

**SUPPLIERS EVALUATION CRITERIA IN PROCUREMENT AND ATTAINMENT
OF TOTAL QUALITY MANAGEMENT IN GOVERNMENT SECTORS IN
TANZANIA; A CASE STUDY OF TANZANIA NATIONAL
ROAD AGENCY [TANROADS]**

BY

HADIJA .A. SHUMA

BSP/11610/61/DF

**A DISSATATION SUBMITTED TO THE SCHOOL OF BUSINESS AND MANAGEMENT
IN PARTIAL FUIFILMENT OF THE REQUIREMENT FOR THE AWARD OF
BACHELOR OF SUPPLY AND PROCUREMENT OF
KAMPALA INTERNATIONAL UNIVERSITY**

MAY, 2009.

DEDICATION

I would like to dedicate this dissertation to my beloved parents Mr and Mrs ALLY SHUMA,
to my beloved young sisters ZARINA A. SUMA and ZARIA A. SHUMA.

ACKNOWLEDGEMENT

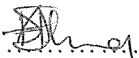
I would like to extend my sincere gratitude to all people whose assistance and support through ideas, guidance and advice helped me to complete this dissertation successfully.

My sincere thanks to my parents Mr. and Mrs. ALLY SHUMA who have supported me financially, spiritually and morally through out the course of study.

I would also like to extend my gratitude to my supervisor MR. ERIC MABONGA for his tireless, unreserved guidance and intellectual support she granted me during the time of writing this dissertation.

I would also like to thank the PROCUREMENT DEPARTMENT OF TANROADS who tirelessly supported me and responded positively during my research.

Lastly, I thank my colleagues especially my classmates whose encouragement brought me this far.

Signed..........

HADIJA A. SHUMA

Date.....

TABLE OF CONTENTS

Declaration	ii
Approval	iii
Dedication	iv
Acknowledgement	v
Table of Contents	vi
List of Abbreviations	ix
Abstract	x
 CHAPTER ONE	 1
BACKGROUND OF THE STDUY	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of the problem.	2
1.3 Objectives of the studies	2
1.3.1 Main Objective	2
1.3.2 Specific objectives	3
1.4 Research questions	3
1.5 Significance of the study	3
1.7 Scope of the study	3
1.8 Conceptual model	4
 CHAPTER TWO	 5
LITERATURE REVIEW	5
2.0 Introduction	5
2.1.1 Perceptions on Supplier Evaluation	5
2.1.2 The Typical Supplier Evaluation Matrix	7
2.1.3 Supplier Evaluation Matrix and the Public Procurement Act (PPA 2004)	11
2.1.4 Supplier Evaluation Process	12
2.2 Total Quality Management	13
2.3 Tendering in Government Ministries and Departments	14

2.4 The Synthesis	17
CHAPTER THREE.....	18
RESEARCH METHODOLOGY.....	18
3.0 Introduction	18
3.1 Areas of the study	18
3.2 Research Design.....	18
3.3 Population of the study	18
3.4 Sampling Procedure.....	18
3.4.1 Purposive Sampling Technique	18
3.5 Sample size.....	19
3.6 Sources of data.....	19
3.6.1 Primary Data	19
3.6.2 Secondary Data	19
3.7 Tools of data collection	19
3.7.1 Observation/Participation.....	19
3.7.2 Interview method	20
3.7.3 Self-Completion Questionnaires.....	20
3.8 Data Coding, Analysis and Interpretation	20
CHAPTER FOUR.....	21
DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	21
4.0 Introduction	21
4.1 The professional qualifications and skills of personnel for proper setting and use of supplier evaluation?	21
4.1.1 Education Level and the Evaluation.....	21
4.1.2 Education and Experience Assessments	22
4.2 Common Criteria used to Evaluate Suppliers in the Agency.....	23
4.2.1 Evaluation Process Practiced in the Agency.....	23
4.2.2 Procurement Methods and the evaluation	24
4.3 The extent the selected suppliers been able to supply the needs of the organization on the basis of total quality management.....	25

4.4 The Strengths and/or Areas for Improvement of the Criteria in the suppliers' evaluation.	26
4.5 The improvements to be made to improve supplier evaluation in TANROADS	27
CHAPTER FIVE	28
CONCLUSION AND RECOMMENDATIONS	28
5.0 Introduction	28
5.1 Conclusions	28
5.1.1 Conclusion on the existing Supplier Evaluation Matrix	28
5.1.2 Conclusion on the Strengths and/or areas for improvement of the SEM	28
5.1.3 Conclusion on measures to be used in order to attain total quality management in government.	29
5.2 Recommendations	30
5.2.1 Recommendations on the Criteria used to evaluate Suppliers	30
5.2.2 Recommendations on the strengths and/or areas for improvement of the SEM	30
5.2.3 Recommendations on measures to be used in order to attain total quality Management in the government.	30
5.3 Suggestions for Further Study.	31
APPENDICES	32
APPENDIX A : Bibliography	32
APPENDIX B : Questionnaire	34
APPENDIX C : An Interview Guiding Questions	39

ABSTRACT

The main concern of this study was to find out the supplier evaluation criteria and total quality management in government organizations in Tanzania. The major three specific objectives were, to identify methods used in evaluating suppliers in the agency, to identify the strengths and/or weaknesses of the supplier evaluation matrix used by the Procurement Management Unit – TANROADS, to identify measure to be used in order to attain total quality management in government sector. Through them, the study was able to come up with the expected results which came from a descriptive and comparative design. A sample of convenience was used. Data was collected through both primary and secondary sources. Among the tools employed were observation, interview, self completion questionnaire, which involved almost all the stakeholders in the procurement department at the area of the study.

On exploring the existing Supplier Evaluation Criteria, the study found that it passes through three stages namely, pre-qualification, detailed evaluation and contracts awards and control. However, on checking the areas for the existing Supplier Evaluation improvement, the study found it to be generally strong because it enables the agency to achieve his/her procurement objectives for the financial year. On identifying the relationship between education level and Supplier Evaluation Matrix, it was found that in reality there is a direct relationship between the two because the users of Supplier Evaluation Matrix need to have fully knowledge on it otherwise they can not execute detailed supplier evaluation.

The study was also conducted to see if Total Quality Management is achieved by the organizations suppliers. The actual findings revealed that TQM n the entire process of supply in the organization is obtained by value for money and goods of the right quality, in the right quantity, at the right price and on the right time.

Ultimately the study concludes that, with respect to objective one that there is good Supplier Evaluation Matrix which is set inline with Public Procurement Act and Public Procurement Regulatory Authority and it enables the Agency to get right source. With respect to objective two that the SEM is definitely strong because the Agency achieves her short and strategic procurement goal.

CHAPTER ONE

BACKGROUND OF THE STDUY

1.0 Introduction

This chapter introduces the historical background of the research topic. And also introduces the statement of the topic, Research questions, objectives of the study, significance of study, scope and expected limitations, and the delimitations of the study.

1.1 Background of the study

Suppliers' evaluation is an important aspect in any organization to ensure that the buying organization's needs are met perfectly. This means that the organization receives materials and services of the right quality, right quantity, right place, price and authority, (Scania: 2006), www.scania.com). This also involves the fact that evaluation should be inline with the Public Procurement Act's requirements especially in a Tanzanian context.

Traditionally many firms use price as the only dimension that suppliers have to be compared on. There are many other supplier characteristics such as lead time reliability, quality and design capability that impact the total cost of doing business with a supplier. A good supplier scoring and assessment process must identify and track performance along all dimensions that affect the total cost of using a supplier.

Good sourcing decisions will have greater impact on the cost leadership and competitive advantage enjoyed by a firm. (Chopra, 2004)

Effective sourcing process requires qualified professionals in the field of Procurement and Logistics Management inline with other technical workers depending on the nature of the product bought. Contrary to the fact, most of the reports have evidenced that, large percentages of employees in the section are not qualified. (NBMM report, 2006)

NBMM report (6th October, 2006), poses regrets that over 25years since its genesis, major crackdown visits done in 1992, 2002 and 2004 have shown that among visited offices only 40% were qualified while the rest (60%) were unqualified.

In most organizations including some government organizations, materials and services are bought from suppliers where the basis for supplier's evaluation has been price. Purchasing

Practitioners in this case are speaking the same since suppliers quoting the cheapest price are ignorantly given priority to supply the requirements. This is not the way as other attributes of evaluating suppliers are also to be considered. Financial position of suppliers, reliability of suppliers, good relationship with buyers, capability to deliver, post-purchase services are all fundamental aspects in selecting and evaluating suppliers. However, buyer- seller relationship marks a professional dilemma on the question of ethical competitive sourcing, transparency and accountability.

Well-selected suppliers enhance the effective use of public funds, improve availability, quality, reliability and costs of public services, improve the participation of private sector, and act as an integral part of a good governance process (CPAR, 2004)

1.2 Statement of the problem.

Many organizations fail to execute the supplier evaluation function due to what has been said by many Public as well as Private firms to lie on selecting and evaluating suppliers on a price basis only, hence poor performance of the organization programs and the entire organizations as a whole. Government Ministerial and Agencies are the ones to guarantee welfare to citizens if they are well managed and organized. According to Controller and Auditor General's report for the years 1996-1998, the Government has been incurring significant losses through poor materials management and accounting system, among are those related to late and undelivered items which can be contributed by poor supplier evaluation. Therefore, the problems of poor supplier evaluation undermine the profitability objectives of a firm and hinder the attainment of total quality management of the firm hence the whole exercise of suppliers' evaluation and purchasing functions become non satisfactory and this has led to the emergence of this study.

1.3 Objectives of the studies

The study was guided by two sets of objectives as stated here below.

1.3.1 Main Objective

The general of objective of the study identify how supplier evaluation is carried out in order to attain total quality in government sector.

1.3.2 Specific objectives

- (i) To identify methods used in evaluating suppliers in the Agency.
- (ii) To identify the strengths and/or weaknesses of the supplier evaluation matrix used by the
Procurement Management Unit - TANROADS
- (iii) To identify measure to be used in order to attain total quality management in government sector.

1.4 Research questions

The study was guided by the following research questions.

- (i) What are the common criteria used to evaluate suppliers in the Agency?
- (ii) What are the strengths and/or weaknesses of the current used criteria in the supplier evaluation?
- (iii) What measures should be put in place in order to attain total quality management?

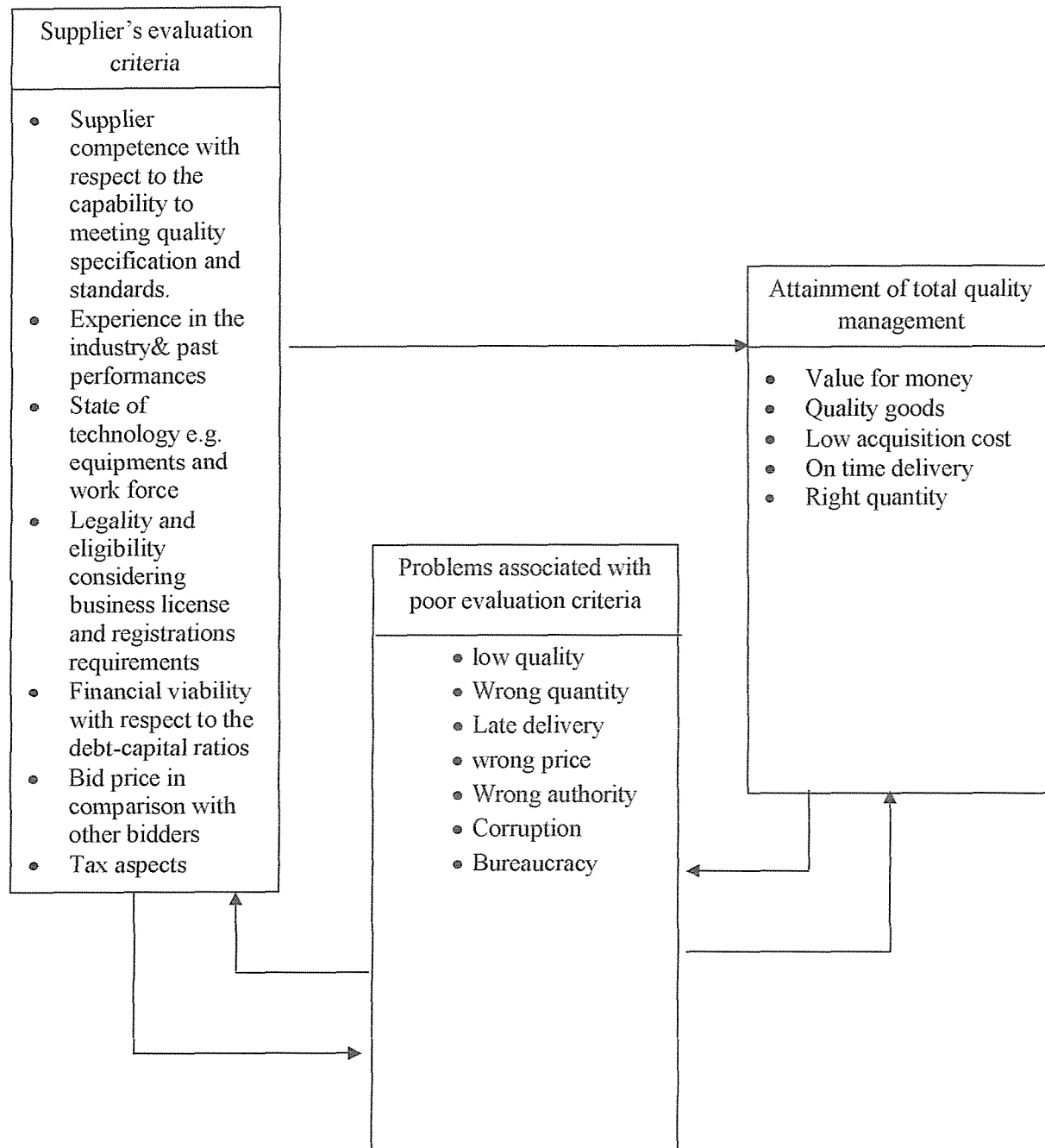
1.5 Significance of the study

- (i) The study was intended to have an implication of increasing the knowledge of researcher in the area of suppliers' evaluation matrixes.
- (ii) To help the management of the case study to understand the areas of weakness of the system on use and hence be able to take appropriate measures to rectify the pointed out issues.
- (iii) Also to set up the bases of knowledge to forthcoming researchers, giving them outlook of the existing practices in the area studied.

1.7 Scope of the study.

The study has covered all aspects in the process of supplier evaluation as far as evaluation matrix is concerned. It was conducted at Tanzania National Roads Agency-Head quarters. The study was conducted from the 16th October 2008 to April 2009.

1.8 Conceptual model



Source: literature review

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers three aspects. The first aspect is theoretical literature review while the second aspect is empirical literature review. And the third aspect is the synthesis.

2.1.1 Perceptions on Supplier Evaluation

Baily & David (2005) defines suppliers' evaluation as a continuous process of the purchasing department, limiting the suppliers to supply the requirements. Actual sources with which one is dealing regularly can be evaluated largely on their track records, on the actual experience of working with them. A set of criteria, which form a basis for evaluating suppliers, is what constitute a supplier evaluation matrix (model). Most organizations spend 80% of their annual spend with only 20% of existing suppliers, therefore for a prudent buyer supplier evaluation is needed Baily & David (2005).

The basis of evaluation or simply contents of the supplier evaluation matrix, for proper selection and evaluation should include:-

- Quality- both performance and conformance quality aspects are considered.
- Quantity- right quantity deliveries.
- Timing- timely deliveries.
- Service- before and after sale services.
- Price- Lower price among selected suppliers.

Intel (2006) defines supplier evaluation as the process of limiting the number of suppliers that meet requirements on the basis of criteria set by the firm. The lack of world class suppliers qualified to supply products is a challenge all over the world in global economies in which even terrorists are competing to supply. Therefore successful sourcing is not achieved solely on the basis of securing competitive bids.

Datta (1984) defines supplier evaluation as the process of preparing an exhaustive list of suppliers and then sorting out one or ones with whom to do the business basing on the supplier evaluation matrix.

Heinritz (1991) defines a supplier as a vendor that is able and willing to provide consistent quality, service and at a competitive price to get the best source of supply for their needs; buyers often make choice of equally eligible sources.

England (1986) propounds that a good supplier is one who at all times honest and fair in dealing with customers, his own employees and himself who has adequate plant facilities and know how, to be able to provide requirements, which meet the purchaser's specifications. Therefore should meet in time, quantities required, whose financial position is sound, whose price are reasonable to both seller and buyer, whose management policies are progressive and his own interests are best served when he best serves the customers.

Baily & Farmer (2005) give the meaning of the right source of supply as follows: If the correct decision is made in a particular instance, the buying needs will be met perfectly, in such a case the company will receive right requirements, in the right condition, right quantity, at right time and price. A good supplier is an invaluable resource to the organization requiring its products or service, such supplier makes a direct contribution to a firm's success. They can assist their customers in product development, value analysis and timely delivery of the desired level of quality. Good buyer-seller relationships facilitate the buyers' efforts to gain superior performance and extra service like cooperation on cost reduction programs.

Selection and management of the right supplier is a key obtaining the desired level of quality on time and receipt of the necessary level of service.

Gary (1987) conceptualizes the supplier evaluation as follows:-

After potential suppliers have been determined and located a qualitative evaluation and elimination process is used. This process compares suppliers in terms of their ability to provide the desired quality, quantity, price and service. In the purchasing context quality refers to the suitability of the product as conformance quality which is manifested by the product to meet specifications and performance quality determined when the product satisfies the needs. Therefore quality must be evaluated by considering how the product is to be used. Quantity is also a big aspect in the purchasing parlance. The suppliers should be evaluated basing the ability to meet the delivery schedule.

Service is often an intangible factor in supplier evaluation, including such issues as location, reserve capacity; technical assistance, quality control procedures, production assurance & labor and financial stability all constitute a supplier evaluation matrix.

Cigna (2006) defines suppliers' evaluation as short listing suppliers to get those who support organization's objectives and goals while actually looking for the ways to manage costs. Cigna's cooperate services evaluate suppliers with regard to best value with particular emphasis on quality, total cost, delivery, innovation and management enterprises to meet requirements. Therefore these are constitutes of the firm's supplier evaluation matrix.

2.1.2 The Typical Supplier Evaluation Matrix

Scania (2006) defines supplier evaluation matrix or model as a set of criteria set to act as a basis to qualify supplier according to demand and expectations. The matrix provides the suppliers' good and weak areas. The weak areas are specifically targeted to improvements.

SEM of the Scania Company is divided into the following categories:

- Logistics- evaluates deliveries, administration and logistics conditions
- Quality: Design review, defective parts, rejects and audits
- After sales: Deliveries, product life cycle, pricing, packing and documentation.
- Company profile: Means financial position e.g. equity/Asset ratio, long term price development, risk management, signed Scania purchasing contracts, response in daily business and warranty period.

Rosters (2006), puts down main criteria for supplier evaluation as follows:-

- (i) Expertise and experience, demonstrated by independently endorsed case studies, proven specialists, and any awards won strategic business alliances.
- (ii) Expertise and experience of staffs based on CVs provided.
- (iii) Rates and charges.
 - Quality control systems
 - Client list, both public and private sector
 - Financial soundness
 - Size of the company
 - Professional indemnity and third part insurance cover

- Membership or registration in trade associations.

Gary (1987) *ibid*, argues that service is the most difficult area which faces difficulties in establishing evaluation criteria. Service is often an intangible factor in supplier evaluation, including such issues as location, reserve capacity, technical assistance, quality control procedures, production and labor assurance and financial stability. They suggested the following areas to be important.

- Location

The geographical location of the supplier is an important consideration in evaluating service. Shipments from distant suppliers are subject to more and greater risks of interruption by accidents, strikes and acts of nature. The possibility of using substitute model of transportation is also lessened as distance increases. Companies may overcome some of their geographical disadvantages by providing pool car shipments, branch warehouses and hold services. The term pool car shipments refer to the practice of collecting a number of small orders from a given geographical region and combining them into one shipment.

- Reserve capacity

The reserve facilities of a supplier are another consideration in evaluating services. This issue is important during business booms. A supplier with an adequate reserve of productive facilities can easily respond to increased customer requirements. Technical and managerial skills as well as physical plant and facilities must be considered in evaluating reserve facilities.

- Internal operations

The stage of suppliers' technological development and its ability to keep up with current methods are other considerations affecting service. Technological capabilities give the buyer access to outreach research. Buyers relay on vendors to suggest designs and material changes as new concepts are perfected. The inspection methods are considered because a supplier who inspects the finished products seriously is normally supplying goods perfectly. Quality control methods are to be checked.

- Labor relation

Another possible source of interference with the continuity of production in a supplier's plant may be the workers themselves. Strike may slow down production and make suppliers fail to deliver requirements the possibility of strikes can be projected by determining the morale of the

work force, reviewing the labor policies as expressed by general management and observing the degree of responsible leadership exercised by the union contract will also reflect the labour management climate.

- Warranties

Service also includes the kind and form of warranties that accompany a supplier's products. Relevant considerations include vendor's ability to provide installation wherever necessary and to provide replacement parts as needed. The supplier should assure the buyer that the product delivered will be maintained throughout its normal life.

- Vendor sources

Vendor relations also influence a supplier's service rate. A good supplier has well developed sources of raw materials and components to ensure delivery. The volume of raw materials as inventory, are critical dimensions to this fact.

- Plant visitations

Visits to the plants of suppliers are important means of initial evaluation and periodic examination of existing vendors. It is often desirable for a representative of the production or engineering departments to accompany the buyers on such visits, especially if the products are highly technical. The major areas to be observed are:-

- (i) Production facilities and overall plant layout means receiving, shipping, the internal material handling system, the supply and tool rooms and the offices should be examined.
- (ii) The degree and the type of personnel supervision should be observed.
- (iii) Housekeeping: Plant maintenance and general cleanness are useful clues to the efficiency and liability of output that be expected.
- (iv) Procedures: It is wise to study how the supplier processes an order, from the time it is received until the shipment leaves the plant.
- (v) Production specialization: The buyer should determine, during a plant visit the kinds of production in which the supplier tends to specialize. The supplier may most be effectively utilized as a source for such specialized products.

- Financial status

The financial status of the supplier directly affects its ability to serve and should be careful evaluated. One way is to analyze credit reports, financial statements, pricing policies, applying

the tools of ratio analysis to vendor's balance sheet and income statements. Items like current ratio, net profit to sales, cash ratio and inventory turnover ratio should be well evaluated. Generally, the buying unit should put these as criteria for evaluation in the supplier evaluation matrix.

- Supplier goodwill

Developing supplier goodwill is a vital part of purchasing personnel's strategic planning. Goodwill benefits the organization in emergencies and help to ensure adequate levels of supply during periods of shortages.

Intel (2006) *ibid*, explains the suppliers' evaluation matrix as asset of criteria for supplier evaluation as follows:

- Quality
- Technology
- Productivity
- Process control
- Worldwide cost competitiveness
- Innovation/new ideas
- Financial stability
- Service
- Management Philosophy
- Training program.

Intel normally establishes long term relationships with capable suppliers and work closely with them over time to achieve high levels of quality and productivity.

Cigna (2006) *ibid*, has set the following criteria for evaluating suppliers:

(i) Supplier competence

Compliance to specifications.

- a) Customer Services
- b) Quality system
- c) Past performance
- d) Strategic

(ii)Supplier Analysis

Legal review

- (i) Financial/best value with respect to;
- (ii) Financial review in consideration of

2.1.3 Supplier Evaluation Matrix and the Public Procurement Act (PPA 2004)

According to the PPA 2004, S. 65 (1) the law gives the procurement specialists an authority to prepare and include their supplier evaluation matrix in the tender document. The section says that the basis for tender evaluation and selection of the lowest evaluated tender shall be clearly specified in the instructions to bidders or in the specification to the required goods or works.

S. 65 (2) orders for the tender document to specify the criteria for evaluation as says, the tender documents shall specify any factor in addition to price which may be taken into account in evaluating a tender and how such factors may be quantified or otherwise evaluated.

Section 65(3) notwithstanding the provision of (2) where tenders based on alternative materials, alternative completion schedules or alternative payment terms are permitted, conditions for their acceptability and the method of evaluation shall be expressly stated in the tender document. The law further insists that price has not been the fundamental aspect of the suppliers' evaluation which means that the professional buyers are left with the task of determining an appropriate supplier evaluation model.

Under Section. 67 (1), The procuring entity shall evaluate on a common basis tenders that have not been rejected in order to determine the cost to the procuring entity of each tender in a manner that permits a comparison to be made between the tenders on the basis of evaluated costs but the lowest submitted price may not necessarily be the basis for selection for award of contract.

S.67 (2) Any relevant factor or factors in addition to price to be considered in tender evaluation and the manner in which they will be applied for the purpose of determining the lowest evaluated tender shall be specified in the tender documents for goods and equipments but the

tender evaluation for works shall be undertaken strictly in monetary terms and completion period.

S.67 (3) any procedure which tenders above or below a predetermined assessment of tender value is automatically disqualified and may not be accepted.

S.67 (4) the procuring entity shall procuring entity shall prepare a detailed report on the evaluating and comparison of tenders, setting out the specific reasons on which its recommendations for the award of each contract are based.

Dobler (1996) argues that because catalogues are commonly used as a source of supplier information, many purchasing departments maintain catalogue libraries. The NBMM report for commemoration ceremony has evidenced that among visited offices 60% have unqualified personnel while only 40% had qualified people. In principle a comprehensive system of supplier evaluation is worth the time invested because a considerable portion of the staff time is usually invested in dealing with precisely type of “bush fire” that a good system of evaluation will mitigate. Unfortunately such advice may be linked to the suggestion that the solution of the problem of the poor is for them to serve more – it does little to explain how.

2.1.4 Supplier Evaluation Process

A roster (2006) *ibid*, has pointed out three stages of evaluating supplier as follows:

- Check applications that are complete and meet mandatory requirements. Prospective suppliers are not disqualified on technicalities, therefore any supplier forgotten to provide necessary information is asked to provide the information for reasonable period. Supplier who does not meet mandatory criteria will be stated in the application “Long list” evaluation and selection.

A long list of potential suppliers for each service is drawn up based on an initial evaluation of the written application forms.

Final evaluation and selection

Applications for all suppliers in the long list will be evaluated against agreed selection criteria.

Notifying applicants

Successful suppliers are offered contracts

Unsuccessful suppliers are also informed, in writing and request debrief.

The reason for rejecting a supplier is for scoring less than others, taking into account the needs of the buyer and its client.

2.2 Total Quality Management

Kenneth Lysons and Brian Farrington total quality management is a way of managing an organisation so that every job is carried out right, first time and every time. This means that each stage of manufacture or service is total that is 100% correct before it's proceed. They also define it as an integrative management concept of continually improving the quality for delivered goods and services, through the participation of all levels and functions of the organisations.

Brian Farrington gave three important principles of Total quality management. A focus on product improvement from the customer view point the key ideas in this principle are product improvement and customer product improvement. Juran emphasised the importance of achieving annual improvement in quality and reduction in quality related cost. Any improvements that take an organisation to levels of quality performance that they have previously not achieved is termed a breakthrough. Breakthroughs are focused on improving or eliminate chronic losses or in Deming's terminologies common causes of variation all breakthroughs follow a common sequence of discovering, organisation, diagnosis, corrective action and control. The term customer in this context is associated with the concept of quality change which emphasise the linkages between suppliers and customers.

Quality chains are both internal and external. Thus internally purchasing is a customer of design and supply production. Staffs with a function or activities are also suppliers and customers. Like all chains the quality chain is no stronger than its weakest link without strong supplier customer link both internally and externally TQM is doomed to failure quality chains are one way in which to out mode the functional conflict power tactics. The first step in

implementing an internal quality chain is for each activity to determine answers to the following questions relating to customers and suppliers.

Customers;

- (i) Who are my internal customers?
- (ii) What are their true requirements?
- (iii) How do, how can, find out what are the requirements are?
- (iv) How can I measure the ability to meet their requirements?
- (v) Do I have the necessary capabilities to meet their requirements do I continually meet their requirements?
- (vi) How do I monitor changes in their requirements

Suppliers;

- (i) Who are my internal suppliers?
- (ii) What are my true requirements?
- (iii) How do I communicate my suppliers?
- (iv) Do my suppliers have capability to measure and meet the requirements?
- (v) Who do I inform them the changes in their requirement?

2.3 Tendering in Government Ministries and Departments

Most of the ministerial departments and government's agencies use tendering as the basic method to evaluate and select suppliers. The problem has remained with less competition since always the same suppliers respond to tenders. The aim of soliciting many bids is solely for checking the prices of regular suppliers. The notion that the lowest bid comes from reliable suppliers is a mere assumption. The observation of the researcher indicated that even though low bid price suppliers were selected but still there are suppliers who were not well performing. Sometimes stores people are forced to return those goods as they are of poor quality as stated in their order. This cause delay to supply the users' hence poor governance. All these are related to poor evaluations, which never support the vendor visiting, poor criteria for evaluation and lack of standard specifications (Mchangila, 2003:24).

The basis to public sector procurement falls under the focus of competitive bidding in order to realize value for money and fair dealing with all bidders. Government procurements are

normally made through tendering method which is generally said to be transparent. The importance of performance evaluation is not considered in government procurement practice alone, but in fact is the most necessary element, which needs to be recognized even by the private firms if they are to save costs in procurement. The observations from five ministries concluded that in tendering method there is high possibility of the lowest evaluated bidder, who sells at lower prices to win the contract without effective consideration of other factors like quality, delivery and financial position of such suppliers, which make a supplier reliable. Lack of control in selection procedures was found to be the source of complaints among suppliers. This situation has been observed in the study area where it was found that some contracts are awarded without proper evaluation (Mangesho, 2003: 31).

In government procurement, there are no clear evaluation guidelines for non-consultancy services. When evaluation committee for non-consultants' proposals conduct evaluation, they make use of the selection and employment of consultants regulations, actually which is not intended for the purpose. On the other hand, consultants and non-consultants suppliers said that they compete for what is contained in the tender document and those evaluation teams are the ones who are responsible to facilitate integrity and transparency. The study concluded that there are clear evaluation guidelines for consultants but there are no clear guidelines for examination and evaluation of non-consultants' proposals, that is why in preparation of the shortlist of non-consultants, examination, evaluation and comparison of tenders the evaluation committee make use of the selection and employment of consultants regulation which is not actually intended for that purpose (Rwehumbiza, 2006).

Among the areas that need much attention in any government sector are those related to procurement and all accounting officers are supposed to be aware with all procurements of goods. The basic objectives of procurement are to procure goods, services and works of the right quality, time, price, quantity and source. Most of government organizations do not follow proper evaluation standards as manifested by procuring poor quality goods, services and works. Many public institutions and ministries prefer tendering as the best method of procurement as it favours the accountability and transparency of the procurement personnel to the taxpayers who contribute much fund to the public. However tendering can not guarantee sourcing from right

suppliers if evaluation is not effective. The evaluation criteria need to be complex and standard specifications rather than selecting suppliers basing on price only (Wilfred, 2004).

Poorly developed evaluation criteria and specifications may limit competition of vendors if they are not well understood for vendors to compete. If there are no standard evaluation criteria and specifications, the vendors always get hard to adopt the criteria and hence fail to compete as a result competition is limited. Misuse of public funds is basically related to specification and evaluation criteria. In the CTB case, there is lack of well defined specifications and evaluation criteria that affect transparency in the execution of public procurement. There is no section which deals with development and assessment of evaluation criteria. Some public servants prepare a tender with specifications and evaluation criteria to enable a targeted person or company to secure it.

The situation is common for tenders for motor vehicles and construction. Tender evaluation in the public sector is poorly done due to poor internal control causing delays in the execution of tender commitments. Tender from abroad may take two years to make delivery while in construction it may take fourteen months after signing the contract. Delays lead to escalation of costs and requests for additional funds. The above are caused by poor evaluation criteria, failure to have professional work force as a result contracts are awarded to unqualified suppliers who supply substandard products (Kilimali, 2004).

No one likes to do business with a firm that has provided poor service in the past. Unfortunately awarding contracts by tender does little to develop the type of strong supplier relationship that leads to outstanding supplier performance, since a current supplier has no advantage in any future bid opportunity. Most of the government organizations award contracts through tendering; therefore giving no chance for having potential suppliers as a result the only area remaining for cost reduction is in the establishment of the supplier evaluation matrix. Public sector evaluation of suppliers must be systematic and fair, basing up on explicit criteria for which the supplier has notice. Key considerations include creating legitimate performance measures and developing a reliable reporting mechanism. A major problem for most public

sector organizations to overcome in introducing a formal supplier evaluation process is finding the human resources to make the system work. (Find articles, 2006).

Evaluations to great amount are still basing on prices because they are done through window shopping quotations, which do not need thorough evaluations because they are small in value. Training to evaluators is still needed to create awareness and financial implications of procurement. Suppliers are sometimes wrong and quote higher prices than the prevailing market prices therefore limit the PMU to achieve value for money procurements and making savings of the public fund, which can be used to finance other expenditures. (Mbura, 2007:83).

2.4 The Synthesis

From the theoretical literature review the researcher got what some author says on the supplier evaluation criteria. The major criteria for evaluating supplier are supplier competence in respect of capability of meeting quality, past performance status and creativity. Other criteria are financial viability and legality. Also bid price and warranty. And from empirical literature review he gets to know that the evaluation criteria need to be complex and standard specifications rather than selecting suppliers basing on price only. Also the researcher has understood that supplier evaluation needs to pass some stages like assessing the bids, visiting suppliers, negotiation and contract awarding. Thereafter the researcher had a chance to familiarize with the different methods used by cited researchers on their researches.

The remaining problem on researcher's side was what actually taking place in the agency as far as supplier evaluation is concerned? Do they have common standards for evaluating suppliers? If there are not; what is in the system of operations that does not allow initiation of common standards for supplier evaluation especially in the government agencies? And what should be done so as to improve supplier evaluation matrix and the entire process of evaluating suppliers for obtaining value for money

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter states area of the study, research design, population of the study, sample size and sampling procedures, data collection methods, data coding, analysis and interpretation.

3.1 Areas of the study

The study was conducted at TANROADS head quarters specifically in the Directorate of Procurement and Contracts as well as General supplies office. The area was selected because researcher hoped to fetch enough data to execute his research and be able to produce valuable report.

3.2 Research Design

The research was conducted as a case study in the Directorate of Procurement and Contracts acting as Procurement Management Unit of the Tanzania National Roads Agency. Researcher preferred case study because it would enable her to obtain detailed information. The focus was on procurement of goods.

3.3 Population of the study

The target population of this study consisted number of staff from Directorate of Procurement and Contracts, the top management, middle staffs, and operational staffs at TANROADS-HQ. This number totaled 18 staffs.

3.4 Sampling Procedure

The major sampling techniques which were used are non-probability sampling techniques. Under this technique research prefers convenience or accidental sampling technique.

3.4.1 Purposive Sampling Technique

The researcher used this sampling technique to select respondents who are knowledgeable about the topic and they can provide relevant information about the problems. In the case of procurement these can be the employees in the procurement department and in case of

TANROADS this can be the procurement department of TANROADS. Usually these are the people with better understanding of the problem or topic.

3.5 Sample size

The sample size are convenience from 4 subsections of the directorate, this means that the researcher has selected a sample that is available and willing to respond so as to save money and time consumption. The sample focused on the employees of the TANROADS-HQ who are the right population of study.

3.6 Sources of data

In the process of gathering data, the researcher employed both primary and secondary sources of data.

3.6.1 Primary Data

Primary data were gathered by means of appropriate method such as interview, observation and participation.

3.6.2 Secondary Data

These were obtained from Procurement Management Unit's reports, supplier evaluation reports, books, Internet search, research papers, tender documents and trade journals.

- Internet search for information that are readily available in the network
- Library search for literatures from books of different authors, research papers and articles in relation to the study.

3.7 Tools of data collection

The tools used in data collection were self completion questionnaires, oral interviews and observation.

3.7.1 Observation/Participation

The researcher worked with the Directorate of Procurement and Contracts for four (4) months. He was able to observe the supplier evaluation process and criteria for evaluation as constituted

in the supplier evaluation matrix of the Agency. The method enabled the researcher to have a full picture on the extent to which bundle of criteria used for supplier evaluation perform the same effectively. The researcher then determined the adequacy and inadequacy of the supplier evaluation model. The researcher also participated fully in the tender advertisement, opening, preliminary evaluation and evaluation of non rejected suppliers.

3.7.2 Interview method

Both structured and unstructured interview guides were used in collecting data for analysis. The advantage for the method to is to cover, both information detailed by semi-skilled and unskilled workers. This method has a time advantages because when using questionnaires, busy staffs like those in the Agency can simply loose questionnaires when given and making the researcher ending with no data.

3.7.3 Self-Completion Questionnaires

Self-completion Questionnaires was one of the data collection methods in this study, which was used by the researcher to all the respondents. To all these respondents questionnaires was to be suitable for them because they know how to read and write, and due to the nature of their works they will have insufficient time to sit for Interviews or Focus Group Discussion. For this case, the questionnaire was to be a self-completion one, whereby the respondents will have to fill in their replies individually after the questionnaires are distributed to them.

3.8 Data Coding, Analysis and Interpretation

Measurement is the process of assigning numerical representations to variables; Level of measurement requires the use of numbers. Under this study nominal level scale were used from the research proposal contained problems that are measured in terms of performance. For instance when assessing the employee's education level, the researcher is at nominal level scale.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the findings from data analysis in respect to the formulated research questions and/ or specific objectives. The chapter deals with data presentation and discussion as well as analysis of interview guiding questions to highlight the real issues obtained by the researcher during interview.

4.1 The professional qualifications and skills of personnel for proper setting and use of supplier evaluation?

The following question was asked individually to seven (7) respondents who are evaluators of suppliers for the Agency. Does SEM have direct relationship with education level? The aim was to identify the relationship between education level and evaluation matrix. The actual findings from interview and observation were as stated below.

All seven (7) respondents i.e. a hundred percent (100%) of the staffs of the agency constituting sample of interviewees said that there is a direct relationship between education level and supplier evaluation matrix. They said that if the procurement specialists who are evaluators of suppliers have low level of education this mean that the evaluation matrix itself is not good because according to PPA 2004, S. 65 (1) The procurement specialists are given an authority to set and include their evaluation matrix in the bidding document. And if the procurement specialists have high level of education the matrix is good and strong since the one who set it up is competent. So from there the researcher started discussion to identify the existing relationship between the two aspects i.e. SEM and education level. The discussion is given below.

4.1.1 Education Level and the Evaluation

Evaluation is one of the potential elements in sourcing but for evaluation to be effective there should be some criteria in a matrix and they should be fully evaluated by competent people. The evaluation matrix for the agency is prepared by users, IT departments for computer items and economic criteria by PMU to obtain economic quality and value for money. Most respondents have argued that evaluations need to be inline with PPA and PPR therefore an

evaluation job need knowledge and competency on the law and all the contents of the evaluation matrix.

4.1.2 Education and Experience Assessments

Procurement as other functions have professionals who have a long and specialized knowledge in the field therefore they can perform better in the job than others if entrusted to it. The researcher tried to focus on assessing the educational levels and experience of PMU staffs that are largely entrusted with the job. Levels of education and experiences of the staffs are shown in the table given in page 42.

Table One: Education level and Experiences of DPC staffs

S/n	Qualification	Available	Experience (Years)	% of the employees(DPC)
1	Master degree	6	Above 10	37.5
2	CPSP or Equivalent	1	Above 6	0.6
3	1 st degree	5	Above 8	31
4	Advanced Diploma	1	Above 5	0.6
	Total	13		69.7

Field data 2008

The table above shows that 69.7% of the 16 staffs employed staffs in the Directorate of Procurements and Contracts(DPC) are qualified and has enough experience of the job; The percentage given in the right side column are calculated basing on the total number of 16 staffs available in the above mentioned Directorate.

The remaining 30.3% of the staffs are like secretaries, messengers and other staffs of related departments who are not direct involved but they participate in one way or another.

4.2 Common Criteria used to Evaluate Suppliers in the Agency

The following question was asked individually to seven (7) respondents who are evaluators of suppliers for the Agency. What are the common criteria used to evaluate suppliers in the Agency? The aim was to explore the existing supplier evaluation matrix of the agency. All seven (7) respondents i.e. a hundred percent (100%) responded clearly to the question. The actual findings from interview and observation are given below.

4.2.1 Evaluation Process Practiced in the Agency

Evaluation in the agency is done by an independent selected evaluation committee. The evaluation committee is selected from other departments like IT, in evaluating computer items and other user departments. The evaluation for goods takes the following process:

- Opening of tenders: This is done by the secretariat where sealed documents from bidders are opened in the public in the presence of ATB members and bidders' representatives who are willing to attend. One from the secretariat lifts all the envelopes to show that they are sealed at once therefore lacks enough transparency for many envelopes. The names of evaluation committee are brought in the meeting.
- Preliminary Evaluation: This process aim to check the documents like VAT payments identifications, state of attorney and business license to see the eligibility of such supplier. More criteria are explained below. The bidders who are substantially responsive in the evaluation process are subjected to detailed evaluation.
- Detailed Evaluation: This process aim to weigh the bidders on the basis of understanding specifications and other economic criteria for evaluating suppliers. The substantially responsive bidders in the stage are subjected to price comparisons.
- The bidders for every lot in the purchase are compared basing on price and the lowest evaluated bidder to all cases is recommended for the award.
- Submission of the evaluation report: The evaluation committee submits the evaluation report to the secretariat where the secretariat prepares briefs to challenge the

evaluation and therefore disclose the effectiveness of evaluation reports and gives its recommendations.

- **ATB Meetings:** Recommendations from the evaluation committee and the secretariat in the ATB meeting for approval. If the time for the meeting is still far an extraordinary meeting is called for approving early wanted requirements. If the purchases are urgent, they approved through circular resolution where each ATB member signs by approving or disapproving giving reasons for an action.

4.2.2 Procurement Methods and the evaluation

One of the objectives of this study was to identify the existing criteria for evaluating suppliers in the Agency. During the study, the researcher observed that there are different procurement methods and different ways of disseminating the evaluation criteria to the suppliers however, the difference in evaluation criteria depended much on the goods bought and the prevailing environment. Generally the findings showed the commonness of evaluation criteria. The following procurement methods were observed:

(i) National Competitive Bidding Method [NCB]

The method normally involves the advertisement of tenders to the public through Newspapers and the TANROADS website but addressed to local suppliers. The evaluation criteria and all terms and conditions are included in the tender document.

(ii) International Competitive Bidding Methods [ICB]

The method normally involves the advertisement of tenders to the public through Newspapers, international business journals, foreign embassies, and the TANROADS website and addressed to any eligible suppliers. The evaluation criteria and all terms and conditions are included in the tender document.

(iii) Competitive Quotations

This method is done by giving quotations to short listed suppliers and these quotations have an inclusion of terms and conditions through which the suppliers will be evaluated. Competitive

quotations are normally subject to public opening hence followed by evaluations. It is used for procurement of goods not exceeding eighty millions.

4.3 The extent the selected suppliers been able to supply the needs of the organization on the basis of total quality management

The following question was asked individually to ten (10) respondents who are evaluators of suppliers for the Agency. To what extent has the selected suppliers been able to supply according to TQM? The aim was to see if TQM is achieved in the by the organizations suppliers. The actual findings from interview and observation are given below.

From the five (5) respondents i.e. fifty percent (50%) of total respondents of this question who are evaluators of suppliers for the agency researcher found the followings; they said; ‘The TQM in the supplies in the organization is obtained b value for money and goods of the right quality, in the right quantity, at the right price and on the right time. So considering those aspects the selected suppliers are supplying according to Total Quality Management because they ensures availability of quality and value for money. From the other (5) respondents i.e. fifty percent (50%) of the total number of respondents of this question who are some of suppliers of the agency the researcher found the followings; they said ‘the process of supplying according to TQM is measured with respect to the fairness and transparence in the wholly process of evaluation and setting up of as well as accessibility and reasonability of the stated criteria.’ So, they said, the selected suppliers by TANROADS supply according to Total Quality Management because the process of selection is fair and clear to every bidder. Therefore all ten (10) respondents i.e. hundred percent (100%) verified that the selected suppliers of TANROADS supply according to Total Quality Management.

This implies that the suppliers’ evaluation matrix of TANROAD has been able to select suppliers that actually supply services which are in accordance with the Total Quality Management (TQM).

4.4 The Strengths and/or Areas for Improvement of the Criteria in the suppliers' evaluation.

The following question was asked individually to ten (10) respondents of which five (5) are suppliers and the other five (5) are evaluators of suppliers for the Agency. What are the strengths and/or areas for improvement of the current criteria in the supplier evaluation matrix? The aim was to check the possibilities for setting the base for improving existing evaluation matrix of the agency. The actual findings from interview and observation are given below. From the five (5) respondents i.e. fifty percent (50%) of total respondents of this question who are evaluators of suppliers for the agency researcher found the followings; they said, 'The strength of the matrix is measured with respect to its ability to the meeting procurement objectives of the Agency. The purchasing objectives of the agency are to obtaining value for money and goods of the right quality, in the right quantity, at the right price and on the right time. So considering those aspects the existing evaluation matrix is strong because it ensures availability of quality and value for money. From the other (5) respondents i.e. fifty percent (50%) of the total number of respondents of this question who are some of suppliers of the agency the researcher found the followings; they said 'the strength of the evaluation matrix to them is measured with respect to the fairness and transparency in the wholly process of evaluation and setting up of as well as accessibility and reasonability of the stated criteria.' So, they said, criteria used by TANROADS for evaluating them is strong because are fair and clear to every bidder. Also these evaluation criteria are included in the bidding document which enables them to respond into the bid in accordance with those criteria. 'This brings high competition and fairness in trading' they said. Therefore all ten (10) respondents i.e. hundred percent (100%) verified that the existing SEM is strong.

Also researcher observed that this evaluation matrix is strong because it is set inline with the PPA 2004 and applied in accordance with the PPA requirements. The criteria are not set to suit some suppliers but general to all eligible suppliers. This also complies with PPA 2004, S.65 (1) which gives authority to procurement specialists to prepare and include in the bidding document the evaluation matrix as instruction to bidders.

4.5 The improvements to be made to improve supplier evaluation in TANROADS

Respondents have shown that their criteria for evaluation are inline with the PPA 2004 and PPR 2005 therefore; they cannot be subjected to more changes. An addition can be made to suit the environment and depending the nature of goods purchased and urgency of the goods. If the evaluation process and the matrix are highly subjected to changes the purchases will be done blindly. The agency has to make sure that the evaluation process is effective and deliveries are from the right source.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter gives the conclusions, recommendations and suggestions for further study as well as ending matters.

5.1 Conclusions

The conclusions and recommendations of this research are given below with respect to the early stated specific objectives of the research.

5.1.1 Conclusion on the existing Supplier Evaluation Matrix

The first objective was to explore the existing SEM in TANROADS- Head Quarters. The findings were as follows;

- (i) There is SEM in the Agency and it is applied effectively on each process of procuring goods as per procurement plan of the particular financial year.
- (ii) The criteria are clearly understood and straight to the procurement practitioners.
- (iii) The SEM is in accordance with PPA and PPR.
- (iv) The available SEM enables the Agency to achieve her procurements objectives of the entire financial year.
- (v) Bases for evaluation in most cases are the capability of the supplier to meet desired quality at a competitive price. And

Therefore the findings above prove that there is good SEM in the Agency. And it is competent enough to enable the agency to meet the procurement objectives.

5.1.2 Conclusion on the Strengths and/or areas for improvement of the SEM

The second objective was to identify the strong and areas for improvement of the existing supplier evaluation matrix of the agency. The findings were as follows;

- Evaluation Matrix are clearly understood by suppliers and evaluators and set up inline with PPA and PPR.

- Criteria are communicated to bidders together with bidding documents as instruction to bidders.
- Criteria are reasonable and capable of evaluating suppliers and hence ensure right source for supplies of goods which ultimately brings value for money to the agency.
- Evaluation Matrix enables the agency to achieve her procurement goals of the year as per plan.
- Evaluation matrix encourages competition among suppliers because are not set to suit few suppliers but many of them.

Therefore from the above findings the researcher concludes here that the SEM of the agency is definitely strong.

5.1.3 Conclusion on measures to be used in order to attain total quality management in government

The third specific objective was to identify measures to be used in order to attain total quality management in government. The actual findings were;

- Procurement act should be applied properly in public procurement of goods.
- The market study should be performed after sometimes to update the prices and suppliers data base.
- There should be an internal report for every financial year on the procurements of the particular year for assessment.
- The researcher wishes the management to bring the technical specifications of the goods like Computers and Cars into the suppliers' sight through the agency's website such that they can access them easily.
- There should be categories of items and their methods to procurement with its appropriate SEM. Examples small office consumables like pen and stickers should be differentiated from Computers consumables like toners and ink cartridges.

5.2 Recommendations

The recommendations are given basing on the stated research objectives. However they are directed to the all level of management of the agency.

5.2.1 Recommendations on the Criteria used to evaluate Suppliers.

- The researcher wishes the management to bring the technical specifications of the goods like Computers and Cars into the suppliers' sight through the agency's website such that they can access them easily.
- There should be categories of items and their methods to procurement with its appropriate SEM. Examples small office consumables like pen and stickers should be differentiated from Computers consumables like toners and ink cartridges.
- There should be supplier visitation for sometimes to obtain the relevant data like costs structure sheets etc.
- The market data should be updated after little time.

5.2.2 Recommendations on the strengths and/or areas for improvement of the SEM

- There should be standard criteria for evaluating suppliers and not every donor setting his own criteria.
- Since the agency is receiving financial assistance from different donors like EU, ADB, USAID, IDA etc. and all these donors have set their distinct procurement regulations the agency should therefore have a tendency of sending her procurement staffs for the training and short courses on these regulations.
- Procurement act should be applied properly in public procurement of goods.
- The market study should be performed after sometimes to update the prices and suppliers data base.
- There should be an internal report for every financial year on the procurements of the particular year for assessment.

5.2.3 Recommendations on measures to be used in order to attain total quality

Management in the government

Staffing should consider academic qualifications

- Number of procurement specialists should be increased.
- Motivation to workers should be improved so that to encourage them exhausting to the maximum their capacity to work for the betterment of the agency and the nation as well.
- The procurement specialists should be given seminars and training on procurements procedures after sometimes to make them competent on the field of their profession.
- The procurement regulatory board like PPRA after assessing and auditing the procuring entities and governmental agencies should thereafter produce evaluative report with ranks and awards this will motivate and rectify the mistakes of those agencies.

5.3 Suggestions for Further Study.

This study was conducted to make an assessment of supplier evaluation criteria thus further study is required to make the following assessments:-

1. An assessment of suppliers' performance in public organizations
2. Ways of achieving value for money in the public procurements
3. Contracts management and suppliers performance
4. Factors for ineffectiveness of suppliers evaluation

APPENDICES

APPENDIX A : Bibliography

Baily P. et al (2005), Purchasing Principles and Management, 9th Edition Great Britain.

Chopra Sunil (2004), Purchasing and Supply Management. Fourth Edition Great Britain.

CIAG's report (1993/94 & 2004/05) National Audit Office.

Cigna (2006), <https://www.cigna.com> accessed on 17th December 2007.

Cothari, C.R (1990), Research Methodology, Methods and Techniques: 2nd Edition, New Age International (P) Limited, New Delhi.

Datta A.K (1984), Materials Management, procedures, texts and cases, New Delhi

Dobler & Burt (1996), Purchasing and Supply Management-text and cases, CIPS Mc Graw Hill, New York.

England W.B (1986), Purchasing and Materials Management, Richard D. IRWIN WC, Homewood, Illinois.

Find articles (2006), <https://www.findarticles.com> accessed on 17th December 2007.

Intel (2006), <https://www.supplierz.intel.com> accessed on 11th November 2007.

“IDLO” 2002, International Development Law Organization: Enchanting Public Procurement. (Unpublished report)

Kilimali E.M. (2004): How Specifications and Evaluation Affect Transparency in Public Procurement (Unpublished report)

Mangesho P.E. (2003): Impact of Tendering in Suppliers Evaluation (Unpublished report)

Mchangila M.D. (2003): Selecting Suppliers through Tendering (Unpublished report)

NBMM report (6th October, 2006) on the Commemoration ceremony for its 25th year.

PPA (2004), Public Procurement Act, United Republic Of Tanzania.

Rosters (2006), <https://www.coi.gov.uk>, accessed on 11th November 2007.

Rwehumbiza S.M (2006): Assessment of Public Procurement on Selection of Consultants and Non-consultants. (Unpublished report)

Scania (2006), <https://www.scania.com> accessed on 11th November 2007.

Wilfred M. (2004): Supplier Evaluation Assessments. (Unpublished report)

Zenz Gary J. (1987), Purchasing and the Management of materials, New Delhi

APPENDIX B

Questionnaire

INTRODUCTION:

I am Hadija A. Shuma a third year student of supply and procurement at Kampala International University. These questions have been prepared for the purpose of collecting information that will help in accomplishing a research titled “SUPPLIERS EVALUATION CRITERIA IN PROCUREMENT AND ATTAINMENT OF TOTAL QUALITY MANAGEMENT IN GOVERNMENT SECTORS IN TANZANIA”. This study as well, is done as a partial fulfillment for an Award of bachelor Procurement and supply management. We kindly ask you for your positive response, because your contribution and participation will lead to the success of this study.

All the answers to these questions will be kept confidential, and will never be used for different purposes other than academic purposes. Thanks a lot for accepting to spend your precious time for answering these questions, and I request your sincere co-operation.

SECTION A

1. Personal Particulars

Age: (Please put a tick √ to select the answer of your choice).

Range btn 15 – 25 ☐ 26 – 35 ☐ 36 – 45 ☐ 46 – 55 ☐ 56 or Above ☐

Sex.....

Education

Occupation

Title

Organization/Institution

Qn1 What are the current criteria used to evaluate suppliers/bidders?

.....

.....

.....

.....

.....

Qn2 Do you know what supplier evaluation matrix is?

Yes ☐

No ☐

If yes: What is the matrix for consultancy services, non-consultancy services and goods?

.....

.....

.....

.....

If no: Which criteria do you use to evaluate suppliers?

.....

.....

.....

.....

Qn3 To what extent have the selected suppliers been able to supply the needs of the organization in order to achieve total quality management?

- a) Very high ☐
- b) high ☐
- c) Average ☐
- d) Low ☐

Why do you think the suppliers have been able to supply to that extent you have selected in the achievement of total quality management?

.....

.....

.....

.....

.....

Qn3. What are the strengths and/or weaknesses of the current used criteria?

Strengths.....

.....

.....

.....

Weakness.....

.....

.....

.....

Qn4 Do you think your supplier evaluation criteria needs to be changed?

Yes ☐

No ☐

If yes please tell us which evaluation criteria do you think should be adopted?

.....

.....

.....

.....

.....

.....