THE ROLE OF PROCUREMENT IN THE PUBLIC SECTOR EFFICIENCY

A CASE STUDY OF WARRAP STATE
SOUTH SUDAN

BY

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MAY 2014
DECLARATION

AWET KON GABRIEL do hereby declare that to the best of my knowledge, the work presented in this research report is my own and has never been presented to any University or any award.

AWET KON GABRIEL

DATE: 24/03/2014
DEDICATION

This research report is dedicated with lots of love and appreciation to my parents who have tirelessly financed my studies right from infant stage up to the University level.

This research report is also dedicated to my sisters, brothers, my lecturers and all my course-mates for the moral and financial support plus encouragement they offered me during the compilation of this research report.

Without you all, I wouldn’t have made it.

Thank you and God bless you.
APPROVAL

This research report has been done under my supervision and it is ready for submission for the award of the Degree in Business Administration.

SIGNATURE: .......................................................... DATE: 25/03/014

DR. MAKUMBI RITAH
(SUPERVISOR)
I give glory and thanks to the almighty God for his goodness and faithfulness to me in finishing this research report successfully.

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ABSTRACT

The researcher established procurement activities which are undertaken in the Warrap State and these procurement activities according to modern businesses usually consist of seven steps (Lacey, 2006) that are comprised of information gathering, supplier contact, background review, negotiations, fulfillment, consumption, maintenance and disposal renewal.

This research report is aimed at establishing the roles of procurement efficiency in the public sector which include economic growth enhancement, tender advertisement, leadership enhancement, development of Social responsibilities, and enhancement of regulatory function, facilitation function, relationship building, endorsing function, Innovation Policy Instrument, job creation and expansion of the sector.

This research report also looks at Challenges faced during procurement which include lack of transparency, discrimination tendencies, high training costs of public procurement officers, poor communication, bribes, sub-standard products and lastly public procurement officers getting engaged in private businesses.

Solutions to challenges faced during procurement have also been looked at in this research report and they include encouragement of transparency in whatever is done during procurement, public procurement officials should refrain from private businesses, there should be zero tolerance to bribes, there should be timely communication to suppliers, there should be improved monitoring of the supplied goods and services and quality assurance should be paramount during the procurement process.

If the solutions to challenges are made effectively carried out, there is likely to be procurement maturity, expansion of the sector, potential workers will be engaged in public procurement, there will also be maximization of output in the public sector as a result of procurement efficiency thus high procurement performance and there will be an easy review and evaluation of procurement effectiveness hence leading to efficiency maximization.

Finally, conclusions and recommendations were also made thoroughly well following the objectives of the study. The role of procurement in public sector is quite considerable. It accounts for a significant proportion of the demand for goods and services in Warrap State and South Sudan as a whole. It is increasingly considered as an attractive instrument for developing the community in Warrap State.
CHAPTER ONE
INTRODUCTION

1.0 INTRODUCTION
This chapter contains the background of the study, problem statement, purpose, objectives and scope of the study, significance and definitions of key concepts.

1.2 BACKGROUND OF THE PROBLEM
Public procurement refers to the process of acquisition by government and public entities of goods, works and services that are necessary to fulfill their mandate in the provision of services and facilities to the general public. Public procurement has for long been overshadowed by inefficiency, corruption and disregard of fundamental "value for money" considerations. This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries.

During the second half of the 20th century, public procurement was transformed through the pressures of globalization and the proliferation of regional economic integration schemes e.g. European Union and COMESA. The global trade liberalization agreements negotiated under the World Trade Organization (WTO) also incorporated a plurilateral Government Procurement Agreement (GPA) which calls for the convergence of national procurement legislation to reflect internationally agreed norms like "unrestricted access" to procurement opportunities and "non-discrimination and due process" in the execution of public procurement operations. Within this context, and at the request of several countries, the United Nations Commission on International Trade Law (UNCITRAL) introduced a model of public procurement law in order to guide countries in the process of reforming the legal framework of their public procurement systems.

Procurement is the activity of acquiring of goods and services to accomplish the goals of an organization. The major objectives of procurement are to maintain the quality and value of a company's products, minimize cash tied-up in inventory, maintain the flow of inputs to maintain the flow of outputs, and strengthen the organization's competitive position. Procurement may also involve development and review of the product specifications, receipts and processing of requisition,
advertising for bids evaluation, award of supply contracts, inspection of goods received and their appropriate storage and release (Web Finance, 2012).

Procurement is also the acquisition of goods or services; it is favorable that the goods/services are appropriate and that they are procured at the best possible cost to meet the needs of the purchaser in terms of quality, quantity, time and location. Corporations and public bodies often define procurement as an intended service to promote fair and open competition for their business while minimizing exposure to fraud and collusion; a procurement management process, or procurement process is a method by which items are purchased from external suppliers (Defense Acquisition University 2000).


Procurement is the process of acquiring, receiving and paying for goods, non-payroll services and personal, real or intellectual property whether by purchase, rent, lease or joint venture.

Before 1900, procurement was recognized as an independent function by many rail organizations, but in a few other industries, prior to World War I, procurement was regarded as primarily clerical. During World War I and II, the function increased due to the importance of obtaining raw materials, supplies, and services needed to keep the factories and mines operating. In 1950’s and 1960s, procurement continued to gain stature as the techniques for performing the function became more refined and as the number of trained professionals increased, the emphasis became more managerial. With introduction of public bodies and intergovernmental organizations, such as United Nations, procurement became a well recognized science.

In 1970’s and 1980’s, more emphasis was placed on procurement strategy as the ability to obtain needs from suppliers at realistic prices.
In September 1983, Harvard Business Review published a ground breaking article by Peter Kralijic on procurement strategy that is widely cited today as the beginning of transformation of the functional ‘procurement’, something that is viewed as highly tactical to procurement, something that is viewed as very strategic to the business.

In 2000, the leaders of procurement functions within many enterprises established with a C- level title, the Chief Procurement Officer (sometimes called the head of procurement). Websites, publications and events and that are dedicated solely to the advancement of chief procurement officers and the procurement functions arise. The global recession of 2008-2009 places procurement at the crux of strategy responsibility of 2010’s. The elevation of function continues as chief procurement officers are recognized as important business leaders and take on broader operations (Wikipedia, 2012).

Today, the world is growing at a very high rate in terms of technology to an extent that e-procurement is surfacing widely. Those who will not be serious may be left out. It is worth to note that most organizations that have achieved their objectives (that perform well) seem to consider procurement process very ideal. In this area, organization that doesn’t take procurement may be out competed terribly. Thus the research will try to establish the roles of procurement in public sector efficiency.

1.3 STATEMENT OF THE PROBLEM

During procurement, accountability and transparency take on much higher priorities, to a much larger group of stakeholders: taxpayers, elected officials, clients and vendors. Gaining consensus rather than wielding authority tends to be the management style in Warrap State. Working cooperatively, not competitively, and sharing critical information among agencies is a way of life in the broader public sector.

It should be noted that public procurement has for long been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations. This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries.
Today, procurement is taken a major factor in leading to high public sector performance and organizations that do not take it seriously are bound to fail. Therefore, the researcher intends to find out the roles of Procurement in the public sector efficiency in Warrap State and South Sudan at large.

1.4 **PURPOSE OF THE STUDY**
The purpose of this research report is to establish the roles of Procurement in the public sector efficiency in Warrap State.

1.5 **RESEARCH OBJECTIVES**
1. To establish procurement activities which are undertaken in the Warrap State.
2. To establish roles of procurement in the public sector efficiency.
3. To establish the challenges faced by procurement in the public sector efficiency of Warrap State, South Sudan.
4. To establish solutions to challenges faced by procurement in the public sector efficiency in Warrap State, South Sudan.

1.6 **RESEARCH QUESTIONS**
1. What procurement activities are undertaken in the Warrap State?
2. Which roles does procurement play in the public sector efficiency?
3. What are the challenges faced by procurement in the public sector efficiency in Warrap State, South Sudan?
4. What are the solutions to challenges faced by procurement in the public sector efficiency in Warrap State, South Sudan?

1.7 **SCOPE OF THE STUDY**
The study was conducted in the three counties of Warrap State namely Greater Tonj, Gogrial East and Gogrial West. Warrap state is densely populated with a population of 972,928 according to 2008 population census. It covers an area of 31,027 square kilometers.

The study took place between May and August 2013. The study considered 60 respondents in the public sector composed of government ministries, Independent government departments, Public Corporations and City Council departments.
1.8 SIGNIFICANCE OF THE STUDY

- The participants were able to conduct effective and efficient procurement process for goods, works and services in accordance with internationally accepted procurement standards.

- The study findings will be used in effective planning, execution and monitoring of public procurement operations.

- The study findings will be helpful in the preparation of well-balanced bidding documents based on standard models of proven validity and the ability to suit the national context and regulatory frameworks.

- Study findings will be used by academicians as reference material in case of studies related to public procurement efficiency.

- The study findings will be used in instilling non-discrimination and transparency in achieving "value for money" in public procurement operations.

- Through the ministry of trade, the South Sudan government may also make amendments basing on the findings.

1.9 DEFINITIONS OF KEY TERMS

PROCUREMENT
Procurement refers to the process of acquisition by government and public entities of goods, works and services that are necessary to fulfill their mandate in the provision of services and facilities to the general public.

PUBLIC SECTOR
In economics, the public sector is that part of an economy which consists of enterprises that are part of the state.

ROLE
This is a function performed in a particular process or operation.

EFFICIENCY
This is an extent to which time, effort or cost is well used for the intended task or purpose. It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense, or unnecessary effort. "Efficiency" has widely varying meanings in different disciplines.
CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION
This chapter discloses all possible relevant literature which is related to this study. The reviewed literature is got from textbooks, newspapers, journals, and internet. Therefore, it presents concepts, ideas, and opinions from various authors or experts. It also presents the theory on which this study is based.

2.1 PROCUREMENT ACTIVITIES
Procurement activities according to modern businesses usually consist of seven steps (Lacey, 2006). These steps are as follows:

2.1.1 Information gathering
If the potential customer does not already have an established relationship with sales/marketing functions of suppliers of needed products and services (P/S), it is necessary to search for suppliers who can satisfy the requirements.

2.1.2 Supplier contact
When one or more suitable suppliers have been identified, requests for quotation, requests for proposal, requests for information or requests for tender may be advertised, or direct contact may be made with the suppliers.

2.1.3 Background review
References for product/services quality are consulted and any requirements for follow-up services including installation, maintenance, and warranty are investigated. Sample of Product/Service is completed being considered may be examined, or trails undertaken.

2.1.4 Negotiations
Negotiations are undertaken, and price, availability, and customization possibilities are established. Delivery schedules are negotiated, and a contract to acquire the Product/Service is completed.

2.1.5 Fulfillment
Supplier preparation, expediting, shipment, delivery, and payment for his products and services (P/S) are completed, based on contract terms. Installation and training may also be included.
1.6 Consumption, Maintenance and Disposal
During this phase, the company evaluates the performance of the product /service and any accompanying service support, as they are consumed.

1.7 Renewal:
When the product / service has been consumed or disposed of, the contract expiries or the product or services are to be re-ordered, the company determines whether to consider other suppliers or to continue with the same supplier. Additional step-tender notification: some institutions choose to use a notification service in order to raise the competitions for the chosen opportunity. These systems can either be direct from their e-tendering software, or as a re-packed notification from an external notification company.

2.2 ROLES OF PUBLIC PROCUREMENT

2.2.1 Economic growth enhancement
Public procurement can make a major impact on national economy. The public sector procurement is governed by legislative bodies, laws, and regulations in order to draw revenues from taxes and fees, and use these funds to serve the public. Payment flows occur by way of taxes and duties hence economic growth is realized.

2.2.2 Tender advertisement
Another role of procurement is to advertize the tender either directly or indirectly. Through tendering, awareness will be created. It should be noted that advertising will be met with costs. At the end of the tendering process, business partners involved like the print media, radio and television will benefit financially.

2.2.3 Leadership enhancement
The government system is very complicated and not easy to innovate for many reasons. In this context, South Sudan is trying to show the excellence of operating the whole system in more innovative ways. Public Procurement Systems (PPS) identify how to maximize the efficiencies of government’s budget execution, how to develop electronic and transparent work process system and how to find more innovative ways to operate the organizations. This is called “leadership in government organization for maximum efficiency and innovation.”
2.4 Development of Social responsibilities

As a part of managing public procurement, organizations should not only comply with applicable environmental and safety standards, but also develop and follow code of conduct that addresses legal and ethical standards in relation to suppliers, communities and government entities. As the firms go further, they should be willing to take the leadership to make the society better, Carrol (1979).

2.5 Regulatory function

In public procurement systems, the government defines minimum standards for business performance embedded within the legal framework. Therefore, during the procurement process, the government does the regulatory function.

2.6 Facilitation function

Public sector agencies enable or stimulate companies to engage with the social responsibility (SR) agenda or to drive social and environmental improvements. In this context, the government facilitates suppliers, communities and government entities.

2.7 Relationship building /Partnering

Another role of public procurement is to establish relationships with suppliers to handle scrap and surplus material and equipment, and frequently, it is the responsibility of the purchasing function to manage such relationships. Public sector firms must segment suppliers to identify those that can deliver what he calls "partnership value" by establishing relationships that move beyond the transactional level. A procurement process also specifies how the suppliers' relationships will be managed, to ensure a high level of service is received. This is a critical task in management process needs to implement a procurement process any time one wants to buy items from external suppliers. By using the procurement management process, one can ensure that the items provided meet the desired needs. It also helps one to manage the supplier relationship, ensuring that issues are resolved quickly. By implementing a procurement process, one can ensure that maximum value is got from the supplier relationship (Hoehe .S. and Markus, 2007).

Public sector bodies can act as participants, or facilitators (public private partnerships, for instance). There is a growing tendency for many countries to use partnership/cooperation between public and private sector to resolve procurement
needs. It can be said PPP (Public Private Partnerships). Originally, early experience has been limited to basic infrastructures and services such as hospitals, roads and construction infrastructure but later it can apply to the areas of defense, utilities and high tech industry. Such a partnership approach offers a different procurement process in which it might be possible to imagine a greater role for innovation (earlier consultation with the market, greater dialogue and creativity, value for money not just lowest cost approach, innovative contractual arrangements etc). This form of agreement may also represent a way for bringing in innovative small and medium businesses into the procurement process through sub contracting procedures.

2.2.8 **Endorsing**

This role can take various forms, including through the mention of Social Responsibility (SR) in policy documents, the government as market player and consumer in public procurement and public sector management practices, or direct recognition of the efforts of individual enterprises through award schemes. Therefore, the government endorses whoever is awarded a tender during the procurement process.

2.2.9 **Innovation Policy Instrument**

Generally speaking, public procurement systems can be divided into two types; first case - the purchase of standard and already existing products like commodities as paper, clothes, appliances and second case - technology procurement like new or developing skills and technologies. The second category is referred to if a government announces to foster public procurement as an innovation policy instrument. Since public procurement is a big customer of industry, industry should pay attention to this customer – public procurement sector. If the government wants to develop a certain technology or skill, they ask industry to do it. For example, if a military procurement program wants to buy a certain machine with a new technology, the industry should develop the technology since it is the customer’s need. Thus, it can be said that public technology procurement is a demand-side instrument to innovate a new technology of industry. Furthermore, since the purchase of the new product by the government is contracted, the market risk for the developing and delivering firm is reduced since a certain amount of sales is guaranteed. Often, the government is a large scale and major user of innovation and
technologies. A major advantage of public procurement in innovation policy is that government specifies a desired output and leaves it to the creativity of private businesses to achieve this result with the most effective and efficient technologies.

2.10 Potential research model

Purchased goods and services for public organizations represent a much smaller portion of the total budget, and purchases mostly relate to indirect spending. Furthermore, substantial diversity across user groups within public sector organizations can exist. For example, requirements for municipal offices, police and public recreation departments are much different, and would therefore argue in favor of decentralization in order to address unique user needs. Clearly, more research is required to understand the reasons for the differences in these findings. A case-based methodology may be required to capture accurately the nature the differences and the reasons why they occur. Since the hybrid organizational mode can potentially offer the advantages of both centralization and decentralization, it would appear that a significant number of public sector organizations are attracted to the opportunity to decentralize some elements of their procurement activities. A major issue facing public procurement organizations is the challenge of providing improved service. Decentralization of some activities, through the adoption of the hybrid organizational mode, is considered one means of addressing this challenge (Thai, 2001).

2.11 Job creation

According to Dr. Suhaiza Zailani I (2008) and Narasimbhan (2000), to ensure the successful implementation and execution of procurement process, it is important for government departments to recruit professionals with high level of procurement knowledge, abilities and skills which are crucial in negotiating the work, the fee and the terms to the mutual satisfaction of the public.

2.3 CHALLENGES FACED IN PUBLIC PROCUREMENT

2.3.1 Lack of transparency

Public Procurement System pioneers the ways of enhancing transparency in public procurement. Public procurement requires a high level of work ethics, as it operates amidst the commercial interests of numerous bidding participants. In almost all government departments in South Sudan, Public Procurement System has not been digitalized. The entire procurement process from purchase request through to
payment involves unnecessary direct interpersonal contacts between suppliers and contracting officials. This has paved way for some corrupt officials swindle government money hence promoting corruption in the state and the country of South Sudan at large. Sometimes, the procurement system in Warrap State makes procurement demands too complex and ill communicated for the supplier to be able to properly understand.

2.3.2 **Discrimination**

The principle of discrimination when it comes to procurement in Warrap State is practiced. For example, the researcher has noted with concern that the public procurement officials in Warrap state favor mostly foreign suppliers (Chinese and Indians) hence leaving the local ones. This tendency has greatly hampered the development of local suppliers.

2.3.3 **High Training Costs**

Procurement has become an integral part of the public sector in Warrap State and it is drawing increased attention from senior management of different government departments. In this context, most critical challenges facing procurement departments include training the procurement officers and employee development thus managing global sourcing officers and ensuring collaboration across corporate departments. All these tasks require quite huge sums of money and therefore very expensive.

2.3.4 **Poor communication**

The public procurement in Warrap lacks proper communication. This public procurement team does not notify unsuccessful bidders promptly so that they may re-allocate their resources else where instead of waiting long so many months when actually contracts have been awarded to other people. The public procurement team should also treat all bidders alike and relevant information should be communicated to all potential bidders.

2.3.5 **Bribes**

Public procurement is faced with bribery. Those who are involved in the procurement process do bribe procurement officials in order to award them with tenders. This practice has greatly enhanced corruption during procurement process and at the end, tenders are awarded to suppliers who are not worthy.
3.6 **Sub-standard products**

Public procurement remains mostly grounded in a view of ‘best value for money’ that only looks at the bottom line price. Furthermore, with the recent economic downturn, the pressure to purchase goods at the lowest possible cost has increased and thus the possibilities of landing sub standard products have greatly increased. For example, most of these goods supplied are of Chinese make which are cheap but not durable hence value for money has not been met.

2.3.7 **Procurement officers in private business**

Public procurement officers are engaged in private businesses or professional activity that creates conflict between personal interests and interests of the government. These officers have always awarded tenders to their private businesses which is very unethical. This kind of activity has enhanced corruption of the highest order.

2.4 **SOLUTIONS TO CHALLENGES IN PROCUREMENT**

2.4.1 **Transparency**

Government departments should improve their efficiency. Since government departments are public, they should be very concerned about transparency and fairness. It is necessary to invite only suppliers to whom they are eligible to award a contract to submit bids, to keep competitive price and other information confidential and most importantly, to award the contract to the best qualified bidder.

2.4.2 **Refraining from private businesses**

Public Procurement Officers should refrain from any private business or professional activity that would create a conflict between personal interests and the interests of the government.

2.4.3 **Zero tolerance to bribes**

Public procurement officials should refrain from soliciting or accepting money, loans, credits or prejudicial discounts, and the acceptance of gifts, entertainment, favors, or services from present or potential suppliers that might influence, or appear to influence, procurement decisions.
2.4.4 Timely communication

It is very paramount to notify unsuccessful bidders promptly so that they may reallocate their resources to other businesses. Procurement officers should also treat all bidders alike. Relevant information should also be given to all potential bidders.

2.4.5 Monitoring

Public Procurement Systems officers should strictly monitor the implementation process results and continuously explore possible measures to increase budget savings and efficiency in the process.

2.4.6 Quality Assurance

Public Procurement Officers should improve its quality assurance to ensure that the quality of goods and services are not compromised as a result of the reduced budget. It is quite important that public procurement budget saving initiative does not focused on constraining the contract award prices. Instead, public procurement officials should focus on enhancing the efficiency of the government’s budget execution by improving procurement processes and practices, while maintaining the quality of public administration and services.

2.5 EXPECTED RESULTS

Once the above solutions are adhered to, the following results will be achieved:

2.5.1 Maximization of output

The procurement management process involves managing the ordering, receipt, review and approval of items from suppliers. A procurement process also specifies how the suppliers’ relationships will be managed, to ensure a high level of service is received. This is a critical task in management process you need to implement a procurement process any time you want to buy items from external suppliers. By using this procurement process, there is need to ensure that the items provided meet the intended needs. By implementing a procurement process, you can ensure that you get the maximum value from your supplier relationship (Hoehe and Markus, 2007).

2.5.2 Expansion of the sector

Public sector procurement professionals are publicists for people, products and places and the differences are very apparent in supplying clients. The successful completion of contracts frequently means more contracts hence growth will be realized in the
sector. Therefore, public sector procurement professionals grow business and corporate reputation based on the quality of work and relationship building.

In the public sector the cost advantage gained through the procurement function contributes to lower costs for the organization, enabling funds to be diverted to frontline services such as hospitals and schools. This means better value for money for public sector shareholders that are taxpayers (Ambe, 2009).

2.5.3 **Efficiency maximization**

Every public department has its own budget systems and efficient budget management is a very important issue for organization. In this sense, the Public Procurement System maximizes the efficiency of the government’s budget execution and management by minimizing procurement costs through centralized procurement. In this context, Public Procurement Systems will facilitate the procurement of commonly used supplies by establishing annual unit price contracts for products in continuous demand. Public Procurement Systems will also assist public departments with their efficient budget execution based on its accumulated expertise. Its initiative is aimed not only at saving the procurement expenditure itself, but also at setting a budget saving pattern for all government departments and promoting best practices. This is initialized so that the budget saved by each government agency may be reallocated, which in turn could be used for stimulating the national economy and reinforcing the government’s policy initiatives and economic stimulus. In this sense, public procurement maximizes the efficiency of the government’s budget execution and management by minimizing procurement costs through centralized procurement. Therefore, public procurement facilitates the procurement of commonly used supplies by establishing annual unit price contracts for products in continuous demand. Public procurement assists public organizations with their efficient budget execution based on its accumulated expertise. Public procurement raises government’s budget efficiency through reviewing and adjusting the total construction cost of large scale national projects.

2.5.4 **Positive supplier relations**

Public Procurement officials should promote positive supplier relationships through courtesy and impartiality in all phases of the procurement cycle. They should also refrain from reciprocal agreements that restrain competition.
5.5 Potential workers are engaged

After training different people from different departments, the government departments will be able to recruit professionals with high level of procurement knowledge, abilities and skills which are crucial in negotiating the work, the fee and the terms to the mutual satisfaction of the public procurement efficiency.

5.6 Renewal of tenders and contracts:

When the Product or Service has been consumed or disposed of, the contract expires, or the product or service is to re-ordered, company experience with the Product / Service is reviewed. If the Product /Service are to be re-ordered, the government determines whether to consider other suppliers.
### CONCEPTUAL FRAMEWORK

#### ROLES OF PROCUREMENT
- Economic growth
- Tender advertisement
- Leadership enhancement
- Development of Social responsibilities
- Regulating
- Facilitating
- Relationship building
- Endorsing
- Innovation Policy Instrument
- Potential research model
- Job creation

#### CHALLENGES
- Lack of transparency.
- Discrimination.
- High Training Costs of PPO.
- Poor communication.
- Bribes.
- Sub-standard products.
- PPO engagement in private businesses.

#### RESULTS
- Procurement maturity
- Expansion of the sector
- Potential workers are engaged.
- Procurement alignment
- Maximization of output
- High Procurement performance.
- Easy review and evaluate the effectiveness.
- Efficiency maximization

### Intervening Variables
- Transparency
- Refraining from private businesses
- Zero tolerance to bribes
- Timely communication
- Monitoring
- Quality Assurance

**Source:** Developed by the researcher
5.1 Conceptual framework description

The roles of procurement in the public sector efficiency include economic growth enhancement, tender advertisement, leadership enhancement, development of Social responsibilities, facilitation function, relationship building, endorsing function, Innovation Policy Instrument, job creation, expansion of the sector and enhancement of regulatory function.

Challenges faced during procurement include lack of transparency, discrimination tendencies, high training costs of public procurement officers, poor communication, bribes, sub-standard products and lastly public procurement officers getting engaged in private businesses.

Solutions to challenges faced during procurement include encouragement of transparency in whatever is done during procurement, public procurement officials should refrain from private businesses, there should be zero tolerance to bribes, there should be timely communication to suppliers, there should be improved monitoring of the supplied goods and services and quality assurance should be paramount during the procurement process.

If the solutions to challenges are made effectively carried out, there is likely to be procurement maturity, expansion of the sector, potential workers will be engaged in public procurement, there will also be maximization of output in the public sector as a result of procurement efficiency thus high procurement performance and there will be an easy review and evaluation of procurement effectiveness hence leading to efficiency maximization.
CHAPTER THREE
METHODOLOGY

0 INTRODUCTION
This chapter presents the research design, study population, sampling strategy, sample size, data collection methods, data processing, data analysis, ethical considerations and limitations of the study.

.1 RESEARCH DESIGN
In this study, the researcher used a cross sectional research design because he wanted to study people who belong to different departments. Both quantitative and qualitative methods were used. The quantitative approach was used by the researcher because he wanted to know the number and percentages of respondents who would answer in a certain way. Choosing the qualitative approach, the researcher wanted to get detailed information and experiences from his informants.

1.2 AREA AND POPULATION OF STUDY
The study was conducted in the Warrap State and its five affiliated counties of Tonj North, Tonj East and Tonj South, Gogrial East and Gogrial West. Warrap State has been chosen based on proximity and available resources. With the Dinka tribe as the majority of occupants, Warrap state is densely populated; it has a population of 972,928 according to 2008 population census.

3.3 SAMPLE SELECTION AND SIZE
Primary and secondary data collection methods were employed. Secondary data was based on existing literature on roles of procurement, while primary data was collected through a self-administered questionnaire.

Purposive sampling was used through which 4 groups each with 15 respondents were identified and interviewed within the five counties. Eligibility for participation in the interview process was based on Public Procurement Officers within the government departments of Warrap State.

Under structured interviews, the study quantitatively considered sixty (60) respondents comprised of 30 Procurement Officers and 30 Government Heads of Departments using multi-stage clusters and systematic sampling methods.
Qualitatively, the researcher purposively considered sixty (60) respondents comprising of four (4) focus groups of fifteen (15) respondents in each group which comprised of 15 Security Officers, 15 Public Administrators, 15 Community leaders and 15 Public Procurement Officers.

**TABLE 1: TABLE OF APPROACH:**

<table>
<thead>
<tr>
<th>Approach</th>
<th>Sample selection</th>
<th>Type of Sample</th>
<th>Data collection</th>
<th>Data analysis</th>
</tr>
</thead>
</table>
| Quantitative   | Multi-stage cluster and systematic sampling | • 30 Procurement officers  
• 30 Government Heads of Departments. | Structured interviews | • Data editing  
• Data coding  
• Formulating |
|                |                                   | **60 Respondents**                      |                          |                                    |
| Qualitative    | Purposive sampling                | • 2 Line Managers  
• 5 Sub-county Chiefs  
• 3 Councilors. | Semi-structured interviews | • Data analyzed during interviews  
• Data analyzed after collection |
|                | Purposive sampling                | • 15 Security officers  
• 15 Public Administrators  
• 15 Community leaders  
• 15 Procurement Officers | Focus Group Discussions | • Data analyzed during interviews  
• Data analyzed after collection |
|                |                                   | **4 Groups of 15 Respondents**          |                          |                                    |

*Source: Primary Data*

**3.4 DATA COLLECTION INSTRUMENTS AND PROCEDURE**

Questionnaires were used to select individuals and in the process of filling them, the researcher was present to guide the respondents in doing so especially in interpreting priority coded questions. There were both research instruments and the procedure of data collection.

**3.4.1 Research Instruments**

The research instruments used comprised of open and closed ended questions. The closed ended questions were measured using the Likert scale and were analyzed descriptively using SPSS and MS-Excel whereas the closed-ended questions were analyzed using content analysis.
The Likert scale was chosen as it measures attitudes under investigation with agreement- disagreement response scales. Furthermore, the scale simplifies the scoring procedure by using whole numbers (that is, 1, 2, 3, and 4) for each variable in the questionnaire. The scale is widely used in survey research (Neumann, 2006).

An interview guide was used by the researcher under unstructured interview in which he targeted the in-depth interview from his informants and the required knowledge about the role of the Procurement in the public sector efficiency in Warrap State, South Sudan.

Descriptive statistics was also used to analyze empirical data. In order to present and collate information from the respondents, data was tabulated, frequency counts calculated and percentages worked out.

Questions were grouped in the same way and finally, the output was determined from the conceptual themes.

1.4.2 Procedure

The researcher first got an introductory letter from St. Lawrence University which introduced him to the South Sudan government authorities and communities in Warrap State.

Under interviewing, the researcher used unstructured interview with the help of interview research instrument. This was used because more information was got and in turn it increased the response rate.

With the use of an interview guide, key informants were interviewed depending on their level of understanding and experience. Probing to solicit accurate answers, interviewing was also done by way of repetition of questions and answers.

The researcher also used a structured interview in data collection as his technique because it is not time consuming and all respondents knew how to read and how to write. Also some questionnaires were sent to a number of public procurement officials who were expected to answer them to the best of their ability.
DATA COLLECTION METHODS USED

The study used questionnaires, interview guide and document review. These data collection methods elicited information on the research topic.

A couple of methods were used during the data collection process from the field. The reason for this is that; there is no single method of data collection that can guarantee 100% accurate results, so need to have various data collection methods tested so as obtain accurate results. The following data collection methods were used;

5.1 Interview Technique

The researcher conducted oral interviews with the key informants in order to collect data. The interviews complimented and triangulated the information which was gathered from respondents and the available documents (Patton 2001).

Here, the researcher involved himself into direct interaction/face to face discussion with the respondents. The researcher asked questions to the respondents and they gave their opinions about the research topic. This technique was very effective in that it enabled the interviewer to go into in-depth conversation with the interviewee (respondent). In this way, the researcher was able to get first hand information since it was direct from the interviewees’ mouth each giving his or her own opinion.

3.5.2 Questionnaire

A questionnaire which contained structured questions was administered to the respondents. These were administered to government heads of departments, procurement officers, security officers, public administrators, community leaders, councilors, sub-county chiefs and several line managers. Questionnaires were deemed suitable because they have an advantage of enabling respondents to give opinions objectively without prejudice. Emotional effects such as shyness are minimized. They also have the advantage of collecting data from a big population over a short time. They offer a considered and objective view on the issue since respondents have choice and allow comparison on the domain of investigation in analysis (Lazer, 2002).
A couple of questions were prepared with which the researcher requested the respondents to give their opinion onto the subject matter. By using a questionnaire, the researcher was able to have all pressing questions of the study answered.

5.3 Focused Group Discussions
Here, the researcher engaged community leaders to brainstorm onto the subject matter, each giving his or her opinion. This enabled the researcher to gather multiple opinions and ideas which he used in his conclusions and recommendations onto the research study.

5.4 Documentary Review
Information was also gathered from internet, journals and other documents to help in giving the vivid picture of the situation under investigation as this helped to cross check information and data in a more realistic manner (Mathison, 1988).

3.6 DATA ANALYSIS
Data analysis is referred to as a systematic compiling of data collected from the field which promotes presentation of data in a more organized and meaningful pattern. Here, the researcher used both quantitative and qualitative approaches in data analysis.

3.6.1 Quantitative Analysis
The data was edited before the respondents at the end of each working day. Mistakes were collected and errors were eliminated in order to obtain completeness, consistence, accuracy, uniformity, legibility and comprehensibility. Data was also coded whereby tables were drawn and tabulation was made which included the establishment of frequencies of answers and then defining the percentages.

3.6.2 Qualitative Data Analysis
The themes of the conceptual framework was identified first and grouped accordingly. Finally, there was analysis of data during data collection and also the description of information was done.
7 DATA SOURCES

7.1 Primary Data:
This information was obtained through personal interviews with respondents and by self-administered questionnaires with both open and closed questions. Personnel interviews were carried out to get information regarding the roles of Procurement in the public sector efficiency in Warrap State, South Sudan.

7.2 Secondary Data:
The purpose of this source was to supplement the primary data to enable the researcher get more information concerning the subject matter. Documents were also reviewed in contribution to the literature review in the dissertation. They included newspapers, text books, magazines as well as dissertations written earlier but had related research topic. Internet was also used to get various information concerning the roles of procurement public sector efficiency in the Warrap State, South Sudan. A variety of methods were used in the data collection process in order to make a comparison of finding and to determine the validity or meaningfulness of the study.

8 LIMITATIONS OF THE STUDY
Some respondents did not answer the questionnaire properly or correctly due to fear that I was spying on them. Some respondents gave me inappropriate information due to fear of being fired from work.

There was lack of enough documentation to review literature related to the research.

The researcher did not have enough money to carry out the study. This was in form of transport facilitation, accommodation, food, typing and printing expenses.

It was difficult to get some of the respondents in their offices because of the crowded schedules they had during the period I visited their offices.

Since it was a rainy season, it was difficult to travel to some areas since the roads were impassable.

9 SOLUTIONS
Since the researcher went into the field without enough funds, he could not fulfill his obligations in time but what is recommended is that a researcher who is interested to go for further research within this field should prepare him/herself financially in order not to fall into the same trap as the previous researcher.
A new researcher in this field should try to approach the respondents when they are not very busy because if found busy, the researcher will have to delay like for that of a previous researcher when he found the respondents very busy doing their businesses. Some respondents happened to give this researcher inappropriate and unsatisfactory information. But the new researcher should try to tap them on those questions they can answer easily and give the required data onto them without fear or favour.

10 ETHICAL CONSIDERATION
An attempt was made to handle the information given by the respondents strictly, confidential and guarding the privacy which was one of the primary responsibilities of the researcher. The researcher avoided deception in the process of research and was honest and trustworthy about aims and goals and procedures of the study.

1.1 CONCLUSION
In conclusion therefore, procurement in the public sector efficiency is necessary to enhance the economy, efficiency and transparency in the management of public procurement operations in Warrap State and South Sudan as at large.
CHAPTER FOUR
DATA PRESENTATION AND INTERPRETATION

1.1 INTRODUCTION

In this chapter, the researcher endeavoured to present the findings from the study and subsequent analysis and interpretation derived from the data collected in relation to the study objectives. The presentation took the form of description, percentages and tables. These findings were based on interview schedule with sixty (60) respondents.

1.2 GENERAL FINDINGS

1.2.1 Table 2: Indicating whether evaluation methods applied are compliant to the procurement law in the public sector

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>58%</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>42%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data

From table 2 above, 58% of the respondents agreed that evaluation methods applied are compliant to the procurement law in the public sector whereas 42% of the respondents did not agree that evaluation methods applied are compliant to the procurement law in the public sector.

According to Hoehe .S. and Markus .V. (2007), most evaluation methods applied should be compliant to the procurement law as stated in the table above.

Figure 4.2.1: Percentage distribution of evaluation methods compliance to the procurement law in South Sudan

![Percentage distribution chart]

25
Table 3: Showing items that are procured mostly during procurement

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods</td>
<td>25</td>
<td>42%</td>
</tr>
<tr>
<td>Services</td>
<td>35</td>
<td>58%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Data: Primary Data

From table 3 above, 42% of the respondents said that Goods are procured whereas 58% of the respondents said that Services are procured mostly.

Therefore, more services are procured in Warrap state.

Figure 4.2.2: Percentage distribution of items that are procured mostly during procurement in the public sector

4.3 ROLES OF PROCUREMENT IN THE PUBLIC SECTOR EFFICIENCY

This section shows the roles of procurement in the public sector efficiency which include independent variables such as economic growth enhancement, tender advertisement, leadership enhancement, development of Social responsibilities, facilitation function, relationship building, endorsing function, Innovation Policy Instrument, job creation, expansion of the sector and enhancement of regulatory functions.
3.1 Table 4: Indicating whether economic growth enhancement is a role of procurement in the public sector efficiency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>58%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>9</td>
<td>15%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

According to table 4 above, 17% of respondents Strongly Agreed that economic growth enhancement is a role of procurement in the public sector efficiency, 58% of the respondents Agree that economic growth enhancement is a role of procurement efficiency, 15% of the respondents Fairly Agreed that economic growth is a role of procurement in the public sector efficiency, 7% of the respondents were Not Sure that economic growth is a role of procurement in the public sector efficiency whereas 8% of the respondents Disagree that economic growth is a role of procurement in the public sector efficiency.

Therefore, Rosil et al (2000) contends that economic growth is enhanced during efficient procurement of goods and services as stated in the table above.

Figure 4.3.1: The role of economic growth during procurement in the public sector efficiency
Table 5: Indicating tender advertisement as a role of procurement in public sector efficiency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>47%</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table 5 above, 47% of respondents Strongly Agree that tender advertisement is a role of procurement in public sector efficiency, 20% of the respondents Agree that tender advertisement is a role of procurement in public sector efficiency, 25% of the respondents Fairly Agree. 8% of the respondents were Not Sure that tender advertisement is a role of procurement in public sector efficiency whereas No respondents Disagreed that tender advertisement is a role of procurement in public sector efficiency.


Figure 4.3.2: The percentage distribution of tender advertisement as a role of procurement in public sector efficiency
Table 6: Indicating Leadership enhancement as a role of procurement in public sector efficiency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>24</td>
<td>40%</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>13</td>
<td>22%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table 6 above, 40% of respondents Strongly Agree that Leadership enhancement is a role of procurement in public sector efficiency, 25% of the respondents Agree that Leadership enhancement is a role of procurement in public sector efficiency, 22% of the respondents Fairly Agree that Leadership enhancement is a role of procurement in public sector efficiency, 8% of the respondents were Not Sure that Leadership enhancement is a role of procurement in public sector efficiency whereas 5% of the respondents Disagreed that Leadership enhancement is a role of procurement in public sector efficiency.

Figure 4.3.3: The percentage distribution that Leadership enhancement is a role of procurement in public sector efficiency
Table 7: Indicating that there are other roles in the procurement of the public sector efficiency.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>29</td>
<td>48%</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>11</td>
<td>18%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table 7 above, 48% of respondents Strongly Agreed that there are other roles such as development of social responsibilities, regulating, facilitating, relationship building, endorsing, innovation policy instrument, potential research model and job creation in the procurement of the public sector efficiency, 25% of the respondents Agreed, 18% of the respondents Fairly Agreed, 7% of the respondents were Not Sure that there are other roles such as development of social responsibilities, regulating, facilitating, relationship building, endorsing, innovation policy instrument, potential research model and job creation in the procurement of the public sector efficiency whereas none of the respondents disagreed that there are other roles in the procurement of the public sector efficiency.

Figure 4.3.4: The percentage distribution of other roles in procurement of public sector efficiency
4 CHALLENGES FACED IN PUBLIC SECTOR EFFICIENCY

4.1 Table 8: Indicating that lack of transparency is a challenge faced during procurement in the public sector efficiency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>45%</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>30%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>8</td>
<td>14%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table above, 45% of respondents Strongly Agreed that lack of transparency is a challenge faced during procurement in the public sector efficiency, 30% of the respondents Agreed that lack of transparency is a challenge faced during procurement in the public sector efficiency, 14% of the respondents Fairly Agreed that lack of transparency is a challenge faced during procurement in the public sector efficiency, 8% of the respondents were Not Sure that lack of transparency is a challenge faced during procurement in the public sector efficiency whereas 3% of the respondents Disagreed that lack of transparency is a challenge faced during procurement in the public sector efficiency.

Figure 4.4.1: The percentage distribution that lack of transparency is a challenge faced during public sector procurement efficiency
Table 9: Indicating that discrimination and high training costs are challenges faced in the public sector procurement efficiency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>30</td>
<td>50%</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table above, 50% of respondents Strongly Agreed that discrimination and high training costs are challenges faced in the public sector procurement efficiency, 25% of the respondents Agreed that discrimination and high training costs are challenges faced in the public sector procurement efficiency, 17% of the respondents Fairly Agreed that discrimination and high training costs are challenges faced in the public sector procurement efficiency, 7% of the respondents were Not Sure that discrimination and high training costs are challenges faced in the public sector procurement efficiency whereas 2% of the respondents disagreed that discrimination and high training costs are challenges faced in the public sector procurement efficiency.

Figure 4.4.2: The percentage distribution of that discrimination and high training costs are challenges faced in the public sector procurement efficiency
Table 10: Indicating that poor communication and bribes are challenges faced in the procurement of goods and services in the public sector efficiency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>26</td>
<td>43%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>33%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table 10 above, 43% of respondents Strongly Agreed that that poor communication and bribes are challenges faced in the procurement of goods and services in the public sector efficiency, 33% of the respondents Agreed that poor communication and bribes are challenges faced in the procurement of goods and services in the public sector efficiency, 17% of the respondents Fairly Agreed that poor communication and bribes are challenges faced in the procurement of goods and services in the public sector efficiency, 5% of the respondents were Not Sure whereas 3% of the respondents Disagreed that poor communication and bribes are challenges faced in the procurement of goods and services in the public sector efficiency.

Figure 4.4.3: The percentage distribution of the level of Renewal in the procurement process
Table 11: Indicating that sub-standard products and procurement officers engaging in private businesses are challenges faced during procurement of goods and services in the public sector efficiency.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>25</td>
<td>42%</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>28%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to table 11 above, 42% of respondents Strongly Agreed that sub-standard products and procurement officers engaging in private businesses are challenges faced in the procurement of goods and services in the public sector efficiency, 28% of the respondents Agreed that sub-standard products and procurement officers engaging in private businesses are challenges faced in the procurement of goods and services in the public sector efficiency, 17% of the respondents Fairly Agreed that sub-standard products and procurement officers engaging in private businesses are challenges faced in the procurement of goods and services in the public sector efficiency, 8% of the respondents were Not Sure whereas 5% of the respondents Disagreed that sub-standard products and procurement officers engaging in private businesses are challenges faced in the procurement of goods and services in the public sector efficiency.
Figure 4.4.4: The percentage distribution sub-standard products and procurement officers in private businesses are challenges faced during procurement in the public sector efficiency

4.5 SOLUTIONS TO CHALLENGES FACED DURING PROCUREMENT IN THE PUBLIC SECTOR EFFICIENCY

4.5.1 Table 12: Procurement officers refraining from private businesses and transparency

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>38</td>
<td>64%</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>18%</td>
</tr>
<tr>
<td>Fairly agree</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table above, 64% of respondents Strongly Agreed that Transparency and procurement officers refraining from private Businesses are solutions to challenges faced during procurement in the public sector efficiency, 18% of the respondents Agreed that Transparency and procurement officers refraining from private Businesses are solutions to challenges faced during procurement in the
public sector efficiency, 8% of the respondents Fairly Agreed that Transparency and procurement officers refraining from private Businesses are solutions to challenges faced during procurement in the public sector efficiency, 7% of the respondents were Not Sure that Transparency and procurement officers refraining from private Businesses are solutions to challenges faced during procurement in the public sector efficiency whereas 3% of the respondents Disagreed that Transparency and procurement officers refraining from private Businesses are solutions to challenges faced during procurement in the public sector efficiency.

Figure 4.5.1: The percentage distribution that transparency and procurement officers refraining from private businesses are solutions to challenges in procurement in the public sector efficiency

4.5.2 Table 13: Zero Tolerance to bribes and timely communication

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>40</td>
<td>67%</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary Data
According to the table above, 67% of respondents Strongly Agreed that zero tolerance and timely communication are solutions to challenges faced during procurement in the public sector efficiency, 17% of the respondents Agreed that zero tolerance and timely communication are solutions to challenges faced during procurement in the public sector efficiency, 10% of the respondents Fairly Agreed that zero tolerance and timely communication are solutions to challenges faced during procurement in the public sector efficiency, 5% of the respondents were Not Sure that zero tolerance and timely communication are solutions to challenges faced during procurement in the public sector efficiency whereas 1% of the respondents Disagreed that zero tolerance and timely communication are solutions to challenges faced during procurement in the public sector efficiency.

Figure 4.5.2: Percentage distribution that zero tolerance and timely communication are solutions to challenges faced during procurement in the public sector efficiency
.5.3 Table 14: Monitoring and quality assurance

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>43</td>
<td>72%</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>13%</td>
</tr>
<tr>
<td>Fairly Agree</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

According to the table above, 72% of respondents Strongly Agreed that Monitoring and quality assurance are solutions to challenges faced during procurement in the public sector efficiency, 13% of the respondents Agreed that Monitoring and quality assurance are solutions to challenges faced during procurement in the public sector efficiency, 5% of the respondents Fairly Agreed that Monitoring and quality assurance are solutions to challenges faced during procurement in the public sector efficiency, 8% of the respondents were Not Sure that Monitoring and quality assurance are solutions to challenges faced during procurement in the public sector efficiency whereas 2% of the respondents Disagreed that Monitoring and quality assurance are solutions to challenges faced during procurement in the public sector efficiency.

Figure 4.5.3: Percentage distribution that Monitoring and quality assurance are solutions to procurement challenges
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

1.1 INTRODUCTION
This chapter presents a summary of the study and its findings. It also presents conclusions drawn from the study and recommendations arising from the findings of the study. Finally, it gives suggestions for further research.

1.2 SUMMARY OF FINDINGS
From the research findings, the researcher used both quantitative and qualitative methods of data collection. The study was conducted in the Warrap State and its five affiliated counties of Tonj North, Tonj East and Tonj South, Gogrial East and Gogrial West. Warrap State has been chosen based on proximity and available resources. The study quantitatively considered sixty (60) respondents comprised of Procurement Officers and government heads of departments.

Therefore, the research was based on the following objectives:

(i) The researcher first established procurement activities which are undertaken in the Warrap State and these procurement activities according to modern businesses usually consist of seven steps (Lacey, 2006) that are comprised of information gathering, supplier contact, background review, negotiations, fulfillment, consumption, maintenance and disposal renewal.

(ii) Secondly, the researcher established roles of procurement in the public sector efficiency in Warrap State which included economic growth enhancement, tender advertisement, leadership enhancement, development of Social responsibilities, and enhancement of regulatory function, facilitation function, relationship building, endorsing function, Innovation Policy Instrument, job creation and expansion of the sector.

(iii) Thirdly, the researcher established the challenges faced by procurement in the public sector efficiency of Warrap State, South Sudan which included lack of transparency, discrimination tendencies, high training costs of public procurement officers, poor
communication, bribes, sub-standard products and lastly public procurement officers getting engaged in private businesses.

iv) Lastly, the researcher established solutions to challenges faced by procurement in the public sector efficiency in Warrap State, South Sudan which included encouragement of transparency in whatever is done during procurement, public procurement officials should refrain from private businesses, there should be zero tolerance to bribes, there should be timely communication to suppliers, there should be improved monitoring of the supplied goods and services and quality assurance should be paramount during the procurement process.

If the solutions to challenges are made effectively carried out, there is likely to be procurement maturity, expansion of the sector, potential workers will be engaged in public procurement, there will also be maximization of output in the public sector as a result of procurement efficiency thus high procurement performance and there will be an easy review and evaluation of procurement effectiveness hence leading to efficiency maximization.

5.3 CONCLUSIONS

The researcher came up with conclusions following the objectives of the study. The researcher found out that procurement in the public sector efficiency is necessary to enhance the economy, efficiency and transparency in the management of public procurement operations in Warrap State and South Sudan as at large. Efficient procurement in the public sector is increasingly considered as an attractive instrument for developing the community in Warrap State. The role of procurement in public sector is quite considerable. It accounts for a significant proportion of the demand for goods and services in Warrap State and South Sudan as a whole. It is increasingly considered as an attractive instrument for developing the community in Warrap State.

5.4 RECOMMENDATIONS

According to the findings and conclusions of the study, the researcher found it necessary that the procurement process should be adhered to in order to improve efficiency in public sector procurement.
The government of South Sudan should ensure that there is procurement maturity, expansion of the sector by engaging trained potential workers in public procurement. By doing so, there will also be maximization of output in the public sector as a result of procurement efficiency thus high procurement performance and there will be an easy review and evaluation of procurement effectiveness hence leading to efficiency maximization.

Procurement efficiency in the public sector should focus on cost savings, quality assurance, supplier relationship, procurement ethics and supply-market analysis.

The government of South Sudan should strictly monitor public procurement operations in order to improve public sector procurement efficiency.

The government of South Sudan should prepare up-to-date and well-balanced bidding documents based on standard models of proven validity and the ability to suit the national context and regulatory frameworks.

New researchers may use these findings as reference material in case of studies related to public procurement efficiency.

The government should put in place punitive measures against all procurement officers who are not compliant to all laws governing procurement processes within the public sector.

The community where the research was carried out should use the findings in order to improve public sector procurement efficiency.

The government should organize workshops and seminars for procurement officers so as to update them on new technological developments as far as public sector procurement efficiency is concerned.

Through the ministry of trade, the South Sudan government should make amendments basing on the findings.
The public procurement officials should enhance the proficiency and stature of the procurement profession by acquiring and maintaining current technical knowledge and the highest standards of ethical behavior.

Procurement officers should also handle confidential or proprietary information belonging to suppliers with due care and proper consideration of ethical and legal ramifications and government regulations.

Public Procurement officials should promote positive supplier relationships through courtesy and impartiality in all phases of the procurement cycle.

Procurement officers should also refrain from reciprocal agreements that restrain competition. Since government departments are public, they should be concerned about transparency and efficiency.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

Since the researcher went into the field without enough funds, he could not fulfill his obligations in time but what is recommended is that future researchers who are interested to go for further research within this field should prepare themselves in time with all the necessary equipments not to fall into the same trap like the previous researcher.

A new researcher in this field should try to approach the respondents when they are not very busy because if found busy, the research will have to delay like for that of a previous researcher when he found the respondents having bussy schedules at their places of work.

Some respondents happened to given this researcher inappropriate information as well as unsatisfactory. But the new researcher should try to tap them on those questions they can answer easily and give the required data onto them without fear or favour.

Further research should be carried out to enhance the procurement process in Warrap State and the whole country at large.
REFERENCES:


http://www.businessdictionary.com/definition/procurement.html#lxzzlkwdzewo


Since Publication, Accessed on 22 April 2009, defense Acquisition University


APPENDIX I
QUESTIONNAIRE

Dear respondent,

I am Awet Kon Gabriel, a student of St. Lawrence University, researching on “Roles of Procurement in the Public Sector efficiency in Warrap State, South Sudan”.

This research is one of the requirements for the award of Bachelors Degree in Procurement and Supply Management of St. Lawrence University. Therefore, these questionnaires are intended for academic purpose only; the information you given will assist in acquiring necessary information for the study. Please note that confidentiality and care will be of utmost importance.

Please fill the gaps accordingly and where it requires ticking the answer, please tick the box that matches with your response to it.

Date of Interview ................................ Area of Interview .................................

1) What do you know about procurement in the public sector?

2) Are evaluation methods applied compliant to the procurement law or not?
   Yes □ No □

3) During the procurement process, what is procured mostly?
   Goods □ Services □
4) What roles does procurement play in the public sector efficiency in Warrap State?

5) Which problems are faced during the procurement of goods and services in the public sector efficiency in Warrap State?

6) Which measures can be taken to prevent the problems faced by procurement in the public sector efficiency in Warrap State?
## SECTION TWO

Use the scale below to answer questions that follow:

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>Strongly agree (agree with no doubt)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td>Agree (agree with simple doubt)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3)</td>
<td>Fairly agree (agree with big doubt)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(4)</td>
<td>Not Sure (Neither Agrees nor Doubts)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(5)</td>
<td>Disagree (Don’t Agree)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indicate the extent of level of procurement activities in your Department (Put a tick)

<table>
<thead>
<tr>
<th>NO</th>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>During information gathering, the procurement officers do establish relationship with the suppliers of needed products and services.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Do you identify your suppliers; request for quotation, requests for proposals, requests for information or requests for tender if advertised?</td>
<td></td>
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<tr>
<td>3</td>
<td>Departments do consult for quality before procuring for goods or services.</td>
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<tr>
<td>4</td>
<td>Procurement negotiations are undertaken; price, availability of goods and services established; customization possibilities are established.</td>
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</tr>
<tr>
<td>5</td>
<td>Supplier preparation, expediting, shipment, delivery and payment for the P/S are completed, based on contract terms. Installation and training may also be included.</td>
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</tr>
<tr>
<td>6</td>
<td>During consumption, maintenance and disposal phase, the departments evaluate the performance of the (Goods) Product or service and any accompanying service support, as they are consumed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7</td>
<td>Renewing an existing contract is often considered as an option than issuing new contract.</td>
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</tr>
<tr>
<td>8</td>
<td>Non compliance to Procurement guidelines and policies is still a major constraint in the government departments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Ordering small quantities by splitting the orders is practiced to avoid compliance with the procurement guidelines/ regulations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Lack of clarity in Procurement guidelines is a reason for noncompliance with the procurement procedures.</td>
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</tr>
<tr>
<td>11</td>
<td>Lack of supplier’s knowledge about procurement regulations and policies prevents them from complaining about irregularities of Procurement officials in Departments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>12</td>
<td>Lack of officials with technical know-how (e.g. Engineering, IT, Medical Equipment, Foreign exchange regulations Etc.) enhance non-compliance with Procurement procedures and guidelines.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>Procurement officials collaborate to defraud the departments.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>14</td>
<td>The quality of products purchased is good.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>15</td>
<td>There is always a timely receiving of ordered products.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>The cost or price of products or services is relatively low</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Monitoring and review of supply vendor performance is regularly done.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>The Departments/Municipalities acquire the services of Consultants before undertaking procurement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Procured goods and services are certified by the Heads of Departments before payments are made.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Government Departments have records of bidders who abuse procurement regulations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Delivery schedules are negotiated and a contract to acquire the Product or Service is completed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Government departments have a unique procurement data base system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>The government departments use various media to advertise tenders.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Risk management is considered during procurement of goods and services</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>


## APPENDIX II

### BUDGET

<table>
<thead>
<tr>
<th>CORE ACTIVITY</th>
<th>ITEMS/PARTICIPANTS</th>
<th>COST (US$)</th>
<th>SUB COST (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidate of literature</td>
<td>Library search</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Assigning and developing research instruments</td>
<td>Typing and photocopying of research instruments</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Pilot survey</td>
<td>Transport for research for 18 days from home to the government departments and back home.</td>
<td>500</td>
<td>550</td>
</tr>
<tr>
<td>Breakfast</td>
<td>Research</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Finalizing research instrument</td>
<td>65 Questionnaires</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Data processing and report writing</td>
<td>Research</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>10% contingency and institutional costs</td>
<td></td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td><strong>Grand total</strong></td>
<td></td>
<td><strong>638US$</strong></td>
<td><strong>638$</strong></td>
</tr>
</tbody>
</table>
APPENDIX III

THE MAP OF SOUTH SUDAN SHOWING WARRAP STATE