. Depending on that, you will now look into factors like, cost of the item, how urgent it is needed, is it something that can be bought locally, and whether the person who needs it has given the supplies office enough time to procure it. Thereafter, the procurement officer would then select which procurement method to use in order to purchase it.
3. *Supplier selection and evaluation:* after establishing the method, the procurement officer then needs to evaluate the identified method. This may involve a formal tender process or an on-line auction. This step of the process is very critical and sensitive since the officer needs to be very careful, and try to be as objective as possible when comparing different suppliers. This is so to avoid cases of fraud and corruption.
4. *Negotiation and award:* though the supplier has been selected, there is still a need for a detailed negotiation to be undertaken because it is just not about price. Careful consideration of the process by which the goods or services will be ordered and approved; how they will be delivered and returned if necessary; how the invoice process will work and on what terms payment will be made. Basically, consideration should be made on how the good/service would be purchased at the outset so to reduce costs and handling risks.
5. *Induction and integration:* no goods/services should be ordered and delivered until the contract has been signed. The purchase to buy process needs to be in place and be understood by both parties who are involved, that is the buyer and the supplier. After delivery, regular reviews should be done.

Review of the procurement process came up with several revelations. As noted by Basheka (2008), many organisations put emphasis on the implementation part of the procurement process while ignoring the formulation part. A study carried out by the same author (Basheka, 2008) revealed that there was a strong relationship between procurement planning and effectiveness of the process. This implies that emphasis should also be directed towards the formulation and not limited to the implementation of the procurement process.

2.3 Empirical Evidence

Public procurement operates in an environment of increasingly intense scrutiny driven by technology, programme reviews, and public and political expectations for service improvements (Bolton, 2006; Eyaa and Oluka, 2011). Currently, in Botswana, procurement is of particular significance in the public sector and has been used as a policy tool due to the discriminatory and unfair practices. Challenges faced by the public procurement as revealed by Handfield (2013) and Rosacker and Olson (2004) include negligence, lack of direction, poor co-ordination, lack of open competition and transparency, differing levels of corruption and most importantly not having a cadre of trained and qualified procurement specialists, who are competent to conduct and manage such procurements, in a professional, timely and cost effective manner.

The challenges faced by the public procurement process have slowly shifted the public sector's approach in many countries. As found by Love, Davis, Edwards and Baccarini (2008), there is increased use of the private sector as a means of achieving public sector purposes. This is evident in cases where e-procurement systems are utilised. Such approaches to some extent have taken the role of procurement from the public sector. However, at GTC e-purchasing is yet to be adopted and the traditional procurement still applies.

2.3.1 Best Procurement Practices

Procurement practitioners have argued that there is need to uphold best procurement practices within the public sector if the process is to be efficient. According to Andersen, Kerstens, Helle. (2004), the best procurement practices are characterized by supplies offices establishing a supplies body/committee, have knowledgeable staff who are properly aligned, make use of technology, establish alliances with key suppliers, engage in collaborative strategic sourcing focusing on total cost of ownership, not price, Put contracts under the supply chain function, optimize company-owned inventory, establish appropriate levels of control, minimise risk, take green initiatives and social responsibility seriously. It means therefore that should GTC uphold all the recommended activities, the procurement process should be efficient.

Another recommended procurement practice is the top management support. As observed by Batenburg and Versendaal (2008), in most cases top management take a completely hands off approach but their involvement can be helpful. This is more so in the public sector where such organisations are not motivated by profit-making motive (Andersen et al., 2004).

2.4 Summary

The Botswana Government through guidelines prescribed in PPADB guidelines has outlined the procurement process to be followed. However, for an organization to have an efficient procurement process, some key structures and practices have to be embraced. These structures and practices include; top management support with regard to procurement process, establishment of a supplies committee, having in place a knowledgeable staff, embrace technology and engage in collaborative strategic sourcing.

Having explored the procurement concept and how it relates to GTC which is a government institution, the next step calls for development of a theoretical framework which forms the basis of the study.

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

This chapter examines documented information that exists about the subject matter. Examination of the existing literature with regard to the subject matter makes it possible for the researcher to understand the research problem. This knowledge as noted by Leedy and Ormrod (2005) enables the researcher to develop a framework that forms the basis of the study.

3.2 Theoretical Framework

This section identifies related concepts/theories that give guidance to the study, determine the aspects that need to be measured as well as the statistical relationships that are to be explored.

A study was carried out by Basheka (2008) on procurement planning and its impact on efficiency of the procurement process within the Ugandan government. In carrying out the study, the author noted that the formulation steps of the planning process namely; definition of the business needs and development of the organisation's procurement strategy were neglected. Despite this being the case the findings from the exercise led to the conclusion that the procurement planning which covers the aspects of the organisation's needs definition and procurement strategy development highly influenced the efficiency of the procurement process and should therefore not be neglected at the expense of the implementation aspects of the procurement process.

The arguments and findings from a study by Basheka (2008) were used when developing the theoretical framework for this study. In so doing, the focus will be

narrowed to the GTC's procurement strategy and its impact on the effectiveness of the procurement process.

An organisational procurement strategy is developed through a series of activities. According to Deloitte (2013), where these activities are well executed an organisation is bound to excel in its procurement process. These series of activities as noted by UN Procurement Practitioner's Handbook (2012) are;

1. review of organisation's mandate and strategy;
2. analysing the organisation's procurement portfolio;
3. analysing the organisation's procurement function and capability;
4. Identifying the organisation's strategic procurement objectives; and
5. Developing and implementing the organisation's procurement strategy

The theoretical framework will be based on the UN Procurement Practitioner's Handbook (2012) breakdown of the activities involved in formulation of the organisational strategy. The assumption taken by the researcher in the study is that should the activities involved in formulation of the institution's procurement strategy be well formulated, the procurement strategy will contribute immensely to the effectiveness of the procurement process. This will in return have a spill over effect on the institution's overall performance.

Figure 3.1 presents the theoretical framework showing the relationship of variables in graphical form. This is as advocated for by Donald (2002) with the observation that the framework shows in graphical form the relationship between the variables under review in so doing simplifying the theoretical foundation for the study.

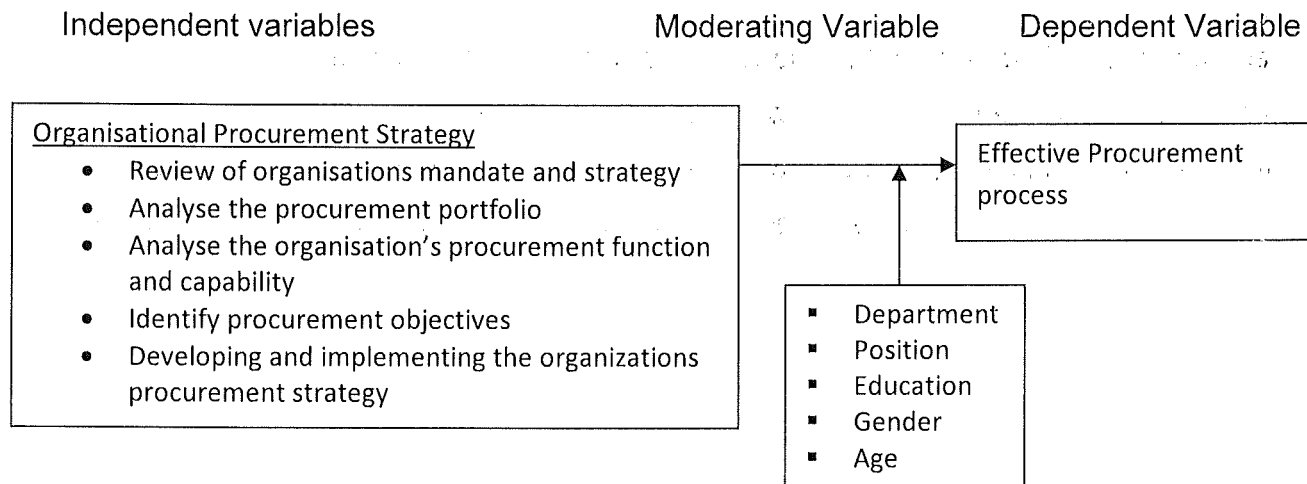


Figure 3.1 Theoretical Framework

The variables indicated on Figure 3.1 are briefly explored in the below subsections. Firstly, the dependent variable namely; effective procurement process will be considered followed by the independent variable namely; organisational procurement strategy.

3.2.1 Effective Procurement Process

Procurement has moved beyond the traditional role of acquisition of goods and services in response to the needs of an organization going (Nathan, 2013). According to Handfield (2013), procurement process has expanded its scope and is expected to achieve several basic objectives.

The first objective has to do with the need to meet the operational requirements of an organization. In achieving this objective, Handfield (2013) recommends that there is need to first and foremost understand the requirements of the organization and procure the needed products and services. While achieving this objective according to Langford (2013), it should be ensured that goods and services are procured at the right price, from the right source, with the right specification, right quantity, and promptly delivered to the right internal users.

The second objective according to Handfield (2013) is to make sure that the suppliers' data base and the process followed in procurement of goods and services is well managed. As argued by Hauler (2013), this objective can be fulfilled through careful evaluation of suppliers, a thorough review of the purchase requisition specification, being the primary contact with the supplier, have a defined criteria to be utilized when awarding supply contracts, manage the potential suppliers' base, and educate the procurement personnel on the procurement processes and procedures.

The third objective to be fulfilled if the procurement process is to be resourceful is the development of constricted relationships with internal user functions/departments of the organization (Handfield, 2013). As advised by Nathan (2013), this is made possible through having free flow of information between the procurement section and the user functions/department. The importance in forging this close relationship lies in the fact that the procurement section role is to make sure that other departments function smoothly. In other words, the user functions/departments are the ones who have the details of the products and services they require. They therefore need to clearly communicate this to the procurement personnel.

The fourth and final objective that if fulfilled will result into an efficient procurement process, according to Handfield (2013), revolves around the procurement process being supportive of the overall organisational goals and objectives. For this to be a reality, Nathan (2013) argues that procurement strategies that are supportive of the organisational strategies have to be developed. Such strategies as observed by Handfield (2013) can be developed by keeping in touch with supply market trends, knowing the key inputs in form of materials and services into the organization, and putting into place contingency supply options.

3.2.2 Organisational Procurement Strategy

a) Review of organisation's Mandate and strategy

Mandate and strategy of an organization refers to its vision, mission and strategic objectives (Ward, 2013). Organisational mandate gives a clarification on the position where the organization plans to be in the future and its importance lies in the fact that in an ideal situation it should be a source of inspiration for the members of an organization while at the same time forms the base for strategic planning (Handfield, 2013). As noted by the UN Procurement Practitioner's Handbook (2012), review of the organisation's mandate should take place at the beginning of the process. This is because it helps the personnel responsible for procurement strategy development stay focused on the strategic objectives of the organization.

As observed by Deloitte (2013), it is crucial that all the members review and have a clear understanding of the organisation's mandate and strategy before any functional strategies are formulated. This is because of the need to align the functional strategy such as procurement strategy so that they are supportive of the overall organisational mandate and strategy (Ward 2013). Knowledge of the organisational mandate and strategy as observed by Weinstein-Millison (2013) is very important because it:

- Is a great asset
- Puts into consideration the organisation's current state
- Shows the path the organization should follow into the future
- Provides focus for the mission of the organization
- Is a form of value statement
- Keeps everyone focused on the organisation's ultimate goal
- Provides motivation and inspiration without interfering with the creativity of the organisation's members to find the ultimate aim of the statement

Drawing parallels to GTC, with regard to the organisation's mandate and strategy several questions need to be responded to. Among these questions include; the knowledge of the members with regard to the organisation's mandate and strategy, and their ability to interpret and align functional strategies.

b) Analysis of the Organisation's Procurement Portfolio

Procurement portfolio is very important in an organization. As noted by Deloitte (2013), it helps in giving the detailed picture of the procurement needs.

According to Basheka (2008) procurement portfolio analysis requires evaluation of spend analysis that covers the organisation's past as well as projected expenditure on goods, services and works. Weinstein-Millison (2013) noted that during an organisation's spend analysis, it is important to also consider the risks and difficulties that may be encountered in procurement of the desired goods, services and works otherwise referred to a risk analysis. The final activity required in spend analysis as observed by Deloitte (2013) is the development of procurement strategies to cater for each and every category of the organisation's needs.

c) Analyzing the Organisation's Procurement Function and Capability

According to Basheka (2008), the other aspect that needs to be considered is the ability of the procurement function to implement the procurement function. In evaluating the procurement function's capability, a number of perspectives are considered. According to the UN Procurement Practitioner's Handbook (2012), the aspects are:

- Roles, responsibilities, structure and reporting: in evaluating this aspect, there are many questions that need to be responded to. The questions have to do with clarity of roles and responsibilities, reporting line, the personnel involved in procurement, level of responsibility for the procurement function, level of delegation of the function, level of decentralization, level of sharing information with suppliers, and the method used in evaluating the function's performance
- Procurement system and process: while evaluating this aspect, several questions need to be considered and addressed. These questions have to do with how procurement of different types of goods/services takes place, the issues and trends that emerge from procurement committee meetings, the audit results as well as recommendations, existing procurement procedures and processes, management of the procurement information, level of its incorporation into the function, and level of decentralization of the function's activities.
- Procurement skills and capabilities: response of several questions is necessary when evaluating this aspect. These questions have to do with skills available and how well they match the procurement strategy formulated, frequency of function's skills audit, whether the skills development is systematic, and whether function's skills development is proactive.

d) Identifying Strategic Procurement Objectives

Setting of strategic procurement objectives follows the analytical phase in organisational procurement strategy development. According to the UN Procurement Practitioner's Handbook (2012), it is important to identify the specific procurement objectives and in so doing the following should be evaluated:

- Procurement objectives regarding each classification of works, goods and services: these should be set putting into consideration the ease of procuring each of the categories identified.

- Objectives for crucial purchases: specific procurement objectives of each of the significant purchases should be developed.
- Procurement function management objectives: findings from analysis of the procurement function capability should be utilized in setting the objectives. These objectives should be closely related to the set roles, objectives, function structure and reporting channels.

e) Developing and Implementing the Organisation's Procurement Strategy

Formulation of a comprehensive implementation strategy is crucial for success of any new initiative. Findings from a study conducted by De Waal and Counet (2009) revealed that 56% of all strategies implemented fail to achieve the desired results as there is lack of a comprehensive plan. It is important therefore that a comprehensive plan for implementation of the procurement objectives be formulated if the procurement strategy is to be successfully implemented.

According to Deloitte (2013), the implemented strategy to be developed should clearly specify how the procurement objectives are to be realized. As noted by the UN Procurement Practitioner's Handbook (2012), the implementation planning should identify activities to be performed, the time dedicated towards completion of these activities, and the personnel charged with the responsibility of performing these activities. Other aspects to consider with regard to the implementation plan as noted by Deloitte (2013) include; a system for measuring performance of the procurement function as well as for benchmarking with other organizations.

3.3 Summary

Review of existing literature with regard to the procurement process and its effectiveness enabled the researcher to develop a theoretical framework that formed the basis for this study. The theoretical framework arrived at stipulating that the organisational strategy had an impact on the efficiency of the procurement process. The researcher opted to focus on the procurement strategy formulation and implementation rather than the rules and procedures followed during the procurement process.

The next chapter outlines the steps and procedures upheld while implementing the current study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This part of the study outlines the steps followed in the study's implementation. The methodology steps explored include the research design, target population, sample and sampling technique, the data gathering instrument used, the data gathered, and how it is analysed.

4.2 Research Design

According to Donald (2002), research design is a road map that directs the implementation of the study with regard to data collection and analysis. Many approaches to social research exist. However, it is recommended that the approach adopted be best suited for the study under focus (Kelly, Brown and Sitza, 2003). The common approaches to social research according to Neil (2014), are surveys that are descriptive and quantitative or qualitative in nature and these are as described in the below Paragraphs.

A survey approach as observed by Kelly et al. (2003), calls for selection of a sample of elements (respondents) from a defined population from where a relatively small amount of information is collected in standardized form usually through a questionnaire. Just like what was done in the study, the population of GTC is 137 as stated in the Employees Registry document (2013) collected from administration records. 131 employees were given a questionnaire to answer, exclusive of the researcher whereas the other 5 employees were used in the pilot study of the questionnaire.

Kelly et al., (2003) goes on to explain that a descriptive approach to social research as a basic enquiry used to observe a certain issue by describing the important factors associated with a specific situation. The authors (Kelly et al., 2003) further explain that a

descriptive approach enables the estimation of certain parameters of the population as well as the nature of their associations.

Qualitative approach according to Neil (2014), involve an in depth understanding of human behaviour and reasons that govern human behaviour through investigation of the why and how of decision making. Neil (2014) went on to suggest that qualitative research method by nature calls for smaller but focused samples rather than large random samples and categorizes data into patterns as the primary bases for organizing and reporting results. Neil (2014) concludes by pointing out that qualitative research comes in many forms, which may include text, sound, still and moving images.

According to Neil (2014), unlike qualitative, quantitative approach is the collection of numerical and statistical data because it involves collection of information which can be quantified into data, sorted, classified and measured in an objective way with the collected data being accurately described by a set of rules or procedures that can make the interpretation of the information independent of individual judgments just as it was done in the study. The questionnaire administered had straightforward questions in relation to the series of activities that help in developing the procurement strategy of the institution. These activities had three questions under each one of them, which were later analysed and interpreted looking at the procedures followed in order for an institution like GTC to say they have an efficient procurement process that helps them develop and implement their procurement strategy.

Survey approach was adopted since a relatively large sample was selected from a predetermined population from which a relatively small amount of data was collected from and this data was generalized to apply to whole wide population. The descriptive approach was utilized because the study was a basic enquiry that observed a certain issue through describing the important factors associated with a specific situation. The quantitative approach was adopted as the study involved collection of numerical and statistical information that was quantified into data that was sorted, classified and measured in an objective way with the collected data being accurately described by a set of rules or procedures that made the interpretation of the information independent of individual judgments.

4.3 Population

Churchill (2002) argues that a population of a study consists of all the elements that have a chance of being selected to participate in the study. The aim of the study is to evaluate the effectiveness of the procurement process at GTC. It is in the researcher's view that the members of the staff at the institutions are best suited to respond to the designed questionnaire. Information gathered from GTC's administration records by the researcher revealed that the institution has a staff complement of 137 but 136 employees would be used excluding the researcher for she is an employee at GTC.

4.4 Sampling

According to Churchill (2002), a sample refers to the elements of the population that are invited to participate in the study. Pajares (2007) underscores the importance of having an optimum sample size through the observation that the sample be adequate and in the process enable estimate the characteristic of the population.

The common sampling methods according to Diamantopoulos and Schlegelmilch (2006) include:

- Simple random sampling – elements of the population have an equal chance of being selected and in so doing minimizes bias and simplifies analysis of the findings
- Systematic sampling – all the elements of the population are arranged in a certain order and the participants are selected at regular intervals
- Stratified sampling – all the elements of the population are grouped into distinct categories where such categories exist and then the samples are selected in proportion to the particular size of the specific category

- Cluster sampling – elements of the population are selected from certain areas or time periods only
- Quota sampling – elements of the population are divided into mutually exclusive sub-groups and then individual judgment is applied in selection of a certain proportion of participants from each sub group

The targeted population of the study were the members of staff of GTC. As revealed by Administration Department of the institution, there were a total of 136 staff members exclusive of the researcher. The study population at 136 is not large enough, no sampling will take place. Therefore the whole population was called upon to participate in the study.

4.5 Research Instrument

In the hectic schedule of employees and respondents, it is tough to communicate directly with the respondents. So, in the presence of these conditions, secondary data collection method is used in data gathering, the research instrument utilised was a questionnaire. The questionnaire is divided into two parts. The first part collects the demographic information about the respondents. The second part dwells on the information needed to fulfil the objectives of the study. A five point Likert scale was used when designing the questionnaire so as to enable capturing the finer points of the participant's responses.

The researcher administered the questionnaire in person. This was made possible as she is an employee of the institution and she left the questionnaire with the respondents for about an hour so that they answer it in her absence for fairness sake, since her presence might be influential in the respondents' answers for she knew them.

4.6 Pilot Study

According to Last (2008) a pilot study is a small scale version of the proposed study and involves administration of the questionnaire to a few members of the target population. The purpose of the exercise is to determine the reliability and validity data gathering instrument.

In the study, five members were selected randomly from the target population of 136 GTC staff members excluding the researcher, no specific sampling technique was utilised. The members of the population participating in the pilot study were not invited to participate in the study. To test the data gathering instrument, the five members were administered with the designed questionnaire. The information gathered was analysed and the findings derived thereof were used to refine the data gathering instrument. To minimize bias in the interpretation of the pilot and final study, the researcher though a member of the staff did not participate at all in the study.

4.7 The Research Process

In this section, the steps to be followed when administering the questionnaire as well as data analysis are outlined.

4.7.1 Administration of the Questionnaire

Permission to administer the questionnaire was requested from the top management of GTC and Department of Vocational Education Training (DVET). Once the permission was granted, the researcher administered the questionnaires in person.

While administering the questionnaire, the researcher made sure that ethical issues relating to conducting of a research study are observed. This was made possible by explaining to the participants that their participation was voluntary, they were not required to include their names on the questionnaire, and the gathered information would be used for academic purposes only and shall not be revealed to third parties.

4.7.2 Data Analysis

According to Anderson, Sweeney, Williams. (2001), the gathered information should be analysed in a way that best responds to the research questions. For the purposes of the current study, this was achieved by coding the gathered information and analysing it using SPSS statistical software version 12 and Microsoft Excel.

With regard to the presentation of the findings, tables and pie charts were utilised. This is because they enable ease of communication between the researcher and the readers.

A multiple regression analysis which is the simultaneous combination of multiple factors to assess how and to what extent they affect a certain outcome was further utilised to determine the relationship between the dependent variable namely effectiveness of the procurement process at GTC and the independent variables namely the organisational strategy which encompasses of the procurement aspects that are the organisation's mandate and strategy, procurement portfolio, procurement function and capability, procurement objectives, and procurement strategy development & implementation.

4.8 Summary

The study is a survey that is quantitative in nature. It focused on examining the views of members of staff at GTC that totalled to 136. As the population is not large, all the

members of the population were invited to participate in the study and 131 were used in the final study while the remaining 5 were used in the pilot study and for that they were not used in the final study.

The next chapter presents analysis and interprets the findings of the study.

CHAPTER FIVE

FINDINGS AND INTERPRETATIONS

5.1 Introduction

The chapter presents findings from the primary study as well as the interpretations. Findings are presented in figures and tables for ease of analysis. For ease linkage, presentation and interpretation of findings follow the order in which the questionnaire items appear on the research instrument.

The total targeted population for the study was initially set at 136. This was, however, reduced to 131 after excluding the five participants utilised during the pilot study phase of the study. In total therefore 131 questionnaires were distributed. However, questionnaires completed and utilised in the study were a total of 108. This translated to about a response rate of 82%, which was relatively high possibly because the researcher who is an employee of GTC administered the questionnaires in person. This meant that she had the advantage of personally appealing to fellow colleagues to take personal interest in the study and could possibly have influenced their high level of participation.

5.2 Demographic Information

In this section, individual characteristics of the respondents were explored so as to understand more about the participants involved in the study not that the researcher related this information with the objectives and hypothesis of the study. However, it could be a factor that could be considered in the future studies of the subject matter.

5.2.1 Education

Figure 5.1 reveals that a majority of the respondents at (77%) were in possession of a degree and above. The findings suggests that as the majority of the respondents were relatively informed as indicated by their level of education, they were therefore suited to respond to the designed questionnaire.

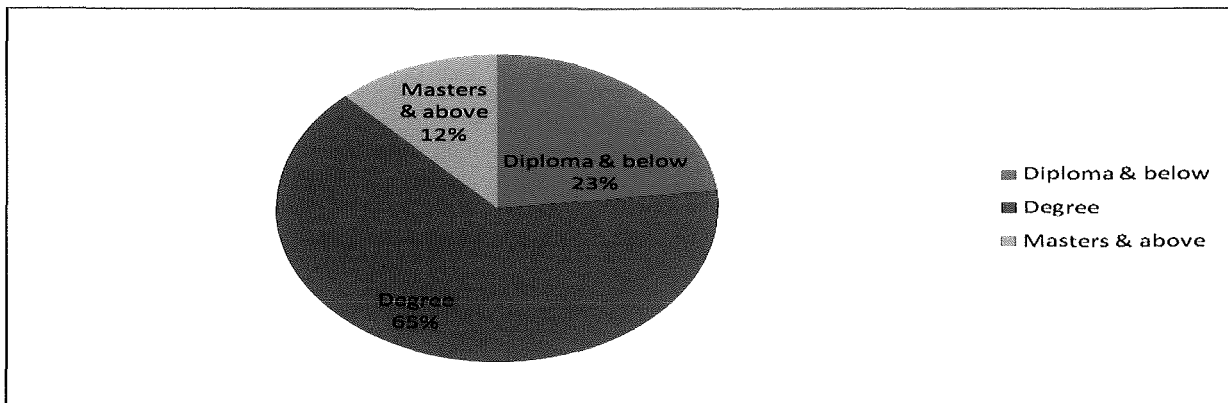


Figure 5.1 Education Level of the Participants

5.2.2 Gender

Figure 5.2 show that GTC has a large male staff at 63% as opposed to females. This is possibly because the institution offers technical subjects, which normally are pursued by men as opposed to women.

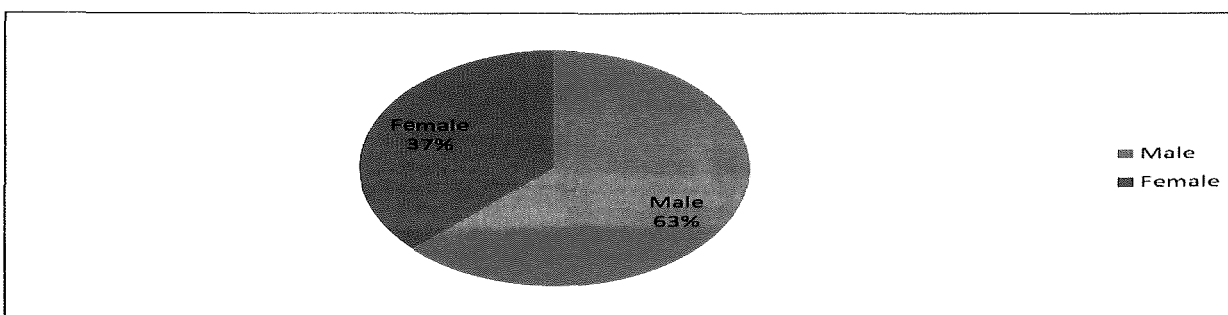


Figure 5.2 Gender

5.2.3 Age

As indicated on Figure 5.3, a majority of the respondents at 83% are above 30 years. A preliminary research by the researcher further revealed that a majority of the staff get employed at the institution straight from college at an average age of 24 years. As a majority are over 30 years of age, the findings suggest that they have accumulated a lot of experience with the college, which make them better suited to respond to the designed questionnaire.

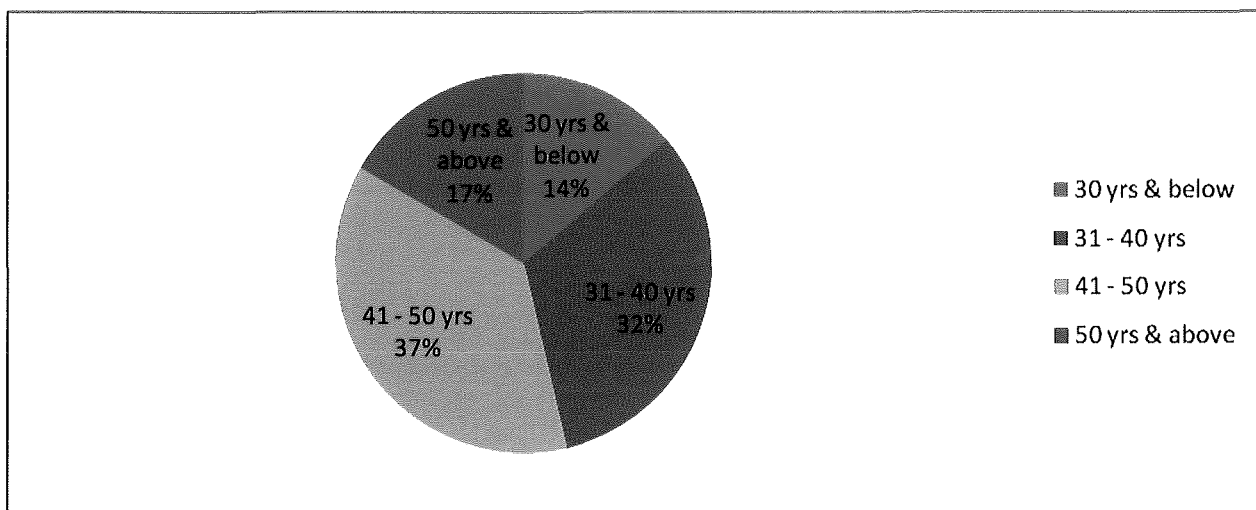


Figure 5.3 Age

5.3 Main Findings

In analysing this section, the questionnaire terms have been attached to interpretation ratings. This will facilitate interpretation and discussion of the primary findings. Table 5.1 below shows the rating and their terms.

Table 5.1 Interpretation of the Questionnaire Response

Questionnaire Term	Interpretation Ratings
Strongly disagree	Very poor
Disagree	Poor
Indecisive	Fair
Agree	Good
Strongly agree	Exceptional

5.3.1 Objective 1: Efficiency of GTC's Procurement Process

Table 5.2 – Procurement Process

	Variable	Strongly disagree	Disagree	Indecisive	Agree	Strongly agree	Total
1	We never experience delay in supply of goods and services (time)	66	31	7	3	1	108
2	We do not experience stock outs (quantity)	59	39	7	2	1	108
3	We are satisfied with quality of goods and services offered by our organization	7	18	12	18	53	108
	Total of frequency as per responses	132	88	26	23	55	

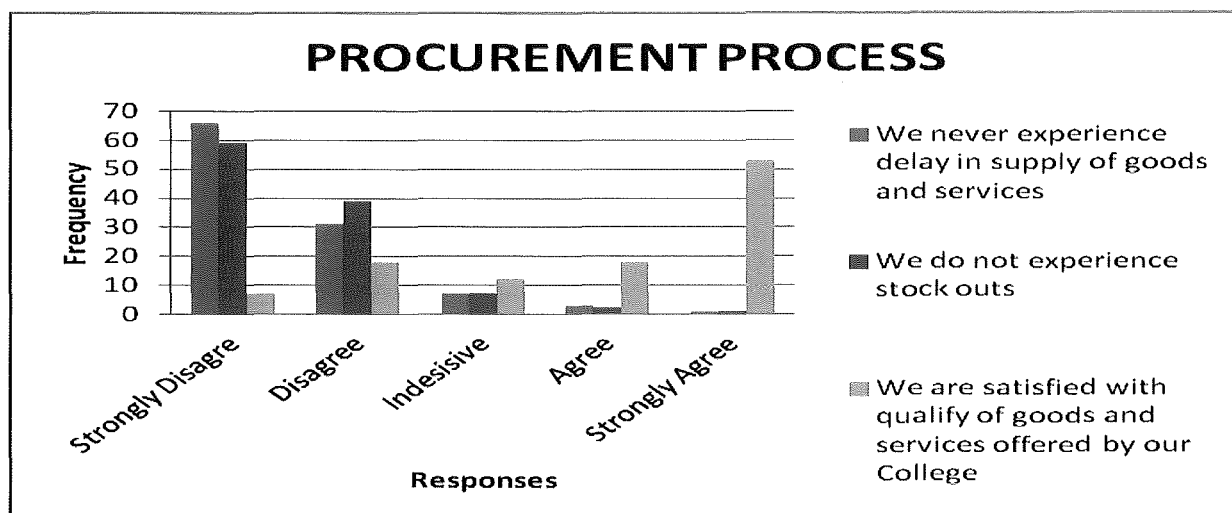


Figure 5.4 Procurement Process

Table 5.2, reflects that 66 out of 108 respondents strongly disagree that the institution never experience delay in supply of goods and services, whereas, only 1 agrees with the statement. While, 53 of the respondents strongly agree and 18 agrees with the statement that the goods and services offered or procured by the institution are of good quality. However on 7 strongly disagree with this. The findings imply that the procurement system at GTC is not fulfilling its mandate which as observed by Langford (2013) includes acquiring of goods at the, quantity and in time. It is to be noted that when goods are acquired at the right quantity and time, the challenges of stock outs, delays in acquisition of goods and services as well as complaints with regard to quality are over come. When such challenges are overcome, then the procurement process is able to fulfil its mandate and hence considered as being efficient. This situation calls for concern. As advised by Basheka (2008), one sure way of addressing the issue is by focusing on the organisation's procurement strategy.

With regard to the individual indicators used to evaluate the efficiency of GTC's procurement strategy as indicated on Table 5.2 and Figure 5.4, delay in supply of goods was the biggest challenge faced by the college, followed by incidences of stock outs by users. The issue of quality of goods and services on the other hand though not at

desirable level was less of a challenge. The rating in all aspects was way below the desirable level of being exceptional. As noted by Langford (2013), a procurement system that results in delay in supply of goods and services, leads to stock outs and sourcing of goods that do not meet the specifications of the users is considered as inefficient. As revealed by findings from the study, this is the case with GTC. The situation needs to be addressed so as to improve the efficiency of the procurement process. As observed by Deloitte (2013), the efficiency of the procurement process could be enhanced by working on the procurement strategy.

5.3.2 Objective 2: Procurement Strategy Aspect of Organisation's Mandate and Strategy

Table 5.3 – Organisation's Mandate and Strategy

	Variable	Strongly disagree	Disagree	Indecisive	Agree	Strongly agree	Total
1	I know the vision of our College	0	1	1	30	76	108
2	I am supportive of our College 's vision	0	2	4	25	77	108
3	Procurement activities are aligned to the vision of the College	5	23	32	39	9	108
	Total of frequency as per responses	5	26	37	94	162	

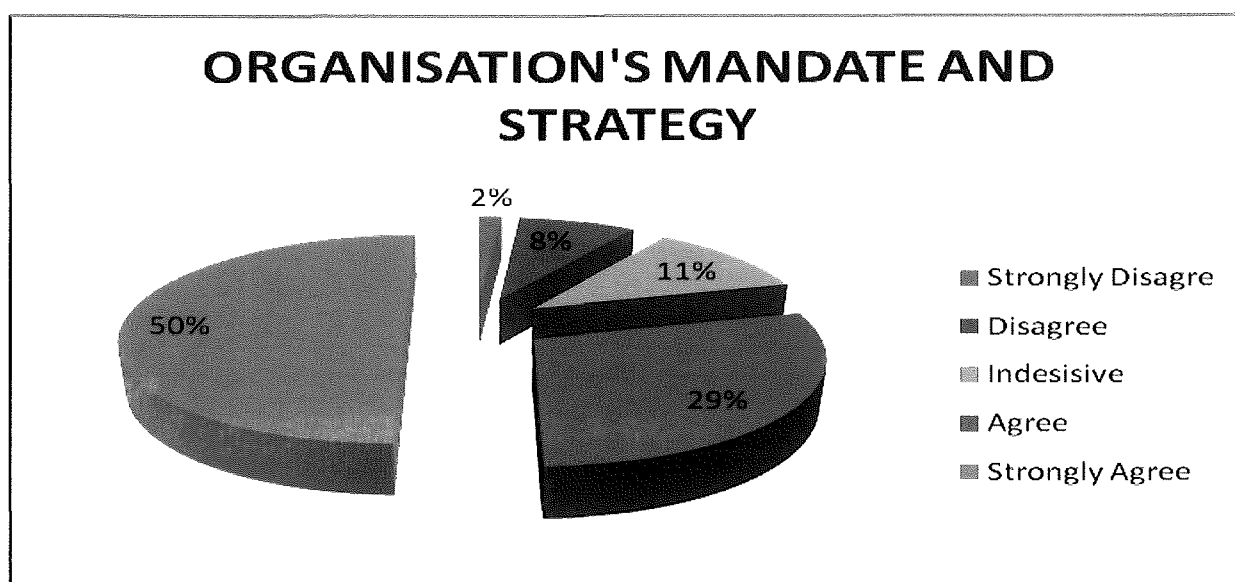


Figure 5.5 Organization's Mandate and Strategy

Focusing on individual indicators used in evaluating the issue of the organisation's mandate and strategy as shown on Table 5.3 and Figure 5.5, the picture becomes clear that about 79% of the members of staff were knowledgeable and supportive of the vision of the institution. It is unfortunate, however, that the procurement activities were not properly aligned to the vision of the institution since table 5.3 reflects that 60 respondents either were indecisive, disagreed or strongly disagreed that the procurement activities were aligned to the vision of the institution. The findings with regard to this issue imply that, while developing functional strategies such as procurement strategy within GTC, alignment with the organisational strategy does not take place. This is contrary to the advice given by Handfield (2013) that any functional strategy that is not aligned and supportive of the organisational strategy is bound to be ineffective. It is important to therefore ensure that the procurement strategy is supportive and aligned to the GTC overall strategy. Alignment of the procurement strategy as noted by Ward (2013) starts with knowledge of the organisation's strategy, mobilizing support for the organisational strategy, and then making sure that the procurement strategy is in line with the organisation's strategy.

5.3.3 Objective 2: Procurement Aspect of Procurement Portfolio

Table 5.4 – Procurement Portfolio

	Variable	Strongly disagree	Disagree	Indecisive	Agree	Strongly agree	Total
1	Past procurement information is used in procurement planning	6	27	40	32	3	108
2	Projections on procurement needs are made during procurement planning	5	25	38	37	3	108
3	Difficulties encountered during the procurement process are considered	46	28	12	16	6	108
	Total of frequency as per responses	57	80	90	85	12	

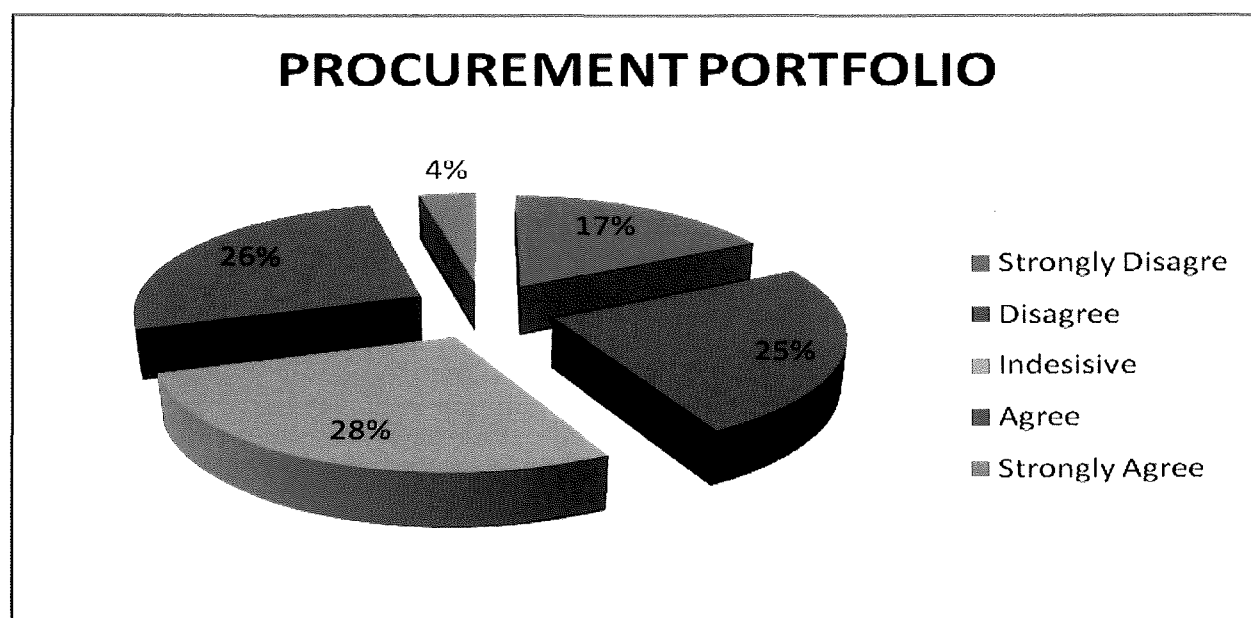


Figure 5.6 Procurement Portfolio

Table 5.4 reveals that the aspect of the procurement portfolio was found not to be informative, since out of 108 respondents 40 of them are not sure if the past information on procurement planning is used and 27 disagreed that it is used, which is way below the desirable state of being exceptional. The findings imply that while developing GTC's procurement strategy, there is need to refocus its efforts towards planning of its procurement portfolio as advocated by Deloitte (2013) if there is to be an efficient procurement process.

As shown on Table 5.4 and Figure 5.6, to a little extent utilization of past procurement information in procurement planning and making projections of procurement takes place during procurement planning at GTC. On the other hand, challenges encountered in procurement planning are hardly considered. The findings imply that poor performance in these areas especially lack putting into consideration the challenges encountered during the procurement process could have contributed to a fair procurement portfolio, procurement strategy and eventually a poor procurement processes. It is important to note as observed by Weinstein-Millison (2013) that having a good procurement portfolio plays a crucial role in ensuring that an organization has a good procurement process which in return improves the efficiency of the procurement function.

5.3.4 Objective 2: Procurement strategy aspect of Procurement Function and Capability

Table 5.5 – Procurement Function and Capability

	Variable	Strongly disagree	Disagree	Indecisive	Agree	Strongly agree	Total
1	Review of procurement personnel takes place during procurement planning	3	19	46	35	5	108
2	Procurement system and processes is reviewed during procurement planning	2	22	45	36	3	108
3	The system for management of procurement information is considered when conducting procurement planning.	3	20	46	32	7	108
	Total	8	61	137	103	15	

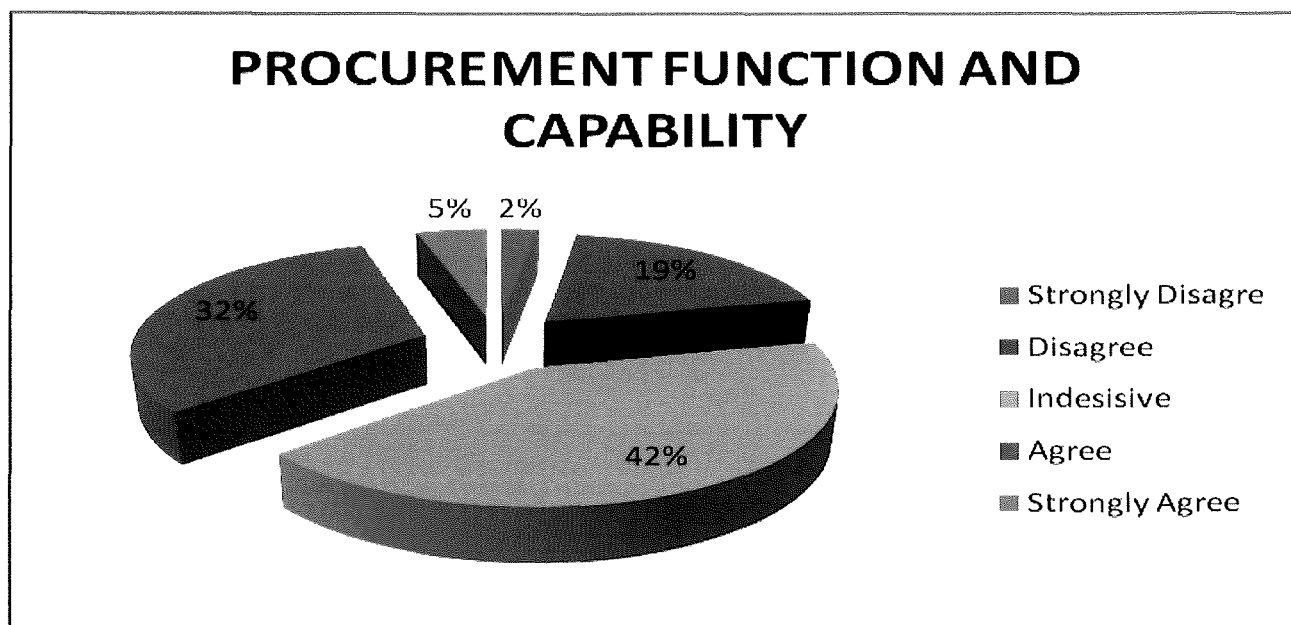


Figure 5.7 Procurement Function and Capability

Table 5.5 indicates that 46 respondents are not sure if GTC ever review procurement personnel, during procurement planning while 19 disagrees and 3 strongly disagree. Then 45 respondents are indecisive and 22 disagree and 2 strongly disagree that procurement systems and processes, and procurement information management system are reviewed during procurement planning. This is interpreted that then the institution is poor in this aspect, which is way below the desirable level of exceptional. Figure 5.7 makes an emphasis on that the institution is performing way below the desirable level by reflecting that 42% of the respondents are not sure of the functions and capability of the procurement at the institution. While 19% is disagreeing and 2% strongly disagree that the institution is performing as desired. As noted by the UN Procurement Practitioner's Handbook (2012), review of procurement personnel, processes, systems, management of procurement information systems have to be reviewed and aligned if a good procurement strategy is to be formulated.

5.3.5 Objective 2: Procurement Strategy Aspect of Procurement Objectives

Table 5.6 – Procurement Objectives

	Variable	Strongly disagree	Disagree	Indecisive	Agree	Strongly agree	Total
1	There are procurement objectives in our College	5	10	21	65	7	108
2	The procurement objectives are unique for each category of goods and services	4	11	43	46	4	108
3	We have procurement function management objectives	2	8	49	45	4	108
	Total	11	29	113	156	15	

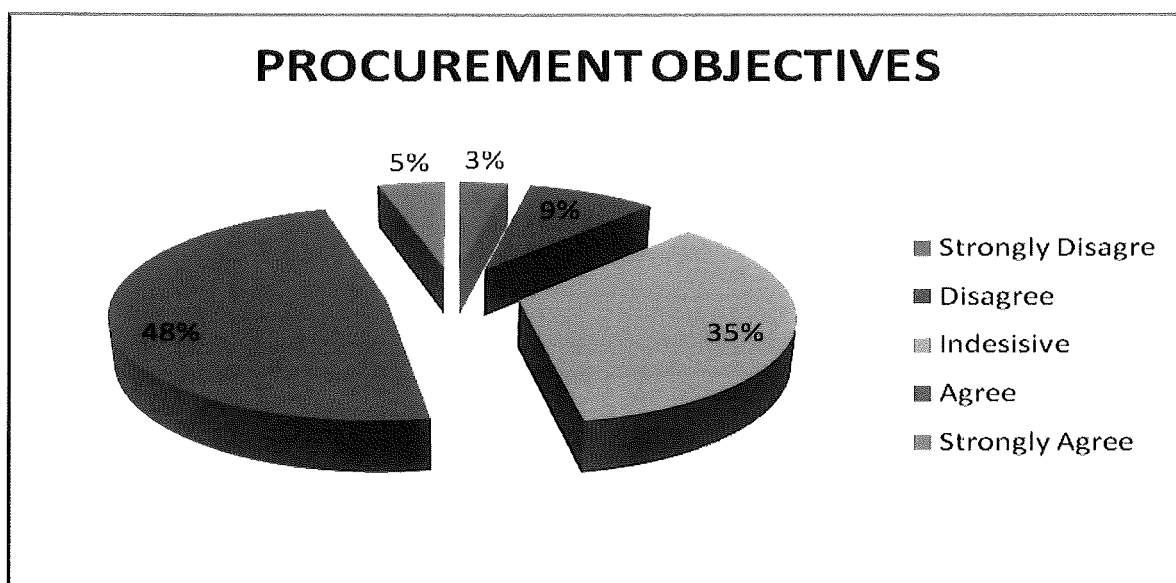


Figure 5.8 Procurement Objectives

Table 5.6 findings states that 65 respondents agree that the institution has procurement objectives and 46 respondents agree that there are unique procurement objectives for categories of goods and services. Table 5.6 and Figure 5.8, shows that during procurement planning process at GTC, the aspects namely having procurement objectives and procurement management objectives were found to be poor while the procurement objectives being unique for each category of goods were found to be fair. In all this situations, the ratings were found to be way below the desirable state of being exceptional. The findings imply that during procurement strategy formulation at GTC, the procurement planners did put emphasis on setting procurement objectives but when it comes to working on achieving them, they do not really put much effort otherwise the institution would not be experiencing stock outs and delays in supplies delivery. Otherwise, the institution is not setting SMART (specific, measurable, achievable, realistic and time-based) procurement objectives. As noted by the UN Procurement Practitioner's Handbook (2012), one cannot control what they cannot measure. This means that it is crucial that SMART procurement objectives need to be incorporated into the procurement strategy if it is to be a success. The situation needs to be improved if the procurement strategy is to be a success. As noted by the UN Procurement

Practitioner's Handbook (2012), for a procurement strategy to be a success, it must have a monitoring and evaluation criteria in terms of procurement objectives that are unique to each category of goods and services to be procured, and procurement personnel performance objectives.

5.3.6 Objective 3: Procurement Strategy Aspect of Developing and Implementing the Organisation's Procurement Strategy

Table 5.7 – Implementation Strategy

	Variable	Strongly disagree	Disagree	Indecisive	Agree	Strongly agree	Total
1	We usually have a procurement implementation strategy	5	15	29	52	7	108
2	There is a system for measuring procurement performance	21	19	34	25	9	108
3	We benchmark the performance of the procurement function with other Colleges/Institutions.	11	33	29	27	8	108
	Total	37	67	92	104	24	

Table 5.7 indicates that the issue of developing and implementing the organisation's procurement strategy during procurement planning was found to be poor a situation which is far below the desirable state of being exceptional. This so, because 52 respondents agree that there is usually procurement implementation strategy but 29 and not sure, 15 disagree and 5 strong disagree. While more than 50% are saying the institution never measure the performance of the procurement and they do not think the institution ever benchmark with other institutions. The findings imply that during

procurement strategy formulation at GTC, the procurement planners did not have an adequate implementation plan. As noted by De Waal and Counet (2009), many initiatives fail due to poor implementation. As noted by Deloitte (2013), having a well detailed implementation plan contributes immensely to the success of any initiative. This is with the assumption that the initiative is well formulated.

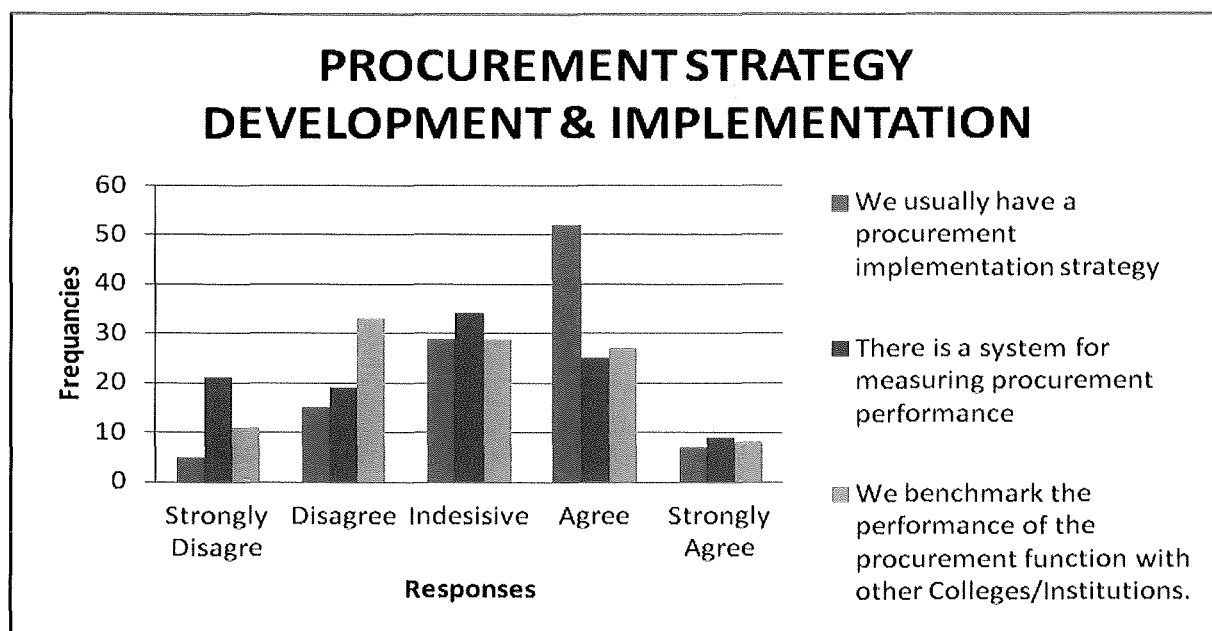


Figure 5.9 Implementation Strategy

Tabulations on Table 5.9 and Figure 5.7, indicate that the aspects namely having a procurement implementation strategy and a system for measuring procurement performance were found to be poor, while the practice of benchmarking with other organizations was found to be very poor. The situation is way below the desirable state of being exceptional. Successful Implementation of any initiative is very crucial because many great plans have failed due to poor implementation (De Waal and Counet, 2009). In order to improve on the implementation aspect of the procurement strategy, the UN Procurement Practitioner's Handbook (2012) advocates that an implementation plan with an evaluation criteria should be incorporated in the procurement strategy.

5.3.7 Objective 3: Relationship between Independent Variables and Dependent Variable

Is there significant relationship between the efficiency of GTC's procurement process and the organisation's strategy?

Table 5.8 - Multiple Regression- Model Summary

Adjusted R-Square	F- Statistic	Level Significance at 95% (p-value)
0.666	25.372	0.000

Table 5.8 shows that at summary level there is a significant relationship between all the independent variables and dependent variable. The independent variables considered in these case included;

- review of organization's mandate and strategy;
- analysis of the procurement portfolio;
- analysis of the organization's procurement function and capability;
- identifying strategic procurement objectives;
- delivering and implementing of the organization's strategy; and
- measuring results.

The independent variable on the other hand was the efficiency of the procurement process.

The significant relationship established between the above cited independent variables and the dependent variable did not occur by chance. This is because the F-statistic at F statistic at 25.372 is above the rule of thumb of 2. At the same time the table indicates that GTC's procurement process efficiency model with Adjusted R square of 0.666 explains 66.6% of the variation in the model, the implication being that 33.3% of the variation is explained by other factors not included in the current performance model.

Findings at summary level therefore imply that if GTC manages its procurement strategy formulation process, the procurement process is bound to be efficient. The observation is in line with the findings by Basheka (2008) that led to the conclusion that Procurement planning had an impact on the procurement process in an organisational set up.

Table 5.9 - Multiple Regression - Detailed

Independent Variable	F- Statistic	Level Significance at 95% (p-value)
Organisation's mandate and strategy	2.012	0.048
Procurement portfolio	2.107	0.043
Procurement function and capability	3.210	0.021
Procurement objectives	3.420	0.013
Procurement strategy development & implementation	3.310	0.016

At individual level as indicated in Table 5.9, all aspects of the procurement strategy process contributed immensely to the efficiency of the procurement process at GTC. This is evident since when a multiple regression analysis was carried out between all the aspects of procurement strategy and the efficiency of the procurement process, in all cases the outcome was a p-value that was lower than the set of 0.05 at 95% significance while at the same time a F-statistic higher than the recommended of 2 and above emerged. The findings lead to the conclusion that to improve on the efficiency of the procurement process at GTC, all the phases of the procurement strategy formulation need to be improved. The findings are in line with the observation by Deloitte (2013) that efficiency of the procurement process can be improved by having a good procurement strategy.

5.4 Summary

The findings of the primary study revealed that the procurement function GTC was not efficient. In addition, the situation could be addressed by formulation of a good procurement strategy.

The next chapter makes conclusions and recommendations based on the findings of the primary research.

CHAPTER SIX

SUMMARY, CONCLUSIONS, POLICY IMPLEMENTATIONS AND RECOMMENDATIONS

6.1 Introduction

A summary, conclusions, policy implementations, and recommendations based on findings from the study are included in this chapter:

6.2 Summary of the Findings

From the findings the following conclusions are in order:

- GTC's members of staff are relatively educated with a majority at 77% having either a degree and above
- A majority of GTC's members of staff at 63% are male
- A majority of GTC's members of staff are above 30 years of age
- GTC's procurement function is not efficient as it was found to be poor by the members of staff
- Procurement strategy formulation phase dealing with alignment of the procurement strategy to GTC's mandate and strategy was not well executed as it was found to be fair as opposed to the desirable state of being exceptional
- GTC's procurement strategy phase focusing on development of procurement portfolio was not well executed. This is because it was found to be fair, a cry far away from the desirable state of being exceptional
- GTC's procurement strategy formulation phase on review of procurement functions and capability was not well executed as it was found to be fair, a situation which is far below the desirable state of being exceptional

- GTC's procurement strategy formulation stage calling for setting of procurement objectives was not properly executed as it was found to be poor as opposed to the desirable level of being exceptional
- GTC's procurement strategy formulation step calling for developing and implementation plan of the strategy was not done well. This is because the aspect was found to be poor, a state far below the desired state of being exceptional
- Procurement strategy at GTC was found to have a significant influence on the efficiency of the procurement function
- The efficiency of the procurement function can be influenced by improvements on the procurement strategy formulation process

6.3 Policy Implications and Recommendations

Recommendations to the stakeholders based on the findings of the study are that:

- GTC should improve on the efficiency of its procurement function by reviewing how it formulates its procurement functional strategy
- GTC should improve on all its procurement formulation strategy process phases that include review of organisation's mandate and strategy, analysing the organisation's procurement portfolio, analysing the organisation's procurement function and capability, Identifying the organisation's strategic procurement objectives, and developing and implementing the organisation's procurement strategy
- GTC should sensitize its members with regard to the organisation's strategy
- GTC should take procurement strategy formulation process seriously
- GTC should make sure that all its functional strategies are aligned to the organisational strategy

6.4 Limitations of the Study and Recommendations for Further Research

1. The study was limited to the views of the members of staff at GTC and excluded the views of students and suppliers as it is in the researcher's opinion that they are best suited to respond to the issues raised.
2. The researcher happens to be fully employed hence had limited time within which to thoroughly dwell on the study.
3. The study was limited to procurement strategy as it was in the researcher's opinion that GTC had the powers to improve on it as opposed to the tendering process that is prescribed by the government
4. The questionnaire was used to gather the perceptions of the members of staff on the issues under focus and may therefore lack objectivity.

The study was limited to formulation of the procurement strategy. It happens that for an organization to be successful, all the functional strategies in the organization must be well formulated and aligned to the organisational strategy. For future studies, it is therefore recommended that formulation of GTC's other functional strategies be explored to determine how well they are formulated. This is in the belief that GTC cannot realise its potential unless all functional strategies are well formulated, aligned and supportive of the organisation's strategy.

6.5 Concluding Remarks

The aim of the study was to evaluate the efficiency of the procurement process at GTC and how it can be improved.

The findings from the literature review enabled the researcher identify procurement strategy formulation and implementation as contributing immensely to the efficiency of the procurement process.

The findings from the primary study enabled the researcher determine that the procurement process at GTC was not efficient and that it could be improved by focusing on the procurement strategy formulation and implementation process.

After looking at the objectives as well as the outcome of the study as reviewed in the above paragraphs, it can be concluded that the study achieved its purpose. It is evident that the problem stated that was broken down into objectives, was then adequately addressed.

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Appendix 1

The researcher Ms. Mpho Pesalema Toteng is currently pursuing an MBA. To fulfil the requirements of the programme she is required to conduct a study in the field of her choice. The chosen filled is on the **“Effectiveness of the Procurement Process within Vocational Training Centres (VTCs) in Botswana: A Case Study of Gaborone Technical College (GTC)”**

The researcher therefore appeals to all the GTC staff to respond to all the questions contained in this questionnaire. While responding to the questionnaire it is important to know that there are no right and wrong answers, the information provided will be treated with confidence, you are not required to append your name on the questionnaire and the information provided will be for academic purpose only

[illegible]

- 2.** Gender ☐ Male ☐ Female
- 3.** Age ☐ 30 yrs & Below ☐ 31 – 40 yrs
 ☐ 41-50 yrs ☐ 50 yrs & Above

4. Department _____

5 Position ☐ Management ☐ Staff

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II. Objectives

	Strongly Disagree	Disagree	Indecisive	Agree	Strongly Agree
PROCUREMENT PROCESS					
We never experience delay in supply of goods and services(time)					
We do not experience stock outs(quantity)					
We are satisfied with quality of goods and services offered by our College					
ORGANISATION'S MANDATE AND STRATEGY					
I know the vision of our College					
I am supportive of our College 's vision					
Procurement activities are aligned to the vision of the College					
PROCUREMENT PORTFOLIO					
Past procurement information is used in procurement planning					
Projections on procurement needs are made during					

procurement planning					
Difficulties encountered during the procurement process are considered					
PROCUREMENT FUNCTION AND CAPABILITY					
Review of procurement personnel takes place during procurement planning					
Procurement system and processes is reviewed during procurement planning					
The system for management of procurement information is considered when conducting procurement planning.					
PROCUREMENT OBJECTIVES					
There are procurement objectives in our College					
The procurement objectives are unique for each category of goods and services					
We have procurement function management objectives					
PROCUREMENT STRATEGY DEVELOPMENT & IMPLEMENTATION					
We usually have a procurement implementation strategy					
There is a system for measuring procurement performance					

We benchmark the performance of the procurement function with other Colleges/Institutions.					
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