

**THE IMPACT OF THE SUPPLY CHAIN MANAGEMENT
POLICY ON THE LIMPOPO OFFICE OF THE PREMIER**

MASTER OF PUBLIC ADMINISTRATION AND MANAGEMENT

D D CHAUKE

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**THE IMPACT OF THE SUPPLY CHAIN MANAGEMENT POLICY ON THE
LIMPOPO OFFICE OF THE PREMIER**

by

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DECLARATION

I declare that the mini-dissertation hereby submitted to the University of Limpopo, for the degree Master of Public Administration and Management (MPAM) has not previously been submitted by me for a degree at this or any other University; that it is my work in design and execution, and that all material contained therein has been acknowledged.

Chauke Dzunekani David (Mr)

Date

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- Limpopo Office of the Premier, for granting me an opportunity to further my studies.
- The Office of the Premier SCM for their invaluable input in this study.

DEDICATION

Firstly, I would like to thank God almighty for His grace through Jesus Christ which has been sufficient for me throughout this period and;

- To My Dear Children, Rirhangu, Dzikani, Daima, Dzunekani Jnr and Dael DR for supporting me through this journey.
- To My Mother, N'wa-Phahlela, you will always be special.
- To My Brother Dr Khensani Richard, you are a star and a true inspiration. The best thing that happened to me was when I was born after you. Long live and keep up the good work. Love you, brother.
- To My Sister, Khombo Margaret, for being such an understanding being.
- To Sesi Mirriam Mopedi Mothapo, thanks for your sacrifices and assistance.

ABSTRACT

The South African government introduced the Supply Chain Management Framework in 2003, with a vision of creating a seamless system intended to play a critical role in service delivery to communities while achieving the objectives of cost-effectiveness, fairness, equity, transparency and ethics. This study focused on the impact of Supply Chain Management Policy Implementation in the Limpopo Office of the Premier.

Qualitative data were collected, primarily in the form of semi-structured interviews using an interview schedule consisting of both closed and open-ended questions with the Chief Financial Officer, Director (SCM), Deputy Directors (Demand, Acquisition, Logistics and Inventory, Asset and Transport Management) and SCM nineteen SCM practitioners. These officials provided sufficient information concerning the effect of Supply Chain Management policy implementation in the Limpopo Office of the Premier.

The study established that failure to implement SCM policy hurts service delivery. The effective implementation results in improved service delivery, whereas poor implementation results in the poor quality of service to the public, fraud and corruption, irregular and fruitless expenditures as well as negative departmental image.

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CHAPTER 1

OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Supply Chain Management (SCM) is instrumental in enabling the government to provide goods and services. Since its introduction in the early 1980s, SCM has become one of the most popular concepts within management in general, and its evolution continued in the 1990s due to the intense global competition (Habib, 2011:6). Over the past decades' researchers focused on SCM from the profit organisations' perspective, things have changed since both the public and private sector employees the elements of SCM system consisting of demand management, acquisition management, logistics management, disposal management, risk management and SCM performance and monitoring to realise their policy objectives.

The Office of the Premier is expected to be compliant in terms of section 217 of the Constitution of the Republic of South Africa (Act 108 of 1996) when the government contracts for goods and services it must do so in a way which is fair, equitable, transparent, competitive, and cost-effective. Furthermore, the SCM system must provide for the advancement of persons or categories of persons disadvantaged by unfair discrimination. These are the cornerstones of South Africa's public sector procurement system.

To realise this objective, the office of the Chief Procurement Office (OCPO) works with the government institutions to modernise and oversee the South African public sector SCM system to ensure that the procurement of goods, services and construction works

are fair, equitable, transparent, competitive and cost-effective in line with the Constitution and all relevant legislation.

The Supply Chain Management delegations by the Accounting Officer in the Limpopo Office of the Premier is expected to be compliant in terms of section 38(1) (a) (iii) of Public Finance Management Act, 1999 (Act 1 of 1999) as mandated to ensure that the Office maintains an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective (Office of the Premier, 2013:2).

It is against this background that this study is being conducted to critically examine the SCM processes with a particular focus on implementation, especially in the Limpopo Office of the Premier, which is an institution of government.

1.2 PROBLEM STATEMENT

The General Report by the Auditor General (AG) on the audit outcomes of Limpopo Province (2014-15:23) on SCM and irregular expenditure for the Office of the Premier reflects that in total on unqualified with findings, 64 percent of these auditees had material instances of non-compliance with the SCM legislation and only 29 percent had good SCM practices. Their irregular expenditure levels were high as a result of their poor SCM practices. They incurred R626 million of the total irregular expenditure while responsible for R2.4 billion of the provincial budget. On the qualified with findings, in total, all auditees had material instances of non-compliance with SCM legislation where their irregular expenditure levels were high as a result of their poor SCM practices. They contributed to R35 million to irregular expenditure while being responsible for only R2.3 billion of the provincial budget.

The Limpopo Provincial Government report (2016:21) summarises the Office of the Premier constitutional responsibilities as follows;

- To oversee the administration of provincial legislation and national legislation within the functional areas listed in schedule 4 and 5 and national legislation outside those listed in schedule 4 or 5 which have been assigned to the province in terms of the acts of the provincial legislature/parliament.
- To coordinate the preparation and initiation of the provincial legislature.
- To coordinate the functions of the provincial administration and its departments.
- To manage the performance of the provincial administration, monitor and value service delivery and governance in the province.
- To develop and oversee the implementation of policy and planning in the province.

Given the fact that the Limpopo Office of the Premier is the number one department in the province and became the only department to receive unqualified audit findings after several years, it is, therefore, a cause for concern. The fundamental question for investigation is, therefore, to what extent is the effect of the implementation of Supply Chain Management policy in the provision of goods and services in the office of the Premier.

1.3 MOTIVATION FOR THE STUDY

Numerous theories have been used by researchers to understand why some supply chains succeed in creating value while others do not (Manyathi and Niyimbanira, 2014: 82) since the objective of Supply Chain Management is to maximise the overall value generated rather than profit generated. Ambe and Migiro (2008: 230) suggest that effective public sector SCM has a potential benefit such as inventory reduction, improved service delivery and cost reduction across the supply chain, however despite all these benefits the South African public sector continues to encounter challenges. Some of the challenges raised include poor implementation of SCM practices, lack of skills and capacity and in the implementation and execution of SCM; quality of services and products in the supply chain, and poor collaborative planning. It is against this background that the researcher was motivated to conduct a study to explore the impact of Supply Chain Management policy in the Limpopo Office of the Premier.

1.4 SIGNIFICANCE OF THE STUDY

South Africa's public sector SCM system has many imperfections. There are constant allegations of corruption and inefficiency. Service delivery protests are a sign that people feel that they are not receiving the quality or quantity of the services they deserve. An efficient and intelligent implementation of public sector SCM system can help solve these problems (National Treasury, 2015:4)

This study is important in that it seeks to explore the effect of Supply Chain Management policy implementation in the Limpopo Office of the Premier. Considering its focus, the research has the potential to provide feedback to the department on ways and mechanisms to enforce or improve the implementation of the SCM system and practices. Through its findings and recommendations, the study will further provide valuable information to the researcher and academics interested in the implementation of the Supply Chain Management policy and for further educational research.

1.5 AIM OF THE STUDY

This study aims to explore the effect of Supply Chain Management policy implementation in the Limpopo Office of the Premier.

1.6 OBJECTIVES

The objectives of this study are;

- To explore the effect of Supply Chain Management on the Limpopo Premier's Office.

- To evaluate the impact of supply chain management on employees in the Limpopo Premier's Office.
- To investigate the role of Supply Chain Management Practitioners on compliance with SCM policy.

1.7 RESEARCH QUESTIONS

The main research question of this study is to examine the effect of Supply Chain Management policy implementation in the Limpopo Office of the Premier. The questions are therefore set out as follows:

- What is the effect of the implementation of Supply Chain Management Policy in the Limpopo Office of the Premier?
- Is there an impact relating to Supply Chain Management policy on employees in the Limpopo Premier's Office?
- Do SCM practitioners' role comply with Supply Chain Management policy in the Limpopo Premier's Office?

1.8 DEFINITION OF CONCEPTS

The following are key definitions of concepts identified by the researcher:

Supply Chain:

Cheng and Gong (2013:1003) define the Supply Chain as a set of facilities, suppliers, customers, products and methods controlling inventory, purchasing and distribution.

Supply Chain Management:

Supply Chain Management (SCM) is the integration of these activities through improved supply chain relationships to achieve a sustainable competitive advantage (Seuring and Muller, 2008:1700).

Du Toit and Vlok (2014: 28) define SCM as a set of approaches utilised to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed in the right quantities, to the right locations, and at the right time, to minimise system-wide costs while satisfying service level requirements.

Demand management:

Ambe and Badenhorst-Weiss (201:80) view demand management as the first element of SCM which serves to fulfil the needs identified during the strategic planning process where total needs assessment should be undertaken, resources required must be analysed and assessed; key elements in the demand management process should be considered; the SCM practitioner to be brought closer to the end-users, bid specification committee and procurement methods.

Demand management is a collaborative process that involves accurately determining how much product needs to be produced at each level of the supply chain through to the end customer (National Treasury, 2009:77).

Acquisition Management:

Acquisition management is the management of procurement, evaluation of bids comprising of bid committees, consult register for defrauders, range of procurement systems, and establishment of the total cost of ownership of assets, bid adjudication and appointment of consultants (Ambe and Badenhorst-Weiss, 2011: 80).

Logistics Management:

Logistics management strategically manages the acquisition, movement and storage of materials, cost fulfilment of orders, ensures effective flow of goods, services and related information from the point of origin to the point of consumption (Ambe and Badenhorst-Weiss, 2011: 80).

1.9 OUTLINE FOR THE DISSERTATION

The chapters will be outlined according to the chronological stages of the research process as follows;

Chapter one: The introduction. This is an overview of the entire project and comprehensive information on how the study will be conducted by describing the statement of the problem, aims of the study, objectives of the study, significance of the study, research questions, definition of concepts, the outline of the research and conclusion.

Chapter two: a Literature study. Relevant literature starting by systematically introducing the concept of SCM, Supply Chain Management in the global space used in both private and public sector institutions, definitions, selected models are presented, success factors and challenges experienced in SCM, SCM process outcomes and the concept of implementation.

Chapter three: Research Methodology. What will be captured under the study include; research design and methodology, type of research which will be used, research methods, target groups, instruments, research techniques and applications.

Chapter four: Results presentation. The data drawn from questionnaires, interviews, observations and documentation are analysed, and results presented.

Chapter five: The focus of this chapter will be on the findings, recommendations of how the current situation may be improved and a conclusion.

CHAPTER 2:

LITERATURE REVIEW

2.1. INTRODUCTION

The purpose of the literature review is to explore and put into context the issues about the theoretical orientations relating to SCM. The SCM literature review is derived from academic books, completed dissertations, articles in scholarly journals and relevant acts and policies to provide a synopsis of the studies already done on SCM. The chapter provides an overview of, (i) the concept of Supply Chain Management, (ii) Public sector Supply Chain Management, (iii) Legislative framework, (iv) Supply Chain Management Model, (v) Supply Chain Management departmental role players and (vi) Challenges associated with SCM in the South African public institutions.

2.2. THE CONCEPT OF SUPPLY CHAIN MANAGEMENT

Interest on the concept of Supply Chain management has progressively increased since the 1980s when companies saw the benefits of mutual relationships within and beyond their organisations (Lummus and Vokurka, 1999:11), and Van Weele (2014:404) considers SCM as the core of successful modern retail.

Supply Chain Management (SCM) stands out as one of the significant instruments that facilitates policy implementation in governments and across the globe where according to Ambe (2009:428), numerous researchers have dealt with SCM from research areas such as logistics, transportation, strategy, marketing, organisational behaviour and economics. Many articles have been published in various disciplines to attempt to define the SCM and discuss the future course of action (Cooper, Lambert and Pagh, 1997:21). Cao and Zhang (2011:172) view Supply Chain Management as an amalgamation of key business processes throughout the supply chain projected to generate value for customers as well as the stakeholders.

According to Ambe and Badenhorst (2011: 73), SCM represents a significant transformation in the way the organisations view themselves and has also witnessed values created through the integration and coordination of supply, demand and relationships to satisfy customers effectively and profitably both in the private and public sectors. In larger organisations the capacity of supply management can be grouped under four major areas comprised of sourcing and negotiating, market analysis and research, operational support and order follow-up as well as administration although the scope given to an individual customer will differ depending on the overall structure (Handfield, Monczka, Giunipero and Patterson, 2011:170).

According to Hugo and Badenhorst-Weiss (2011:4), SCM encompasses the planning and management of all actions involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers and customers. SCM serves to integrate supply and demand management both within and across companies. That being the case, Burt, Petcavage and Pinkerton (2010:275) are of the view that SCM also enlarges supplier selection and relationship management issues well beyond the traditional business perspective of buyer-seller to those characterised by multitier, highly interdependent supplier selection and relationships which span the globe.

The term SCM is used by companies in modern times to denote how supply processes are managed and structured. It relates to how material processes are managed within the company while the term also relates to how external material processes are managed (Van Weele, 2010:251). Ambe and Badenhorst-Weiss (2011:74) are of the view that the term is used in business literature to refer to the control of materials, information, and finances as they move in a process from supplier to manufacturer to wholesaler to retailer to consumer. On the other hand, Bowersox, Closs, Bixby Cooper and Bowersox (2013:4) believe that SCM consists of multiple firms collaborating to influence strategic positioning and to improve operating efficiency. Where each firm is involved, the supply chain relationship reflects a strategic choice and supply chain strategy is a channel and

business organisational management founded on acknowledged dependency and collaboration.

Ambe and Badenhorst-Weiss (2011:1100-1101) bring an exciting variation into the study of SCM by exploring supply chains in the public sector while referring to the private sector as a point of departure. The view that public sector SCM is of strategic importance in ensuring that improved efficiency and value for money are achieved when a particular public organisation seeks to perform procurement functions (Ambe and Badenhorst, 2011:1104)

The new SCM policy adopted by cabinet in South Africa is grounded on four major objectives which aim to transform the government procurement and provisioning practices into an integrated SCM function, introduce a systematic approach for the appointment of consultants, create a common understanding and interpretation of the preferential procurement policy and promote the consistent application of 'best practices' throughout the government supply chain (National Treasury, 2004:9). Ambe and Badenhorst-Weiss (2012:11005) also note that in 2003, the South African cabinet adopted an SCM policy to replace outdated procurement and provisioning practices to implement the SCM function across all spheres of government, which would be an integral part of financial management and would conform to the international best practices.

2.3. SUPPLY CHAIN MANAGEMENT IN THE PUBLIC SECTOR

Several countries, such as the UK, US and Canada, have long employed SCM in the management of their procurement and logistics. In the US, the Department of Defense have minimised costs through lead time in the management of its logistics by employing SCM best practices, and the Office of Government of Commerce (OGC) in the UK releases year to year updates about the best practices of SCM in the public sector (Ambe, 2009:428; Ambe and Badenhorst-Weiss, 2011:76)

According to Ambe and Badenhorst (2011:1102), parties involved directly and indirectly with citizens in the rendering of crucial services are vitally important in the government's implementation strategy. The parties may include external suppliers that play a significant role in purchases of goods and services, internal corporate services within the government departments as well as external organisations. This serves as a reflection that public sector SCM processes combine general financial practices such as budgeting, reporting and accounting with procurement, provisioning and asset management.

2.3.1 South African perspective on Supply Chain Management

The South African public sector supply chain has been transformed through the introduction of procurement reforms. The procurement reforms started in the year 1995 and were directed at two broad areas, the promotion of principles of good governance and the introduction of a preference system to address socio-economic objectives (Ambe and Badenhorst, 2011:79). These reform processes were supported by the introduction of several legislative measures, which include the Public Finance Management Act (PFMA) Act no.1 of 1999, Municipal Finance Management Act (MFMA) Act no.56 of 2003 and the Preferential Procurement Policy Framework Acts (PPPFA) No 5 of 2000 (Ambe, 2009:427). From the South African perspective, the processes that take place in government SCM involve the cooperation of important parties involved the delivery of services according to South African National Treasury Regulations that provide guidelines for proper implementation of the SCM policy (Ambe and Badenhorst-Weiss, 2011:1103).

The initiated public procurement reforms since 1995 culminated into the introduction of SCM as an approach to managing government procurement. The National Treasury defines procurement as a process which creates, manages and fulfils contracts and SCM as a design, planning, execution, control and monitoring of supply chain activities in the delivery of goods, services, works or any combination thereof. In 2004, the Limpopo Provincial Treasury was born as a result of Provincial Executive Council's (EXCO) decision to separate Treasury functions from Economic Development, Tourism and Environment. The SCM Policy Framework promulgated in December 2003 was rolled out to the provincial government in December 2004 utilising the Provincial Treasury

Instructions on supply chain management (Limpopo Office of the Premier Report, 2018:2), and the Limpopo Provincial Government presented its first approved Limpopo Provincial Evaluation Plan (PEP) in October 2015.

2.4. LEGISLATIVE FRAMEWORK

Without a legislative framework, Political representatives will not be able to make informed and intelligent decisions. The legislative requirement of the supply chain management warrants each department to create a supply chain management policy as stipulated in the Public Finance Management Act (PFMA) (Act 1 of 1999). Adoption of all the SCM policies ensures uniformity in bid and contract documentation, and it promotes the standardisation of SCM practices (National Treasury, 2003).

2.4.1. The Constitution of the Republic of South Africa, Act 108 of 1996

The Constitution of the Republic of South Africa, 1996, is the supreme law of the country, and it has set the pace for supply chain management in the public sector. Section 217 of the Constitution of the Republic of South Africa (1996) has a significant impact on procurement practices in the government, and the Act stipulates the primary and broad secondary procurement objectives.

When an organ of state in the national or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so following a system which is fair, equitable, transparent, competitive and cost-effective. Subsection (1) does not prevent the organs of state or institutions referred to in that subsection from implementing a procurement policy on condition that Categories of Preference in the allocation of contracts; and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination. The National legislation must prescribe a framework within which the policy referred to in subsection (2) has to be implemented.

2.4.2. The Public Finance Management Act (Act 1 of 1999)

Primarily the PFMA is an act that regulates procurement. The Act establishes a regulatory framework for SCM, which includes procurement in national and provincial departments and state-owned enterprises. The Act aims to address the deficiencies of the previous “rule-driven” financial management in the public sector to make it possible for public sector managers to manage and be more accountable.

Section 76 (4) of PFMA mandates the National Treasury to formulate regulations appropriate to all institutions to which the Act applies concerning the determination of a framework for the suitable procurement and provisioning system which is fair, equitable, transparent, competitive, and cost-effective (Watermeyer, 2011:3). Furthermore, in terms of section 112 of the PFMA, the Minister of Finance is mandated to provide a prescribed regulatory framework for SCM that covers several specific issues. PFMA allows for the preferential treatment of historically disadvantaged individuals (HDIs) excluded from doing business with the government (PFMA, 1999:112).

The concept “historically disadvantaged individual” (HDI) or “previously disadvantaged individuals” (PDI) refers to a South African citizen who, due to the previously existing apartheid policy, had no franchise in the national elections before the introduction of the 1983 constitution or to the provisional Constitution of South Africa and who is a female or who has a disability. The PFMA also addresses the general responsibilities of accounting officers/heads of institutions. Section 38 (1) (iii) also demands that:

The accounting officer for a department, trading entity or constitutional institution must guarantee that the department, trading entity, or constitutional institution has and maintains an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective.

2.4.3. Preferential Procurement Policy Framework Act (PPPFA) (Act 5 of 2000)

The Preferential Procurement Policy Framework Act 2000 (Act 5 of 2000) and its accompanying Regulations were promulgated to recommend a framework for a preferential procurement system.

This Act and its Regulations incorporate the '80/20' and '90/10' preference point system. However, the implementation of this regulation has not been without challenges and cabinet has approved the publication of a 'Broad-Based Black Economic Empowerment Bill', and a supporting strategy, which will guide to amendments to the preferential Procurement regulations during 2004. The aim of the Broad-Based Black Economic Empowerment Act and its supporting the (National Treasury, 2004:12)

The Preferential Procurement Regulations of 2017 apply to organs of state contemplated in section 1 (iii) of the PPPFA and public entities in schedule 2,3A, 3B, 3C and 3D to the PFMA, municipalities and municipal entities (National Treasury, 2017:5).

2.4.3.1 Planning, stipulation of the preference point system and determination of designated areas

Before the invitation of tenders, the Accounting Officers (AOs) and Accounting Authorities (AAs) are required to consider properly planning for the provision of goods and services, to ensure that the procurement plan is aligned to the needs identified in the strategic plan of the institution and that goods and services are delivered at the right time, right price, right place and that the quantity and quality will satisfy those respective needs.

As far as possible, to accurately estimate the costs for the provision of the required goods and services. This is applied to determine and stipulate the appropriate preference point system to be utilised in the evaluation and adjudication of tenders and also to ensure that the prices paid for services, works, and goods are market-related.

The estimated costs can be determined by conducting an industry and commodity analysis to obtain indicative market-related prices that may be utilised for benchmarking purposes. Based on findings, a relevant preference point system (80/20 or 90/10) to be utilised for the evaluation of the tender must be stipulated in the tender document.

The determination of whether the sector, sub-sector, industry or products for which an invitation is to be made have been designated for local production content in terms of Regulation 8 of the Preferential Procurement Regulations. Having to identify procurement opportunities where pre-qualification criteria as provided for regulation 4 must be applied by following the process accordingly.

The AO/AA must further identify procurement opportunities where subcontracting as a condition of tender for procurement above R30 million must be applied by following subcontracting as a condition of tender procurement above R30 million.

2.4.4. Broad-Based Black Economic Empowerment Act (Act 53 of 2003)

Broad-Based Black Economic Empowerment means the economic empowerment of all black people including women, workers, youth, and people with disabilities and people living in rural areas through diverse but integrated socio-economic strategies that include Increasing the number of black people that manage, own and control enterprises and productive assets.

Facilitation of ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises for human resources and skills development to achieve equitable representation in all occupational categories and levels in the workforce. Enabling the Preferential procurement and Investment in enterprises that are owned or managed by black people (Department of Trade and Industry, 2004a:6).

2.4.4.1 Broad-Based Economic Empowerment Status level certificates

In stipulating the B-BBEE status level certificates, tenders are required to submit proof of B-BBEE status contributor. Proof which includes original and valid B-BBEE status verification certificates or certified copies together with their tenders of price quotations, to substantiate their B-BBEE rating claims.

Tenders who do not submit B-BBEE status level verification certificates or who are non-compliant contributors to B-BBEE do not qualify for preference points but should not be disqualified from the tendering process. They will point out of 90 or 80 for price only, and zero (0) points out of 10 or 20 for B-BBEE, should institutions stipulate a specific B-BBEE status level as a pre-qualification criterion in terms of the regulation and the tenderer does not meet this requirement, institutions must disqualify such tenderer as having submitted an unacceptable tender.

The public entities and tertiary institutions must also submit B-BBEE status level Verification Certificates together with their tenders. If an institution is already in possession of a valid and original or certified copy of a tenderer's B-BBEE Status Level Verification Certificate that was obtained to establish the database of possible suppliers for price quotations or that was submitted together with another tender, it is not necessary to obtain a new B-BBEE Status Level Verification Certificate each time the tender is submitted for the specific tenderer (National Treasury, 2017:10).

2.4.5. Treasury Regulations

To make sure that all treasuries are acting in unison, the National Treasury, as with the implementation of the PFMA, will draw up a checklist to make sure that all relevant aspects are addressed and will also monitor the process of phased implementation to ensure success.

A provision has been included in the PFMA amendment Bill to repeal the National State Tender Board Act, thus allowing the implementation to proceed. Furthermore, the State Tender Board Regulations have been amended utilising promulgation in the Government Gazette to allow accounting officers of the national department to procure goods and

services either through the State Tender Board (until the State Tender Board Act has been repealed) or in terms of the PFMA.

The National Treasury will issue a limited number of practice notes in terms of the framework to guide uniformity in practices and procedures in the different spheres of government while provincial treasuries will issue further practice notes in a cascading fashion to guide the more detailed implementation of SCM functions.

An SCM Office has been established in the National Treasury to oversee the implementation of the SCM policy, in conjunction with provincial treasuries. Its main functions include,

Formulation and advice on SCM Policy, administration of national procurement legislation and regulations; Promote communications and liaison between different SCM units, monitor the performance of SCM Units at national, provincial and local government level; serve as a linkage between national government and the SCM units located in institutions, and issue regulations to ensure uniformity in application of the national SCM policy. It further addresses the requirement for consistency with other policy initiatives in government; ensuring that material construction standards become increasingly aligned with those standards that support international best practice; establishing selection standards for the appointment of consultants; observing the principles of co-operative governance as expounded in the constitution; and promoting the policy objectives outlined in the PPPFA and accompanying Regulations; establishing minimum reporting requirements for accounting officers/authorities; investigating complaints received from the public regarding bid procedures and irregularities; maintaining a database of non-preferred suppliers; monitor how policy is implemented in respect of government's procurement reform objectives, how targets are set and attained, value for money obtained and delivery mechanisms; and facilitate the arrangement of transversal contracts provided that they are cost-effective.

2.4.6 The Policy Context and related initiatives

Government's supply chain policies and practices impact on a broad range of other policies and regulations and also influence the economic behaviour of people, both within and outside the borders of the country. It is therefore imperative that procurement reform initiatives remain fully aligned with the Government's broader policy focus and accounting officers/authorities should be aware of the following

Competition law: Restrictive business practices are regulated by the Competition Act (89 of 1998), which aims to outlaw anti-competitive practices between businesses, their supplier(s) and customers. This includes collusive price-fixing bidding.

The National Small Business Act, Act No. 102 of 1996: This Act establishes the National Small Business Council (NSBC) and also the Ntsika Enterprise Promotion Agency (Ntsika). The main function of Ntsika is to enable small businesses to compete successfully in the economy.

Anti-corruption measures and practices: The Constitution provides for rights such as just administration and access to information and requires high standards of ethics within public administration. Recent legislation dealing with transparency and anti-corruption measures strengthens the Government's ability to combat corruption and also protects employees making disclosures against their employers in both the public and private sectors.

State Information Technology Agency (SITA) Act, (Act No. 88 1988, as amended by act 38 of 2002): The Act requires the SITA must act as the procurement agency for every department's information technology requirements. This Act prescribes that all departments are compelled to procure all information and technology goods and services through SITA. The accountability remains with the accounting officer/authority.

Trade Policy: Government's commitment to trade liberalisation should be reflected in its supply chain practices, by not precluding foreign companies from bidding for government's contracts.

Labour issues: As Government subscribes to international best practice principles of equitable and fair labour practice, accounting officers/authorities should ensure that suppliers/contractors comply with all provisions of the Labour Law. Hence any supplier, service provider or contractor who abuses labour standards, should be designated as non-preferred.

Safety, health and environment: Government is committed to the highest standards of safety, health and environmental protection and to promote a culture of “non-tolerance”. Hence occupational health and safety issues should be considered not only for employees but also for contractors’ employees performing work on-site at any institution.

Public-Private Partnership: Whenever goods, works and or services are procured utilising public-private partnership, Section 16 of the Treasury Regulations must be adhered to.

New Partnership for Africa’s Development (NEPAD): NEPAD is an initiative to accelerate a new relationship with the highly industrialised countries to overcome the widening development chasm between them and the African continent. A commitment is fostered on the part of governments, the private sector and other institutions of civil society towards the meaningful integration of all nations into the global economy and body politics. This requires the recognition of global interdependence in respect of production and demand, the protection of the environmental base that sustains the planet, reversal of the skills-loss from the continent and global financial architecture that rewards good socio-economic management and global governance. All SCM practices should aim to support these objectives.

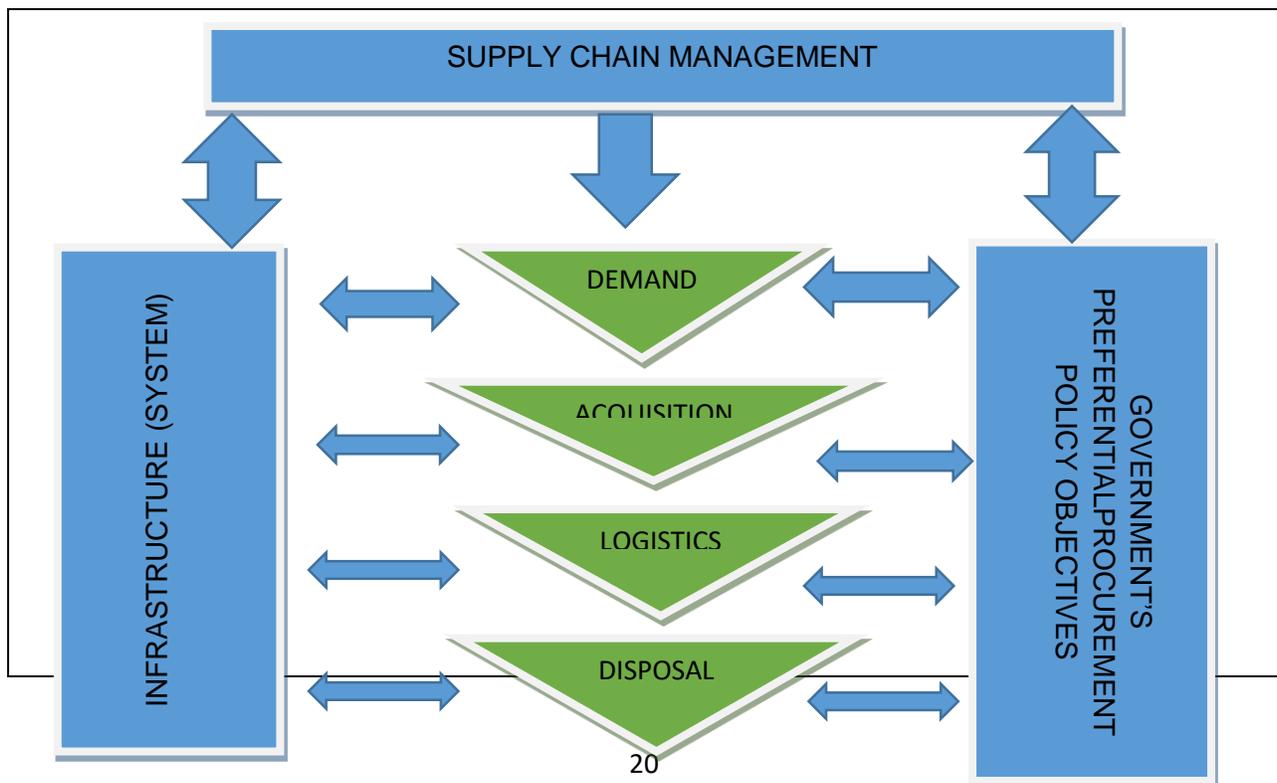
Black Economic Empowerment (BEE): The definition of Historically Disadvantaged Individuals (HDIs) or Previously Disadvantaged Individuals (PDIs) as previously known in the PPPFA and its Regulations include, but is not exclusive to BEE. This aspect created considerable confusion amongst both SCM practitioners and suppliers of goods and services to the government. The Broad-Based Black Economic Empowerment Act, No. 53 of 2003 which was promulgated in January 2004, and when enacted, provided that the Minister of Trade and Industry may, amongst others, develop broad 16 based

transformation charters to promote BEE. This Act required revisions of the Regulations of the PPPFA.

Proudly South African: The Department of Trade and Industry has become a key which sponsors and strategically partner of the 'Proudly South African' campaign which encourages South African companies to submit interesting and innovative achievements in the manufacturing field, a new product, export achievements, new partnerships and successes and milestones. The objective of this campaign should be supported through the government's SCM processes, if and when opportunities arise.

2.5. SUPPLY CHAIN MANAGEMENT MODEL

Government's procurement policy framework, as determined by the National Treasury, has to provide for the different contexts in which SCM takes place. The figure below gives the key elements of the public sector SCM system and shows how policies, procedures and systems support SCM processes.



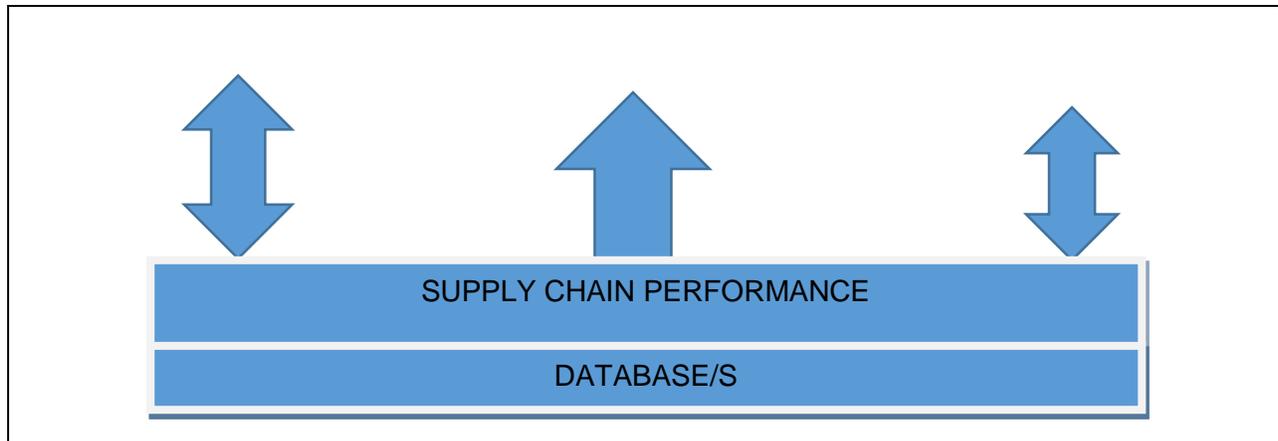


Figure 1: The South African SCM model

Source: National treasury (2004:10)

The elements of SCM are explained in details with applications of each in the subsequent discussion:

2.5.1. Demand Management

Demand management can be defined as the decision-making processes that allow departments to procure at the right time, at the right place and the right cost (Ambe, Bizana and Naudè, 2015:64). The SCM process starts with demand management before it proceeds to assess, drafting of the specifications and analysis of the market, and lastly, is linked to the budget. The AO or AA must ensure the SCM system of the institution provides for an effective and efficient system of demand management and must ensure that the goods or services required to support the strategic and operational commitments of the institution are delivered at the right price, to the correct location, and the quality and quantity satisfies the needs of the institution (National Treasury, 2012:120).

2.5.1.1 Demand Management considerations/objectives

Demand Management requires dealing with considerations that are critical for the success of the supply chain, such as:

Conducting a needs assessment to ensure that goods or services are acquired to render the agreed services; specifications are precisely determined; requirements are linked to the budget; the supplying industry is analysed; needs form part of the strategic plan of the organisation; an analysis of experience may assist in determining how the institution fulfilled this need in the past; application of optimum method to satisfy the need is considered, including the possibility of procuring goods, works or services from other institutions such as stationery, printing and related supplies; the frequency of the requirement is specified; the economic order quantity is calculated; lead and delivery times are identified, and industry and commodity analysis is conducted (National Treasury,2015:16-17).

According to the National Treasury's SCM guide for accounting officers (National Treasury, 2005:25), managers need to understand and use fool-proof techniques to assist them in planning, implementation and controlling activities.

2.5.1.2 Demand Management flow

The elements of demand management are important since they determine the full overview of demand and analysis satisfaction within a demand management plan. Product and market analysis allow the department to plan in the event of procurement. The National Treasury (2005:24) clearly outlines processes, and questions frequently asked, such as:

Is there a real need for goods and services? Does its fulfilment form part of the IDP? Did the need exist in the past? What is the optimum method to fulfil the need? Analyse experience, such as cost suppliers, and so on.

2.5.1.3 Aligning demand management to budget

Ambe and Maleka (2016: 659) are of the view that the total needs assessment should be undertaken before the process can start, and the resources required must be analysed and assessed. Cost-effective procurement depends on skills in ensuring that buying requirements are reliably determined, appropriate contract strategies are developed, contracts are well managed, and opportunities are seized to secure the best deals timeously and at the right price (Aku Kokor, 2014:21). He further highlights that poor planning and budgeting affect the implementation of procurement.

2.5.1.4 Developing specifications

The tender specification is the process of outlining the exact and clear requirements of the department. The specification should entail a clear, accurate and complete description of what need to be purchased. The clear and accurate specification is the foundation of any purchase of goods and services (including constancy) or building works. A clear specification will ensure that the evaluation process of what is required becomes very precise and will facilitate the management of the contract (Maleka, 2016: 46).

2.5.1.5 Analysing goods and services

Maleka (2016:47) asserts that there are critical functions for consideration while analysing goods and services:

- During the strategic planning phase of the institution, the goods, works or services required are determined. The SCM representative(s) should assist the process by ensuring that the identified goods, work or services are the optimum resources required to achieve the desired goals and objectives of the institution.
- The SCM unit of the institution must analyse the goods, works and services required and, among others, do the following:
 - List the functions to be performed by the institution.

- Analyse past expenditure, as this exercise may, among others contribute to determining how the institution fulfilled its needs in the past.
- Compile a detailed list of goods, works or services required to perform the functions listed

2.5.2. Acquisition Management

The Acquisition Management is the second phase of an integrated supply chain management system and also known as the tendering stage, which includes the invitation of bids. The public sector Supply Chain Management policy states that the public sector should have clear procedures for opening the tender box and avoid the manipulation of the received bids, hence emphasis on uniformity and clear procedure that should be adhered to in all evaluation processes (National Treasury, 2015:18). Acquisition management can be defined as the acquisition through the process of buying or purchasing of goods and services by government or a public organisation (Ambe, Bizana and Naude, 2015:645). The following lists of actions are all related to acquisition management:

It is the strategy determining how to approach the market; preferential procurement policy objective is identified that could be met through the specific contract; applicable depreciation rates are determined; total cost of ownership principles are applied, for example, life cycle costs and inventory-carrying costs; bids documents are compiled, attaching all required documents and formulating conditions; bids' evaluation criteria are determined; bids are evaluated, and recommendations are made; contract administration is done, and contract information is used to start logistics management development.

2.5.2.1 Objective of Acquisition Management

The South African Development Institute (SAMDI, 2008:4) outlines the objective of acquisition management as the unit giving a general overview of the acquisition function,

as well as guidelines for the procurement procedures, which will enable officials or municipal entities to perform their duties in a responsible and accountable manner, taking into account the relevant role players, legislation and policy applicable to the acquisition management process

It makes clear who the two parties to an outsourcing arrangement are, but is essentially a definition from the buyer's viewpoint. The supplier may have decisions to make that are as difficult as those faced by the organisation deciding to outsource. National Treasury's SCM guide for accounting officers/authorities (National Treasury, 2004:11) states the following:

Decide on how the market will be approached; establishing the total cost of ownership of a particular type of asset; ensure that bid documentation is completed, including evaluation criteria, and ensure that proper contract documentation is signed.

The National Treasury Practice Note number 2 of 2005 asserts that acquisition management should be conducted within the ambit of three processes, depending on the financial threshold of goods or services to be procured (National Treasury, 2005:1-2).

2.5.2.2 Sourcing strategies

Sourcing strategies allow the organisation to align the procurement of goods and services. According to the National Treasury (2004:29), sourcing strategies might include:

The utilisation of a transversal contract; local versus international sourcing; using a paper-based bidding system, which may include obtaining quotations, inviting competitive bids, pre-qualification of bidders and two-stage bidding; use of e-procurement, and negotiations.

2.5.2.3 Procurement methods and thresholds

In compliance to the appointment of consultants, the National Treasury's policy strategy guiding uniformity in procurement reform processes in government (National Treasury, 2003:32) defines the concept "appointment of consultants" as follows: "Technical quality and independence of advice are key considerations in engaging consultants".

Consultants are involved primarily for the following reasons:

To provide specialised services for limited periods without any obligation of permanent employment; to benefit the company from superior knowledge, transfer of skills and upgrading of a knowledge base while executing an assignment, and provide independent advice on the most suitable approaches, methodologies and solutions of projects.

The following are the methods most generally used for the appointment of consultants (National Treasury, 2003:32); Quality and cost-based selection; Quality-based selection; least-cost; and single-source selection

The method of selection is determined by the scope of the assignments, the quality of the service, and the complexity of the assignment and whether assignments are of a standard or routine nature.

2.5.2.4 The Steps involved in the procurement process

The steps listed below summarise all the activities related to the SCM process:

Requirements identification; determining procurement method; procurement planning and strategy development; procurement requisition processing; solicitation of documents, preparation and publication; pre-bid/proposal meeting and site visit; bid proposal submission and opening; bid proposal evaluation; contract award recommendation; contract negotiations; and contract award.

2.5.2.5. Compiling of tender documents

Accounting officers/authorities are encouraged to make certain that the necessary attention is paid to the areas outlined below (National Treasury, 2004:34). History has it that inadequate concentration to processes may lead to numerous challenges such as the general conditions of the contract (GCC) giving effect to uniformity; all contracts must be based on GCC provided by National Treasury; Standard bid documents issued by

National Treasury should be used, with minimum changes made by accounting officers, and all bids and contracts being subjected to the GCC.

2.5.2.6 Invitation of bids

During the invitation of bids, there are critical areas that need to be addressed (National Treasury, 2004:42-43). These areas are clearly outlined below:

Pre-qualification. It is critical for complex projects to pre-qualify the bidders since the scope is very large. Aspects such as the bidder's financial position and capabilities concerning personnel, equipment and construction position or manufacturing facilities are crucial.

The establishment of the list of approved suppliers: A list of approved suppliers should be established through a competitive bidding process. Where goods and services are required repeatedly, a list of approved suppliers of goods, services or works may be established.

The two-stage bidding: The detailed design and engineering of goods, services and works to be provided, including the preparation of technical specifications and other bidding documents, normally take precedence over the invitation of the bid for major contracts.

The advertisement for the bid: Legislatively the bids should be advertised for 30 days before closure, and advertised in the tender bulletin and other appropriate media. This is deemed necessary to ensure a greater exposure to potential bidders, except in urgent cases when bids may be advertised for a shorter period as the accounting officer may determine.

Sale of bid documents: Accounting officers may decide to charge a refundable amount on the non-refundable fee for the bidding documents. The fee should be reasonable and reflect the printing costs and delivery to prospective bidders. It should not be very high and thus discourage competition.

2.5.2.7 Evaluating and adjudication of bids

Bids need to be evaluated based on the evaluation criteria set in the advertisement of the tender. There are two types of evaluation criteria, namely 80/20 and 90/10; and 80 and 90 points allocated for the price and 20 and 10 points are allocated for HDI participation or archiving any specific objectives (PPPFA, Act 5 of 2000). The bidder who scores the highest points should be awarded the business as per the threshold set in the evaluation criteria. According to the PPPFA (2011), bidders who do not submit a BBBEE certificate will lose the allocated BBBEE points.

2.5.3. Clearing and awarding successful bidders

SCM practitioners should assess suppliers for possible risks such as the availability of adequate facilities, financial standing, and capacity to deliver, previous performance in terms of quality and service delivery, as well as the attainment of goals. It is the prerogative of the accounting officer to ensure that neither the recommended bidder nor any of the directors are listed as companies, directors or persons restricted from doing business with the public sector (National Treasury, 2004:46).

2.5.4. Logistics Management

As the third element of SCM, logistics management, therefore, deals with the management plans, implementation and control to ensure the efficient, effective flow and storage of goods and related information, from the point of placing an order to the point of consumption, to meet the end user's requirements (Rampedi, 2010:13).

Logistics also refers to the movement of materials within a production facility, the shipment of incoming materials from suppliers and the shipment of outgoing products to customers. Materials include all the physical items used in the production process, such

as raw materials, parts, components, consumable suppliers, fuel, equipment, tools, and office suppliers (Bhat, 2010:17).

Logistics and supply chain are linked and function interchangeably without much regard for the market difference between the two. Logistics is the part of the supply chain that plans, implements and controls the efficient. Effective, forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption to meet customer requirements (Sharma, 2010:14). Several logistics activities require to be considered when defining this element of SCM (National Treasury, 2005:93; Tshamaano, 2012:15-16):

The Stock levels; it is important to take stock levels into account, because of delayed lead times, the following should be determined to automate the ordering process: the items and quantities that need to be kept in stock; minimum or maximum levels to be kept in stock based on consumption figures or inputs from the users and a safety margin of at least 20% to be added to the minimum level to cover unanticipated circumstances.

Order processing; where contracts exist, the order should be placed on the item from the contract. Price quotations or competitive bidding methods of order should be applied with the delegation of authority where there is no contract available. The reliability of a supplier should be monitored in terms of delivery periods, quality and quantity of goods or services being rendered and should problems be encountered, they should be followed up with the service provider, and if it is a contract item, it should be reported to the custodian of the contract.

On stores or warehouse management; vigilance should be borne in mind on the expediting of order as it is important to adhere to the delivery conditions reflected on the order form. Deviations should be followed up with the supplier immediately and receiving of items on all goods received and verified for quantity against the ordering documentation. It is highly recommended that a receipt voucher be granted for payment purposes.

On issuing or distribution of items; an issuing voucher should be generated for all goods issued. Consumable items should not be recorded after issue. Non-consumable items should be recorded from receipt to disposal. Transit officials should ensure that goods are delivered promptly to the end-user.

Stocktaking of all assets in stock or on distribution must be conducted at least once a year. This procedure involves the comparison of stock counted with official records of what should be available in stock. The differences should be accounted for accordingly.

In transport management; it is important to maintain trip authority since transport should be authorised and correctly utilised with accountability. Proper records should be maintained. On accounts payable; the relevant documentation should be submitted promptly for payment to shun interest charges and losses and surplus. The accounting officer/authority should ensure that preventative mechanisms are in place to eliminate loses, theft, wastage and misuse of assets.

2.5.5. Disposal Management

Disposal Management is the fourth element of the SCM, and it is a final process when an institution needs to do away with unserviceable, redundant or obsolete movable assets according to the National Treasury's SCM guide for accounting authorities (National Treasury, 2004:89). It is one of the duties of the accounting officer/authorities to appoint an asset disposal committee. The disposal committee has to make a recommendation on the disposal of any assets. According to Tshamaano (2012:16), disposal management involves transferring the assets to another organ of state in terms of a provision of the act enabling the transfer of assets, or the sale or destruction of assets.

Disposal plays a part in the planning of obsolescence and in determining which assets need to be disposed of determining the disposal strategy will also enable the organisation to manage and inspect the material for potential re-use. The assets manager must maintain an assets register for all immovable and movable assets, proper control systems

for the movement of assets and a database for unserviceable, and redundant assets needs to be maintained to eliminate the misuse of assets (National Treasury, 2005:11-12).

2.5.6. Supply Chain Management Performance

According to Maleka (2016:57), SCM performance is necessary to plan actions and monitor how a selected strategy is realised and the defined goals achieved. Supply chain performance is critical. It depends on the actions and decisions of all the members within SCM and finance who have to support the system in place to achieve the set objectives of the organisation.

The norms and standards will determine the processes and mechanisms followed. Effective and efficient supply chain performance monitoring will contribute to practical public finance management (Institute for Public Finance and Auditing, 2004:24). The National Treasury's SCM guide for accounting officers/authorities (National Treasury, 2004:91-92) clearly states that a monitoring process must take place to determine whether the correct process has been followed and whether the desired objectives have been achieved. The following issues need to be assessed:

Achievement of goals; compliance with norms and standards; stores efficiency; cost variance per item; breach of contract; cost efficiency of procurement process (the cost of the process itself); whether supply chain objectives are consistent with government's broader policy focus; aligning the material construction standards increasingly with those standards that support international best practice; observing the principles of cooperative governance as expounded in the constitution; and also promoting the reduction of regional economic disparities.

It is significant to assess each stage of the project from the initial stage to the completion stage, including the consultants where applicable. Such an assessment should be undertaken and be available for future orientation (National Treasury, 2004:93). The Accounting Officer should assess and observe the project taking into account that if the

supplier did not perform according to the contract, such non-performance could not be deemed a sound reason for ignoring such a supplier's behaviour when adjudicating future bids.

2.5.7. Risk Management

Risk management is the fifth element of SCM, which forms part of the business plan for the acquisition of all goods and services. National Treasury's strategy guide to uniformity in the procurement reform process in government (National Treasury, 2003:4) defines the concept of risk management as follows: accounting officers/authorities must take cognisance of potential risks during the SCM process, due consideration should ideally be given to:

The identification of procurement risk on a case-by-case basis; allocation of risks to the cost of risks where the cost of transferring them is greater than that of retaining them; proactively exercising of risk management and the provision of adequate cover for residual risks, and contract documentation clearly and unambiguously assigning relative risks to the contracting parties.

2.6. SUPPLY CHAIN MANAGEMENT DEPARTMENTAL ROLE PLAYERS

Based on the SCM policy, each government unit adopts the SCM policy to suit its needs. The document "SCM guide for Municipalities/ Municipal Entities" prescribes the actors of SCM, their roles and duties (National Treasury, 2005:10; Ambe and Badenhorst-Weiss, 2013:81).

2.6.1 Key actors of SCM in the Limpopo Office of the Premier

Key role players	Functions
National Treasury	Introduce and oversee the implementation of SCM; develop treasury regulations, issue guidelines, general conditions of contract and bid documents to Accounting Officer; setting of minimum reporting standards, monitor policy outcomes.
Provincial treasuries	Assist departments with the implementation of SCM; support the department by providing advice and build capacity; co-ordinate training in the province; monitor policy outcomes.
Accounting Officer/ Chief executive Officers	Establish an SCM unit under the direct supervision of the Chief Financial Officer; compile and implement an SCM policy; adhere to guidelines supporting documents for the implementation issued by the National Treasury; develop internal procedures and processes; ensure that officials are trained and adequately skilled; report to National Treasury; comply with ethical standards.
Chief Financial Officer/ SCM Unit	Recruiting, selecting, developing and managing skills to build and maintain an effective SCMU; training skills and resources to develop managers and supervisors to operate and manage varieties of SCM activities, facilities and networks.

Table 1. Key role players of the South African government SCM and their functions

Bid committee	The constituent of the committee and functions
Bid specification committee	<p>May be one or more officials, preferably manager responsible for function including external specialist (cross-function principle); Accounting Officer or delegated official to appoint the chairperson.</p> <p>Roles: compile technical specification; terms of reference; requirements; conditions of the contract; evaluation criteria; determine goals; and indicate the method of procurement.</p>
Bid evaluation committee	<p>Comprises of an SCM practitioner; technical expert from the department. .</p> <p>Role: Accounting Officer must appoint the chairperson and members; evaluate the bids following the criteria (PPFA); evaluate bidders' tax matters; submit a report for the recommendation regarding the award; checklist for restricted bidders; consult the register for tender defaulters.</p>
Bid adjudication committee	<p>Comprises of at least four Senior Managers which include; the CFO; at least one senior SCM practitioner to ensure compliance and technical expert who is an official to ensure compliance to the specification.</p> <p>Role: Accounting Officer must appoint the chairperson and the members; a member of the bid evaluation committee may present its case to the bid adjudication committee; neither a member of nor a person assisting the bid evaluation, nor any advisor may be a member of this committee.</p>

Table 2. Bid Committees, Constituents and roles

2.6.2 Organisations in place to detect and combat corruption

The law enforcement agencies have a key role to play in combating corruption, and these include:

- *The National Prosecuting Authority (NPA)*: The NPA institutes criminal proceedings on behalf of the state. It has several specialised units including the Specialized Commercial Crime Unit, the Asset Forfeiture Unit and the Witness Protection Unit.
- *The Public Protector (PP)*: The PP is mandated to investigate any conduct in state affairs or in the public administration of any sphere of government where there is suspected impropriety.
- *The Department for Priority Crime Investigation (DPCI)*: The DPCI, also known as the Hawks, is an independent directorate within the South African Police service (SAPS) that manages, prevents, investigates, and combats serious organised crime, serious corruption and serious commercial crime.
- *The Asset Forfeiture Unit*: A unit within the office of the National Director of Public Prosecutions, it was established to implement chapters 5 and 6 of the Prevention of Organised Crime Act (Act 121 of 1998) which allows for the seizure of the assets used in criminal activities.
- *The Special Investigation Unit (SIU)*: The SIU fights corruption through high-quality investigations and litigation. An independent statutory body that conducts investigations and reports the outcomes to the president.
- *The Financial Intelligence Centre (FIC)*: The FIC was established in terms of the Financial Intelligence Centre Act (FICA). It receives reports of a suspicious financial transaction; aims to combat money laundering in South Africa; and through FICA, to prevent organised criminal groups from benefitting from illegitimate profits and, in so doing, to maintain the integrity of the country's financial system.

- *The Auditor-General (AG)*: The AG has a mandate in terms of the Constitution to audit and report on the accounts, financial statements and financial management of all national, provincial, municipalities and any other institution required by legislation to be audited. This is the country's supreme audit institution and exists to strengthen the country's democracy by enabling public sector oversight, accountability and governance.
- *The Public Service Commission (PSC)*: Established in terms of section 196 of the Constitution and regulated by the Public Service Commission Act 46 of 1997. It is an independent, impartial body that enhances governance in the public sector through powers and functions that include investigating and monitoring the organisation and administration of the sector.
- *Independent Police Investigative Directorate (IPID)*: The purpose of IPID is to ensure independent oversight of the SAPS. It conducts investigations into allegations of criminal offences committed by SAPS members. This includes investigation of individual acts of corruption as well as systemic corruption involving the police.

2.6.3 Governance improvement in public sector SCM through stakeholders' cooperation

The strategic cooperation between the public and private sectors, civil society and other stakeholders should enhance the integrity of and public trust in the public sector SCM. Integrity ensures that funds, resources and assets are used for their intended purposes and in line with the public interest (National Treasury, 2015:22).

The integrity violations include corruption, which includes bribery and nepotism; fraud and theft of resources; conflict of interest; collusion and bid-rigging; abuse and manipulation of information and processes; discriminatory treatment and waste and abuse of public resources.

2.7. CHALLENGES ASSOCIATED WITH SCM IN SOUTH AFRICAN PUBLIC INSTITUTIONS

Government is the country's largest buyer of goods, services and construction works. To ensure good-quality, efficient and cost-effective delivery of services to achieve government objectives, its SCM policies and legal environment must be clear and simple (National Treasury, 2015: 9). Since the first democratic elections, South Africa's public SCM system, which is anchored in section 217 of the Constitution evolved towards being fair, equitable, transparent, competitive and cost-effective.

The National Treasury had in 2004 made significant changes to the system by introducing a public sector SCM legislative framework that provides for decentralised policy and public sector resource management. This is conducted in line with the PFMA and MFMA intended to allow managers to manage. However, reports to the National Treasury by Accounting Officers and authorities, and borne out by the Auditor General (AG), indicate a continuous low level of compliance with the SCM legal framework (National Treasury, 2015:16). The negative results of this non-compliance include interruptions to the procurement of goods, services and works, and also the failure to source goods and services at the right price and at the right time.

Common findings in the AG annual reports on SCM non-compliance and irregular expenditure include:

The appointment of suppliers who are not tax compliant; failure to use competitive processes for quotations and bids; incorrect use of the preference points system; lack of appropriate bid committees; use of unqualified suppliers; passing over of bids for incorrect reasons; use of incorrect procurement processes concerning threshold values for quotations and competitive bidding; extensions of validity periods; incorrect use of limited bidding process; inadequate controls and procedures for handling bids; appointment of bid committee members not aligned with policy requirements; and insufficient motivation for deviations from SCM procedures.

These reports indicate continuous poor policy implementation and operational flaws in institutional SCM oversight. These weaknesses include the inability of staff to interpret and apply SCM policies and standards. However, the underlying problem is that SCM is carried out within the decentralised legal framework, at two distinct levels: operational and regulatory. Operationally refers to it being carried out by SCMunits in individual organs of state, whereas regulatory function is also largely decentralised, governed by the rules formulated at the entity level as part of SCM policies (National Treasury, 2015:10)

Despite the employment of SCM in the South African Public sector and the efforts of government, many challenges are facing SCM practitioners. For example, only 17 of South Africa's 278 municipalities received clean audits for the financial year 2011-2012. The specific challenges facing the South African public sector will now be briefly discussed.

2.7.1 Non-Compliance with processes in the SCM

Compliance plays a vital role in aligning the set objectives of an organisation, and according to the AG, the forms of non-compliance within SCM (AG, 2011) include:

Non-compliance to the code of conduct regarding the declaration of interest; lack of effective internal monitoring; lack of capacity and challenges that occur in SCM units and need for further SCM training; the prohibited suppliers' database is not always checked properly; risk assessment and fraud management are inadequate; and internal audit does not evaluate SCM processes.

2.7.2 Lack of links on the interdepartmental database

All SCM departments and municipalities are required to have a supplier database for sourcing goods and services (National Treasury, 2005 A). The company may, however, be registered in many government databases to get various tenders, there is no linkage between the departments and no tracking system in place to ascertain whether the company is receiving tenders from another department, the database does not communicate since there are no linkages.

2.7.3 Lack of transparency within SCM

Lack of transparency within the SCM structures is still a major challenge in the public sector, research has been done, and training has been offered to accelerate and improve the system, but challenges still exist. According to the organisation for Economic Cooperation and Development (2007), there are various problems with transparency; SCM processes are not clear to the bidders, tender information is incomplete and non-competitive procedures are used.

2.7.4 Poor Planning and Demand Management

Planning is crucial since it initiates the process. Assessment, drafting of the specifications and analysis of the market culminates in linking the needs with the budget. It is a yardstick in the supply chain because it is a planning phase in achieving the set objectives. In this stage the shared decision-making strategy should be identified, focusing on providing the right goods and services in the right place at the right time (Maleka, 2016:61).

2.7.5 Ineffectiveness of Broad-Based Black Economic Empowerment

According to the government of the Republic of South Africa, BEE was implemented to balance the imbalances of the past, when black communities did not have the opportunity to engage in business ventures. It later adopted the Broad-Based Black Economic Empowerment Act (Act 53 of 2003) (BBBEE), which aimed at the expansion and wider opening of opportunities for workers and smaller enterprises to facilitate ownership and management among disadvantaged groups, BEE harmed the economy and promoted fronting and tender abuse (Maleka, 2016:62; Smart Procurement, 2013:1).

2.7.6 Conflict of interest

Open public procurement can prevent manipulation of SCM processes whereby those responsible for carrying out procurement procedures have a legal duty, as provided by SCM policies, to disclose conflict of interest. This provision is fundamental to good administration as it ensures that public officials in their capacity should not directly or indirectly have a personal interest that might impede their objectivity in carrying out their duties (Mhlongo, 2014:38). Officials tend to use their position for unlawful private economic gain; incentives from suppliers are affecting fairness and transparency in public and private SCMs. There are many people in companies or business all over South Africa who use their wives and people with disabilities as a front to protect their image and win government tenders, and such practices are discouraged by the implementation of the PPPFA (Act 5 of 2000).

2.8. CONCLUSION

In this chapter, the researcher explored the literature relevant to the study of SCM. SCM was defined with the view to summarising the available literature and the policies involved. It was explained how SCM started and the purpose was clearly defined by outlining the policies and the legislative requirements relevant to the South African public sector. The overview was aimed at the observance, and how the departments should operate. SCM is equally important in the public and private sectors, since the mandate of both is to achieve their objectives, especially in procuring goods and services, while at the same time complying with standards of conformity.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

Based on the information gathered from the literature review, this chapter describes the research methodology through discussing in sequential order the research problem and objectives, the sampling process, data collection methods, data gathering procedure, data analysis, ethical considerations and limitations of the study. This chapter also explains the rationale for and why a particular research methodology was employed for the study.

3.2. RESEARCH DESIGN

The research design refers to the strategy which moves from the underlying philosophical assumptions to specify the selection of respondents, the data gathering techniques to be used and analysis to be done. According to Vogt, Gardener and Haeffele (201:118), research design constitutes the blueprint for the collection, measurement, and analysis of data. The choice of research design was based on the researcher's assumptions, research skills and research practices, and influences the way how one collects the data (Maree, 2010:70). De Vaus (2014:182) believes that the function of a research design is to ensure that evidence obtained permits the researcher to address the research problem logically and without any possible ambiguity. This study adopted a qualitative research approach.

3.2.1. Qualitative research approach

In contrast to quantitative methods, qualitative methods open up all experiences to knowledge status (Slife & Melling, 2012:724). Qualitative research is concerned with non-statistical methods of investigation and analysis of social phenomena. Shakouri

(2014:676) views qualitative research as a means to empower individuals to share their stories, hear their voices, and minimising the power relationships that often exist between the researcher and the participants in the study. The approach may also involve taking notes or video recordings to highlight different approaches in which human and non-human beings respond or even behave given the circumstances which culminate into the interpretation of beliefs and ideas between various individuals, groups and associations (Saunders *et al.*, 2012:163). The researcher deemed it imperative to employ this approach based on its emphasis on the use and collection of a variety of empirical materials such as a case study, personal experience, and introspection of the life story, interviews, observation, historical facts, interaction and visual texts.

Research Strategy	Description
Experimental research	Empirical research offers the best approach to investigating the causes of phenomena. An experiment will involve the systematic manipulation of an environment and then observing whether a systematic change occurs. This approach requires that a situation can be created by the researcher so that they can repeatedly experiment with various subjects.
Survey research	This research approach is suitable for identifying the frequency of specific characteristics amongst groups and or populations. It allows a researcher to relate various characteristics to explain a phenomenon. The aim is often to generalise the data to the whole group, but this can be very difficult to prove with confidence.
Field research	The researchers immerse themselves into a naturally occurring set of events to gain firsthand knowledge. The aim is to gather information without influencing the environment. The difficulty with this is determining when

	and what observations to record. Also, an opportunity has to be available and accessible to conduct the observations.
Action research	Action research (Kock, McQueen <i>et al.</i> , 1997; Kock, 2003) is often identified by its dual goal of improving the organisation participating in the research, and at the same time rigorously generating valid and consistent knowledge. The action research practitioner is expected to apply the positive intervention to this environment and observe the changes in the environment and the researcher. It is an emergent inquiry process that integrates theory and action to couple scientific knowledge with existing organisational knowledge and to address real organisational problems together with the people of the system under inquiry (Coghlan, 2011).

Table 3.1 Research Strategies (Singleton and Straits, 1999)

3.2.2. Quantitative research approach

Quantitative research disregards the fact that human beings possess some degree of agency in meanings of their lives (Slife & Melling, 2012:728). This research deals with numbers and anything measurable in a systematic way of investigation of phenomena and their relationships. It is employed to answer questions on relationships within measurable variables to explain, predict and control a phenomenon (Leedy, 1993). The entire process of quantitative study usually ends with a confirmation or disconfirmation of the hypothesis being tested. Research on this approach identifies one of the few variables that they intend to use in their research work and then proceed with data collection related to those variables.

Qualitative research	Quantitative research
<ul style="list-style-type: none"> • The aim is a complete, detailed description 	<ul style="list-style-type: none"> • The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed
<ul style="list-style-type: none"> • The researcher may only know roughly in advance what he/she is looking for 	<ul style="list-style-type: none"> • The researcher knows clearly in advance what he/she is looking for
<ul style="list-style-type: none"> • Recommended during earlier phases of research projects 	<ul style="list-style-type: none"> • Recommended during later phases of research projects
<ul style="list-style-type: none"> • The design emerges as the study unfolds 	<ul style="list-style-type: none"> • All aspects of the study are carefully designed before data is collected
<ul style="list-style-type: none"> • The researcher is the data gathering instrument 	<ul style="list-style-type: none"> • The researcher uses tools such as questionnaires or equipment to collect numerical data
<ul style="list-style-type: none"> • Data are in the form of words, pictures or objects 	<ul style="list-style-type: none"> • Data are in the form of numbers and statistics
<ul style="list-style-type: none"> • Subjective – individuals' interpretation of events is important, e.g. uses participant observation, in-depth interviews, etc. 	<ul style="list-style-type: none"> • Objective – seeks precise measurement and analysis of target concepts, e.g. uses surveys, questionnaires, etc.
<ul style="list-style-type: none"> • Qualitative data are rich, time-consuming, and less able to be generalised 	<ul style="list-style-type: none"> • Quantitative data are efficient, able to test hypotheses but may miss contextual detail
<ul style="list-style-type: none"> • The researcher tends to become subjectively immersed in the subject matter 	<ul style="list-style-type: none"> • The researcher tends to remain objectively separated from the subject matter

Table 3.2 Qualitative versus quantitative research: Key points in the classic debate (Adapted from Neil, 2007)

3.3. STUDY AREA

The study was conducted at 40 Hans Van Rensburg Street, Morning Building, Office of the Premier, Polokwane City, which is the capital of the Limpopo Province. The Limpopo province is one of the nine South African Provinces, situated in the North of the Republic of South Africa. It is named after the Limpopo River, which forms the province's western and northern borders. The province was formed from the northern region of Transvaal Province in 1994 where it was initially named Northern Transvaal and later Northern Province until 2003 when it was officially amended to Limpopo Province.

The mission of the Limpopo Office of the Premier is to provide innovative and strategic leadership and management for service excellence. The responsibilities include to oversee the administration of provincial legislation and national legislation within the functional areas listed in Schedule four or five and national legislation outside those listed in Schedule four and five which have been assigned to the province in terms of Acts of the Provincial legislation; coordinate the functions of the provincial administration and its departments; manage the performance of the provincial administration, and monitor and evaluate service delivery and governance in the province; develop and oversee the implementation of policy and planning in the province; and strengthen intra and intergovernmental relations, as well as international relations (Limpopo Premier's Office Annual Report 2015/16:9,21).

3.4. POPULATION

According to Cooper and Schilder (2008: 275), the population is defined as the total collection of elements about which a researcher wishes to make some interference. Goodenough and Waite (2012:42) assert that the term "population" refers the members of a group being studied and the term "sample" refers to a small subgroup of those chosen to participate in the study.

For this study, the primary population of the Office of the Premier is comprised of 408 employees in its staff establishment; however, the focus for this study was targeted on Supply Chain Management Directorate which has 39 employees. The target population for the study was 39 officials in the SCM directorate. These included the CFO, Supply Chain Management Director, Deputy Directors, and practitioners.

3.5. SAMPLING

Sampling is referred to as the process used to select a portion of the population for the study. In qualitative research, it is generally based on non-probability sampling and purposive sampling rather than probability or random sampling approaches. In purposive sampling participants are selected because of some defining characteristic that makes them the holders of the data needed for the study (Maree, 2010:79). This also concurs with Merriam (1994:61) that through the use of purposive sampling the researcher aims at discovering, understanding and selecting a sample from the best information obtained. Sampling is imperative as its purpose is to select a set of elements from a population in such a way that the descriptions of those elements accurately portray the parameters of the total population for which the elements are selected (Babbie and Mouton, 2015:175).

According to Kumar (2011: 177), the purpose of sampling in quantitative research is to draw inferences from the group which have been selected as the sample, whereas qualitative research is designed either to gain in-depth knowledge about a situation, event, episode or even to know intensely about the different aspects of an individual on the assumption that the individual is typical of the group and hence will provide insight into the group.

3.5.1. Determination of Sample size

The determination of sample size in quantitative and qualitative research is based upon the two different philosophies. In quantitative research, the sample size is predetermined based upon several other considerations in addition to the availability of resources.

However, in qualitative research, the sample size is not predetermined, but during the data collection phase, the researcher waits to reach a point of data saturation. At this point, when no new information is being acquired or is negligible, it is assumed the researcher has reached a data saturation point, and further data collection should cease. (Kumar, 2011:177).

3.5.2. Judgmental of purposive sampling

The primary consideration in purposive sampling is that the researcher makes a judgement in terms of who may provide the best information to achieve the objective of the study. Under such circumstances the researcher is limited to the individuals who would be in position to supply the required information voluntarily and are prepared to share, hence for this study, the researcher conducted a stratified purposive sampling in qualitative research, and of the 39 employees in SCM directorate, only 25 employees were sampled comprising of the CFO, Director, Deputy Directors and the rest of staff directly involved in SCM policy implementation. The sample size, therefore, comprised of 25 employees out of the 39 targeted population.

3.5.3. Expert Sampling

The notable difference between judgmental and expert sampling is that in the case of judgmental, the decision lies entirely on the researcher's ability of the respondents to contribute to the study. On the other hand, in expert sampling, the respondents ought to be known experts in the field of interest, such as in Supply Chain Management in this context (Kumar, 2011:189).

3.5.4. The calculation of sample size

The frequently asked questions are; how big a sample should a researcher select? What should be the sample size? And how many cases are needed? In response to such questions, Kumar (2011:191) believes that there is no straight forward answer except that it all depends on what the researcher desires to do with the findings and the type of relationship to be established. In qualitative research where the main focus is to explore or describe a situation, process or phenomenon, the question of sample size is of less significance, but data are collected until the saturation point in terms of discovering the new information. It is against this background that the researcher considered it sufficient to sample on 25 Supply Chain Management employees.

3.6. DATA COLLECTION

The Oxford Advanced Learner's Dictionary (1997:952) defines a questionnaire as a written or printed list of questions to be answered by several individuals, especially as part of a survey, and according to Goodenough and Waite (2012:44), it is more advantageous to employ questionnaires over other instruments in that they are highly versatile and can be used by a variety of people in different environments, at different times, targeting a variety of topics for analysis. They are generally easy to construct, convenient to work with and provide anonymity to respondents.

The main data gathering process used in this research study involved literature reviews, structured and unstructured interviews. A structured interview where questions are detailed and developed in advance were employed to the 25 employees to respond to SCM policy implementation processes since it has an advantage of enhancing the researcher with more control over the response rate.

3.6.1. Interviews

An interview is defined as a data collection method in which the interviewer asks questions from an interviewee (McMillan and Schumacher, 2010:325). This is a method

through which information is gathered using an oral quiz applying a set of pre-planned core questions. It is worthwhile conducting interviews because it offers researchers the opportunity to uncover information that is probably not accessible while using techniques and instruments such as questionnaires and observations (Alshenqeeti, 2014:42). Interviews may be defined as a qualitative research technique which involves intensive individual interviews with a small number of respondents to explore their perspective on a particular idea, programme or phenomenon.

3.6.2. Structured interviews

Structured interviews consist of a series of pre-determined questions that all interviewees answer in the same order. Data analysis often tends to be more straightforward since the researcher can compare and contrast different answers given to the same questions (Alshengeeti,2014:42-43).

3.6.3. Unstructured Interviews

The unstructured interviews are usually the reliable list viewpoints because no questions are prepared before the interview, and data collection is conducted informally. Unstructured interviews can be associated with a high level of bias and comparison of answers given by the different respondents tends to be difficult due to the implementation of different formulation of questions (Adhabi and Anozie, 2017:90).

3.6.4. Semi-structured interviews

The semi-structured interviews contain the components of both structured and unstructured interviews. In semi-structured interviews, the researcher prepares a set of the same questions to be answered by interviewees. In the same interview, some additional questions might be asked to clarify and further expand certain issues.

Furthermore, a semi-structured interview is defined as an impartially specific interview with questions that allow for individual open-ended responses and gives the researcher and interviewee more flexibility (McMillan and Schumacher, 2010:357).

In this study, qualitative data were collected where primarily it was in the form of semi-structured interviews using an interview survey consisting of both closed and open-ended questions with the Chief Financial Officer (Financial Management), Director (SCM), Deputy Director (Acquisition), Deputy Director (Demand), Deputy Director (Logistics and Inventory), Deputy Director (Asset and Transport Management), and nineteen SCM practitioners. The objective of this survey was to pursue responses from the specified officials to determine the impact of Supply Chain Management policy implementation in the department. All these officials were relevant to provide sufficient information to answer the research question.

The provided interview schedule comprised of a list of twenty interview questions directed specifically to top management (i.e. The CFO and Director SCM), twenty interview questions for middle management (four Deputy Directors) and twenty-two interview questions for junior staff (SCM practitioners) which were presented to the appropriate SCM officials within Limpopo Office of the Premier who may be regarded as being role players and knowledgeable to related policies and processes entailed to SCM.

3.6.5 Secondary data

Secondary data involve the use of existing data by investigators who were not involved in the original data collection, and these data are analysed to replicate or extend previously observed findings and to address a new research question (Greenhoot and Dowsett, 2012:3). The researcher made use of official documents such as the strategic plan, implementation guide of Preferential Procurement Regulations, PFMA, government legislation, audit reports and websites on diverse aspects concerning SCM policy implementation. The researcher analysed the gathered data during interviews to summarise the findings and draw the conclusion to the study.

3.7. DATA ANALYSIS

Maree (2010: 99) argues that qualitative data analysis is typically based on an interpretive philosophy that is aimed at exploring meaningful and symbolic content of qualitative data and tries to establish how participants formulate meaning of a specific phenomenon by analysing the perceptions, attitudes, understanding, knowledge, values, feelings, and experiences in an attempt to appropriate their construction of the phenomenon. As a rule of thumb, there is no single right way for qualitative data analysis. Numerous researchers have proposed different methods for qualitative data analysis, and Creswell (1998) outlines an analysis spiral that applies to qualitative data methods in the following steps:

- Data organisation into several forms (i.e. database, sentences or individual words);
- A perusal of data sets several times to gain a complete picture or overview of what it contains as a whole. During such a process, a researcher should jot down short notes or summarisation of the key points that suggest possible categories or interpretations;
- Identification of general categories or themes and to classify them accordingly. This will help a researcher to see a pattern or meaning of the data obtained; and
- Lastly, integrate and summarise the data for the audience. This step also may include hypotheses that state the relationships among those categories defined by the researcher. The data summary could be presented by tables, figures or matrix diagrams.

In qualitative research, the data were analysed by thematic analysis where data require more interpretation by the researcher to identify and describe both the implicit and explicit ideas within data (Greg, Kathleen and Emily, 2012:10) and NVIVO software was employed as a tool for this study.

3.8. ETHICAL CONSIDERATIONS

In conducting research, it was expected that the researcher is considerate to respect the rights, needs, values as well as the desires of participants. De Vos (2011:23) suggests that a researcher must have adequate knowledge in research methodology and the appropriate skills to conduct the research. Marshal and Rossman (2014:73) are also of the view that the objective of ethics in research is to ensure the protection of participants from possible harm resulting from research activities.

With that background, interviewing of officials in the Limpopo Office of the Premier and Supply Chain Management Directorate, in particular, was treated with caution because of the confidentiality and sensitivity of some of the issues asked.

3.8.1. Permission

The researcher obtained written permission from the Director-General of Limpopo Office of the Premier to conduct this research, thus ensuring that it is a legal exercise. The letter of permission is provided for ease of reference as Annexure A.

3.8.2. Privacy and Confidentiality

Confidentiality is frequently discussed in the literature, especially in the context of research involving more vulnerable groups. Although there are many definitions of vulnerability, in the context of research with humans, this term often indicates groups or individuals susceptible to harm or risk (Surmiak, 2018:1438).

All respondents were assured of confidentiality and that their names would be dealt with in the strictest confidence possible since SCM involves a lot of delicate issues where the general business and citizens have an interest.

3.9. RESEARCH LIMITATIONS

The research scope should have covered the entire public sector institutions in South Africa to cover sufficient grounds for generalisation of the research findings, but due to limited time frame, this study was limited to the Limpopo Office of the Premier but may be relevant to all other government departments and institutions across South Africa.

The participants contributed significant information; however, some completely refused to participate, whereas others were not readily available to supply detailed information on the open-ended questions. In trying to persuade some to respond, they completely ignored returning some questionnaires while others gave immaterial reasons such as "others will supply you with information, and that will be sufficient".

3.10. CONCLUSION

This chapter discussed a research design in which a qualitative research method was employed, a method which is more complex than quantitative research since it deals with the human mind and actions, and instruments, study area, population, sampling, data collection, data analysis, ethical considerations and research limitations. The chapter also explained the sampling method used and reasons for sample size application. The next chapter contains the presentation of data and discusses the data analysis.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1. INTRODUCTION

The purpose of this study was to explore the effect of Supply Chain Management policy implementation in the Limpopo Office of the Premier. This was carried out to evaluate the impact and understanding of supply chain management on employees and whether SCM practitioners understand the effect and need for compliance with Supply Chain Management policy and practices. The population of this study was the SCM directorate comprised of the CFO, Director SCM, Deputy Directors (Demand, Acquisition, Logistics and Inventory, Asset and Transport Management) and SCM practitioners. The total sample size of the study consisted of 25 respondents.

The interview questions consisted of two sections, thus the first part being demographics and the second SCM practices. On the other hand, data were classified into three sections and analysed as such, except for the demographics, which is combined. Section A focuses on interview the schedule for top management (See Appendix B), and section B deals with the interview schedule for middle management (See Appendix C), and Section C deals with responses from junior staff who are SCM practitioners (See Appendix D).

This chapter reveals data results that were gathered through the research conducted by the researcher. The questionnaire was measured using a five Likert-scale format which included levels from 1 – 5 where 1 represented strongly agree and 5 strongly disagree, open-ended questions requiring an explanation, yes or no questions as well as indications where options had to be chosen.

4.2. SURVEY INSTRUMENTS

One school of thought was employed for capturing of information, and that being qualitative research. The qualitative research approach is descriptive and subjective in the sense that the researcher interprets the data as well as to the open-ended questions. The questionnaires were constructed by the researcher and were based on the literature study in chapter two. The questionnaires were segmented into three categories, where the top management (CFO and Director) and middle management (Deputy Directors) had 20 questions, and SCM practitioners had 22 questions, respectively. The questions are however, in correspondence despite their quantity.

4.3. DEMOGRAPHIC PROFILE

This segment is an introduction to the profile of respondents. The biographical information constitutes the occupation, gender, age, academic qualifications, work experience and training opportunities of all officials working within Supply Chain Management. The demographics were similar in all three categories. A total of 30 questionnaires were distributed to respondents, and a total of 25 questionnaires were returned.

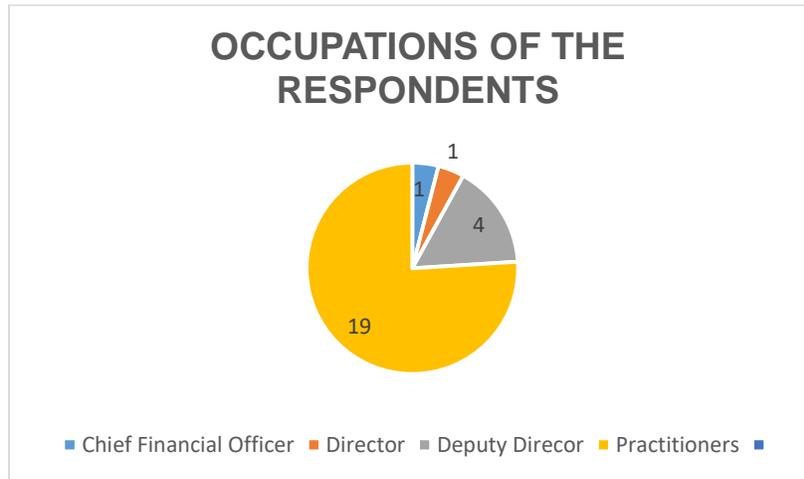
4.4. ANALYSIS OF RESPONSES FROM THE CFO, DIRECTOR, DEPUTY DIRECTORS AND JUNIOR STAFF (PRACTITIONERS)

Table 4.1. And Figure 4.1. Respondents were asked to indicate their occupation.

Table 4.1

Occupation	Number	%
Chief Financial Officer (CFO)	1	4%
Director	1	4%
Deputy Directors	4	16%
Practitioners	19	76%
Total	25	100%

Figure 4.1



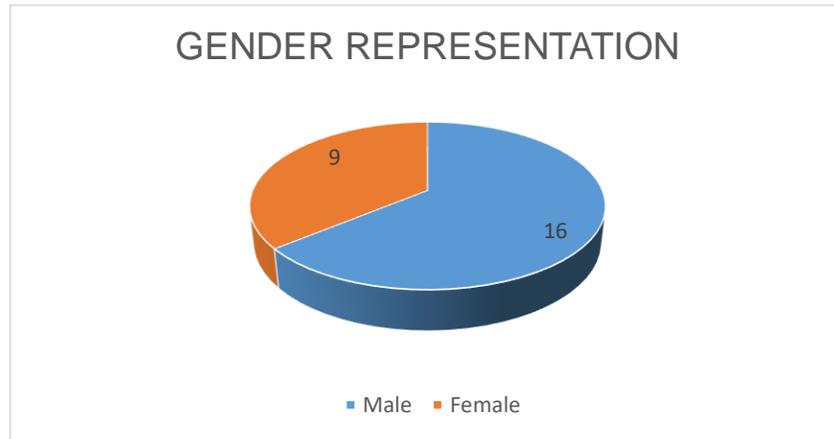
The researcher gathered the data as per the organisational structure of the Supply Chain Management component, which is comprised of the Chief Financial Officer (CFO), Director of SCM, Deputy Directors of Demand, Acquisition, Logistics, Assess and Transport and the Supply Chain Practitioner, this stipulated list is organised in terms of seniority flow. In table 4.1. The researcher found that the CFO, as a percentage of the whole represent (4%), even though in terms of decision making, he is the most senior in the component with more decision making powers and accountabilities than all in the component. He does not only control the SCM component but the whole Financial Management Directorate. The Director SCM is the head of SCM component and reports to the CFO and constitutes, 4% from the staff list, while the Deputy Directors SCM being four, and they constitute 16%, and the rest are represented by 19 SCM Practitioners which constitute 76% of all the participants in the organisational structure of the component.

Table 4.2. and Figure 4.2. Respondents were asked to indicate their gender.

Table 4.2

Gender	Number	%
Male	16	64%
Female	9	36%
Total	25	100%

Figure 4.2



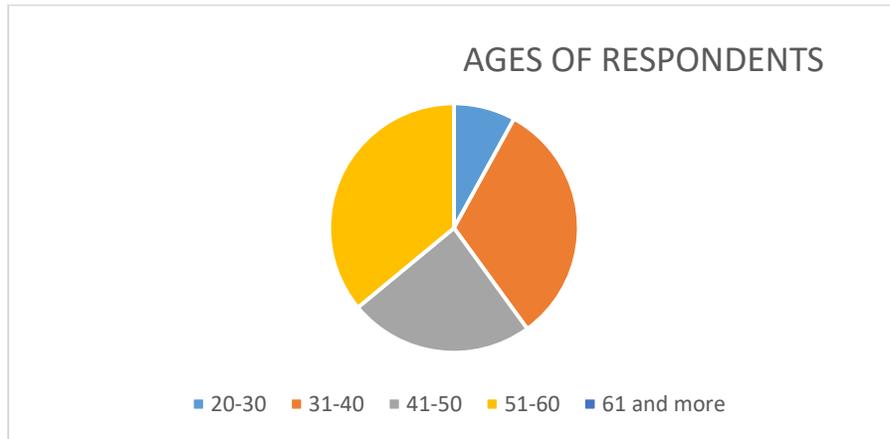
In table 4.2. and figure 4.2, the researcher found that 16 (64%) respondents were males, while 9 (36%) respondents were females. The information is a clear indication that gender representation was not considered during the recruitment processes.

Table 4.3. and Figure 4.3. Respondents were asked to provide information concerning their age.

Table 4.3

Ages	Number	%
20-30	2	8%
31-40	8	32%
41-50	6	24%
51-60	9	36%
61 and more	0	0%
Total	25	100%

Figure 4.3



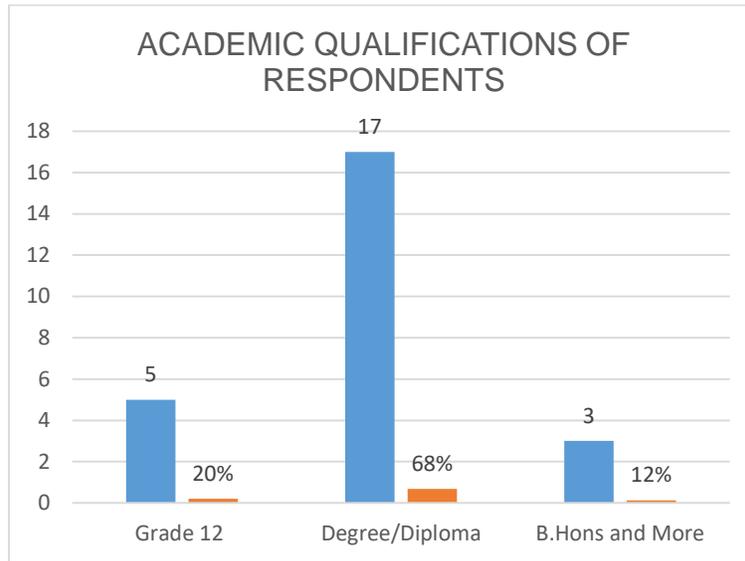
The interview schedule contained a question about the age of the respondents, where they were required to mark the appropriate box with an X for their respective ages. Table 4.3 provides that two (2) respondents are between the ages 20-30. Eight (8) respondents are between the ages of 31-40. Six (6) respondents are between the ages of 41-50. Nine (9) respondents are between the ages 51-60 and none represented the age category of 61 years and above. The information reflects that 36% of officials are towards their retirement ages and necessitates that the component should encourage skills transfer and succession planning.

Table 4.4 and Figure 4.4. Respondents were asked to provide their academic qualifications

Table 4.4

Academic Qualification	Number	%
Grade 12	5	20%
Degree/Diploma	17	68%
B.Hons. and more	3	12%
Total	25	100%

Figure 4.4



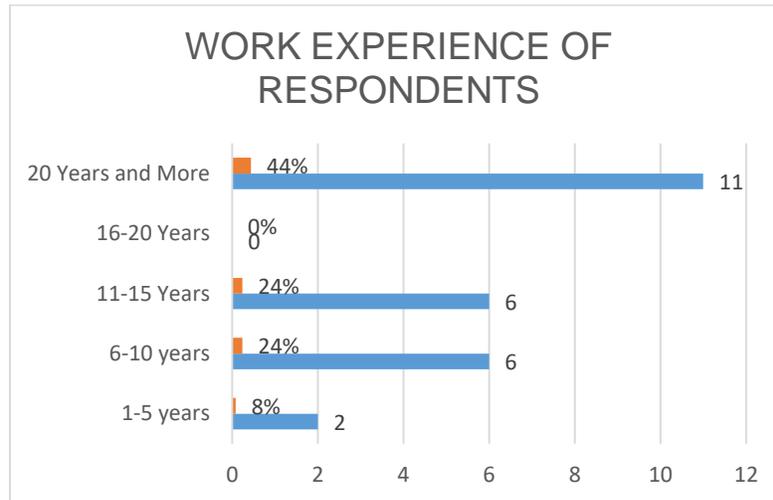
In Table 4.4 and figure 4.4 the information reflects that five (5) respondents summing twenty percent of the interviewees have a grade twelve senior certificate which is the minimum requirement for appointment in most professional positions within the public service. Seventeen (17) respondents who make sixty-eight percent (68%) of representation obtained either a national diploma or degree and thus making the component to have more qualified officials, and three (3) have secured an honours degree and more, a qualification which amounts to twelve percent of the respondents. It becomes evident that the component has a wealth of well-informed people who may enable them to act accordingly.

Table 4.5. and Figure 4.5. Respondents were asked to provide information about their work experience

Table 4.5

Work Experience	Number	%
1-5 years	2	8%
6-10 years	6	24%
11-15 Years	6	24%
16-20 Years	0	0%
21 Years and More	11	44%
Total	25	100%

Figure 4.5



The results in Table 4.5 and figure 4.5 reflect that eight percent (8%) of respondents have been working in the public service for a period of 1 to 5 years while those who served between 6 to 10 years and 11 to 15 years represent twenty-four percent (24%) respectively. On the other hand, there was a nil (0) respondent return for the period 16 to 20 years while those who served 21 years and more were forty-four percent (44%) and thus reflecting a wealth of experience in the public service.

Table 4.6. Respondents were asked to provide information about training on SCM policy

Table 4.6

SCM Training	Number	%
Yes	21	84%
No	4	16%
Total	25	100%

In Table 4.6 the data outcome shows that 21 respondents agree to have been provided with SCM training skills that form eighty-four percent (84%) of the interviewees while four respondents indicated to have no SCM training and thus to make up to sixteen percent (16%) of the interviewees. The 84% of attendance serves as an indication that the majority of officials know SCM policy.

4.5. SUPPLY CHAIN MANAGEMENT PRACTICES

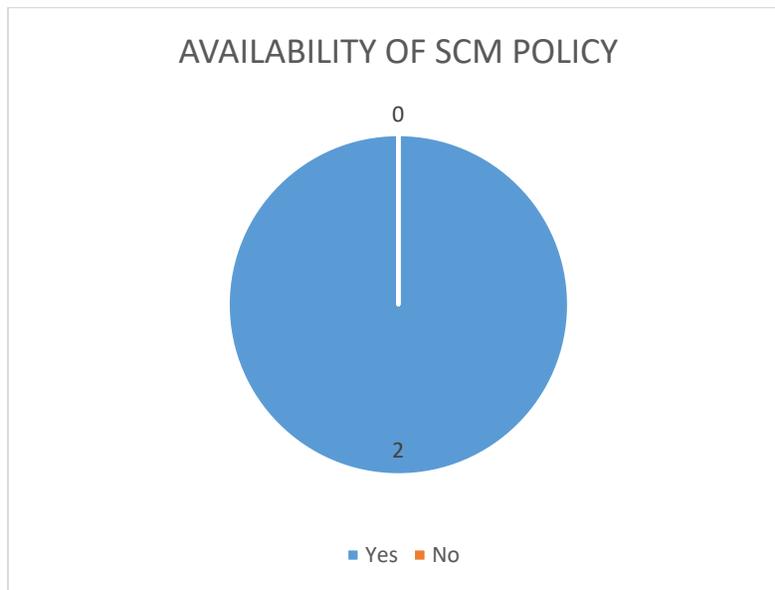
4.5.1. Section A: Analysis of responses from Top Management

Table 4.7 and Figure 4.7 Does the department have a Supply Chain management policy?

Table 4.7

SCM Policy	Number	%
Yes	2	100%
No	0	0%
Total	2	100%

Figure 4.7



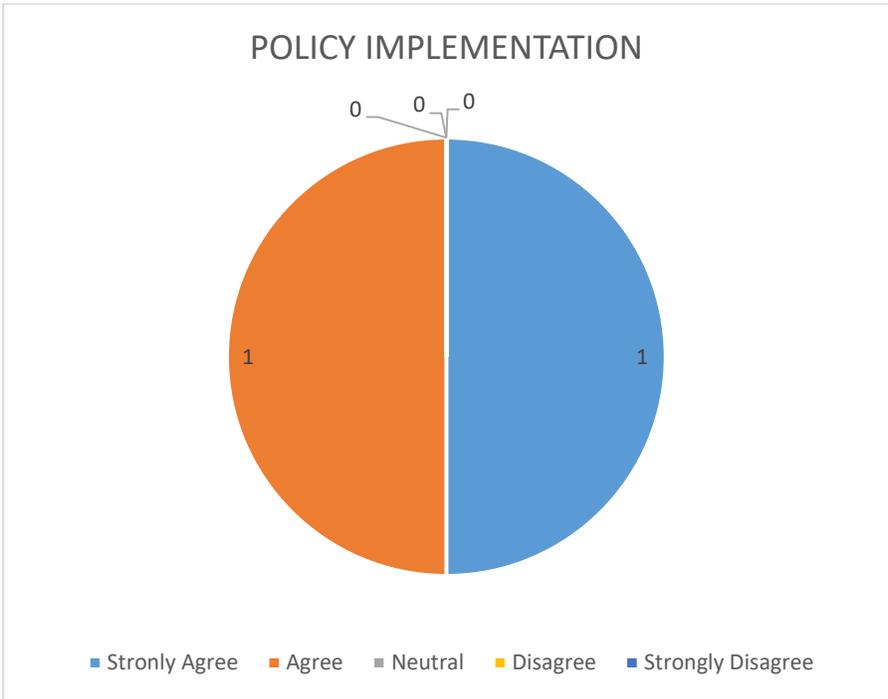
In Table 4.7 and Figure 4.7 the respondents were requested to provide information on whether the SCM policy was available in the department and a hundred percent (100%) of top management agree to have the policy in place.

Table 4.8. and Figure 4.8. Does the department implement the Supply Chain Management policy?

Table 4.8

SCM Policy Implementation	Number	%
Strongly Agree	1	50%
Agree	1	50%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0
Total	2	100%

Figure 4.8



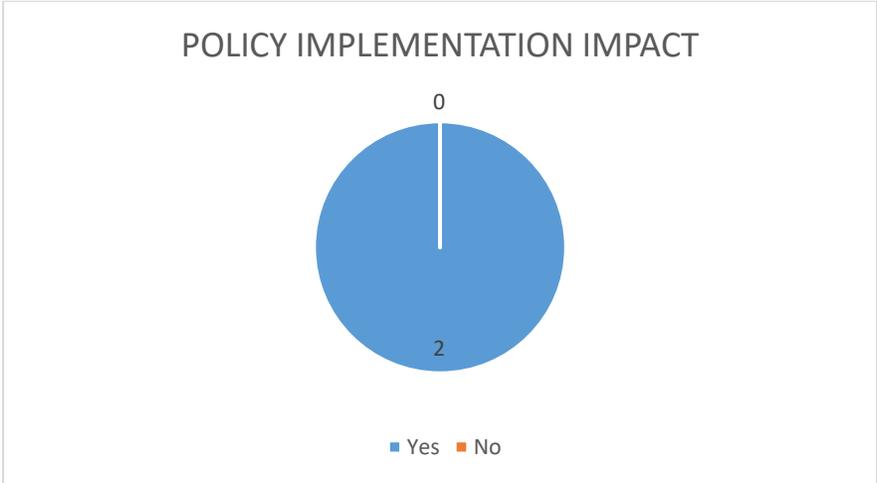
On a Likert scale of 1 to 5, Table 4.8, the information provides that fifty percent (50%) strongly agree that the SCM policy is being implemented, while the other fifty percent (50%) agree. The neutral, disagree and strongly disagree were zero percent in this regard. The provided information from top management is not entirely convincing though given that they may not strongly agree to that effect.

Table 4.9. and Figure 4.9. Does the implementation of SCM policy have an impact on the department?

Table 4.9

Policy Implementation Impact	Number	%
Strongly Agree	1	50%
Agree	1	50%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	2	100%

Figure 4.9



On a Likert scale of 1 to 5, Table 4.9, the information provides that fifty percent (50%) strongly agree that the SCM policy implementation has an impact on the department, while the other fifty percent (50%) agree. The neutral, disagree and strongly disagree were zero percent in this regard. The provided information from top management is both in the positive though not at the same level, which leaves a little room of doubt to whether there is a possible cover-up on information provided.

Table 4.10. and Figure 4.10. Has the departmental SCM policy been compiled with SCM regulatory framework (e.g. Treasury regulations, policy, a guide for Accounting Officers)?

Table 4.10

SCM Policy Compliance	Number	%
Strongly Agree	1	50%
Agree	1	50%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	2	100%

Figure 4.10



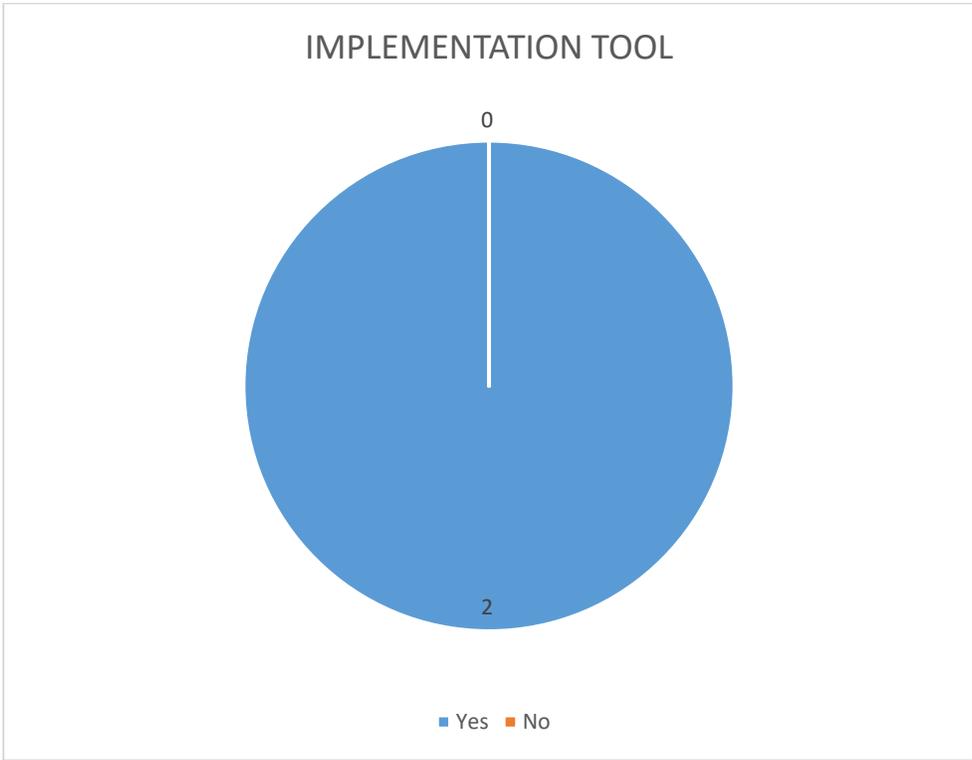
In Table 4.10. of the Likert scale of 1 to 5, the information provides that fifty percent (50%) strongly agree on whether the SCM policy is compiled following the regulatory framework, while the other fifty percent (50%) agree. The neutral, disagree and strongly disagree were zero percent in this regard. The provided information from top management is divided though in the agreement since they do not fully share the same sentiments.

Table 4.11. and Figure 4.11. Does the department make use of the SCM implementation tool provided by the National Treasury?

Table 4.11

SCM Implementation tool	Number	%
Yes	2	100%
No	0	0%
Total	2	100%

Figure 4.11



In Table 4.11, the respondents were requested to provide information on whether the department makes use of the SCM implementation tool provided by the National Treasury. Hundred percent (100%) agree that the Treasury provides monitoring tools and reports quarterly.

Table 4.12. Indicate services where SCM policy implementation is more evident.

Table 4.12

Services Rendered	Number	%
Procurement of Furniture	2	100%
Procurement of Stationary	2	100%
Procurement of Vehicles	2	100%
Procurement of Facilities	2	100%
Venues, Food and Beverages	2	100%
Procurement of Security Services	2	100%

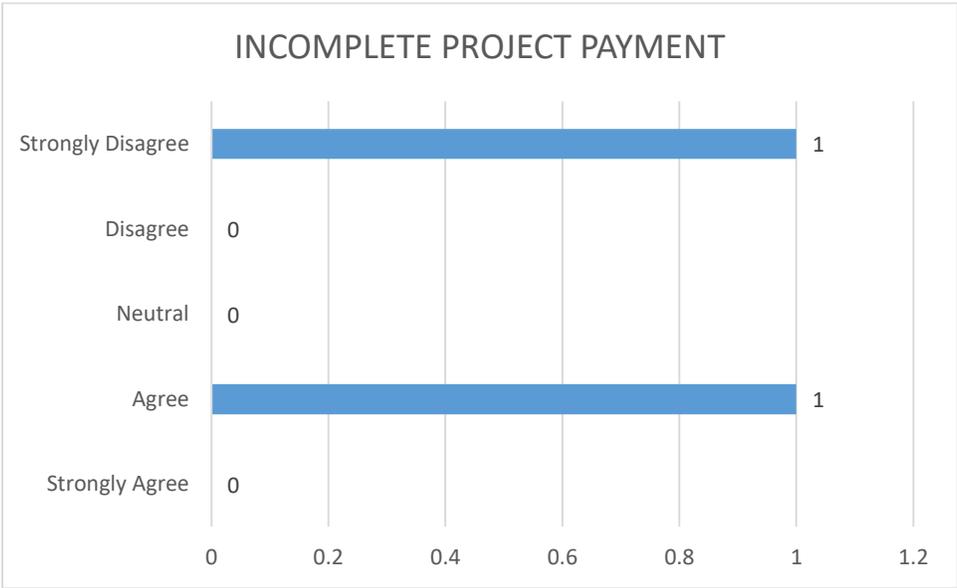
In Table 4.12, the respondents were asked to indicate services that are more evident in the implementation of SCM policy within the department and hundred (100) percent specified that procurement of furniture, stationery, vehicles, facilities, venues, food and beverages as well as security services are areas where it is evident.

Table 4.13. and Figure 4.13. Does the department pay some service providers for incomplete projects or services?

Table 4.13

Incomplete Projects Payment	Number	%
Strongly Agree	0	0%
Agree	1	50%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	1	50%
Total	2	100%

Figure 4.13



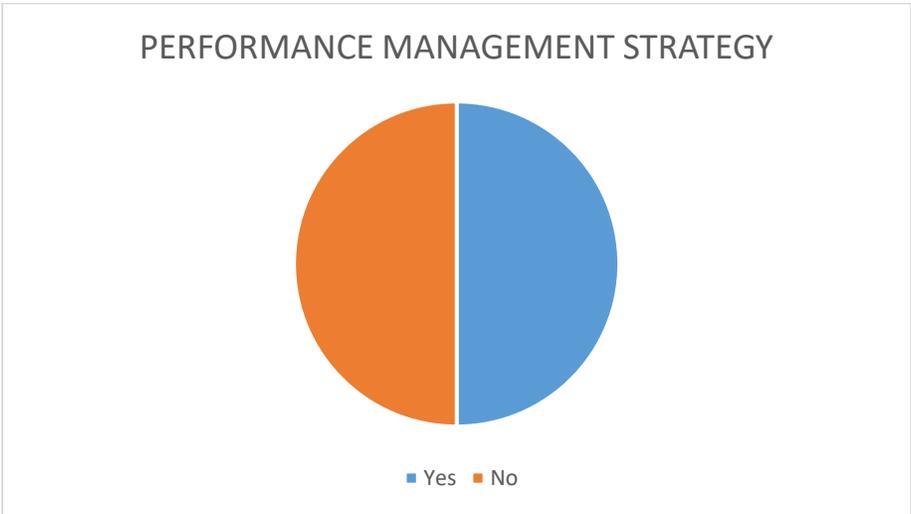
On a Likert scale of 1 to 5, Table 4.13, the information provided by respondents reflect that fifty percent (50%) strongly disagree that service providers are paid for incomplete projects or services, while the other fifty percent (50%) agree. The neutral, disagree and strongly disagree were zero percent in this regard. The provided information from top management is entirely in conflict with each other in that that fifty percent who disagree is of the view that payments are processed to only completed tasks where the certification is confirmed. In contrast, those in agreement to payment before tasks are completed are of the view that payments may at times be made in terms of completed phases of the project though the entire project is not completed.

Table 4.14. and Figure 4.14. Does the department have an effective SCM performance management strategy?

Table 4.14

SCM Performance Man Strategy	Number	%
Yes	1	50%
No	1	50%
Total	2	100%

Figure 4.14



In Table 4.14 and Figure 4.14, the respondents were requested to provide information on whether the department has an effective Supply Chain Performance Management strategy. Fifty percent (50%) indicated that they have while the other fifty percent disagreed that they have such. The information is quite concerning when top

management contradict each other on such critical points given their level of responsibility.

Table 4.15. Indicate the possible outcome of effective implementation of SCM policy?

Table 4.15

SCM Effective Implementation outcome	Number	%
Improved Service Delivery	2	100%
Clean Audit	2	100%
Positive Departmental Image	1	50%
Employee Gratification	1	50%
None	0	0%
Total		

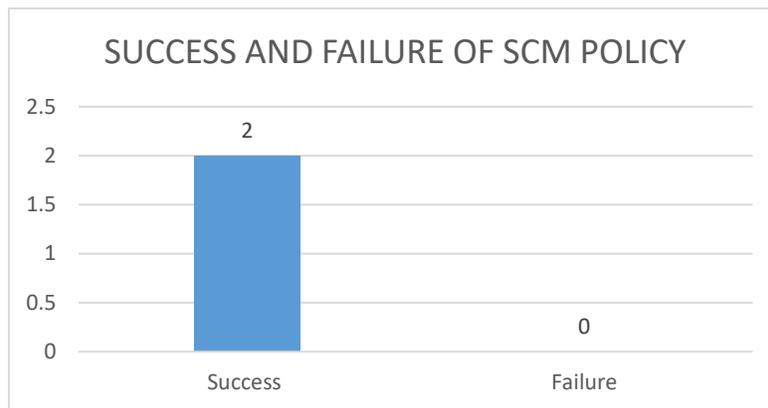
In Table 4.15, the respondents were requested to provide information on a possible outcome of effective implementation of SCM policy, hundred percent (100%) indicated that it improves service delivery, The participants had areas where they both agreed on a particular outcome and where they were not in agreement, as such each outcome comprise of 100% based on how many responds to it hundred percent (100%) also concurs that it results in clean audit outcomes, fifty The participants had areas where they both agreed on a particular outcome and where they were not in agreement, as such each outcome comprise of 100% based on how many responds to it percent (50%) submitted that it ensures departmental image employee gratification. It is evident that both improved service delivery and clean audit and key expectations in policy expectation outcome from the top management’s view.

Table 4.16. and Figure 4.16. What do you attribute to the success or failure of SCM policy implementation in the Limpopo Office of the Premier?

Table 4.16

Success or Failure of SCM Policy	Number	%
Success	2	100%
Failure	0	0%
Total	2	100%

Figure 4.16



In Table 4.16, the respondents were asked an open-ended question requiring an explanation on what attributes to either the success or the failure of SCM policy implementation. The researcher found that hundred percent (100%) of respondents provided the information on what attributed to the success of SCM policy implementation such as the commitment to do things right and not subjected to human judgement and the strengthened internal control through the establishment of internal audit to oversee the general compliance within the department.

Table 4.17. What are the measures taken against officials for non-compliance to SCM policy?

Table 4.17

Non-compliance Measures	Number	%
Recovery	2	100%
Warning	2	100%
Suspension	2	100%
Dismissal	1	50%
Demotion	1	50%
Other	1	50%

In Table 4.17, the respondents were requested to indicate the measures employed against officials for no-compliance to SCM policy, hundred percent (100%) indicated that there is financial recovery from officials for non-compliance, hundred percent (100%) also agree that warnings are handed to perpetrators, another hundred percent (100%) attest that officials are also suspended from employment, fifty percent (50%) are of the view that people are dismissed, fifty percent (50%) responded that officials are demoted. The other fifty percent (50%) is of the view that officials may also be transferred to other units.

What is the impact of poor SCM policy implementation in the department? (Provide at least five)

The respondents were requested to provide information on the impact of poor implementation of SCM policy in the department, and the information was submitted outlining the following:

- Poor quality of service to the public.
- Non-compliance and irregular expenditure.
- Poor departmental image
- Impediment to the mandate of the office.
- Fraud and corruption
- Delivery of sub-standard goods and services.

- Poor infrastructure.
- Inflated prices and depletion of funds.

What action employed by the department to combat the SCM abuse? (Provide at least four)

The participants were requested to provide information on possible actions employed to combat the abuse of SCM policy in the department and the following were submitted.

- Giving of SCM code of conduct to practitioners annually.
- Awareness sessions.
- Attendance of training.
- Supply Chain forum attendance.
- Reports to the treasury.
- Internal audit and provincial Treasury compliance and monitoring.
- Holding officials accountable.
- Monitoring of SCM implementation and performance.
- Strengthening internal controls.

In what ways may the implementation of SCM policy be improved in the department?

Respondents were asked to provide information in which the implementation of SCM policy may be improved in the department and inputs provided included the use of monitoring reports to develop action plans which are implemented in a check-list format. Through the strengthening of compliance by regular training, scrutinising of monthly reports and attend to internal audit findings.

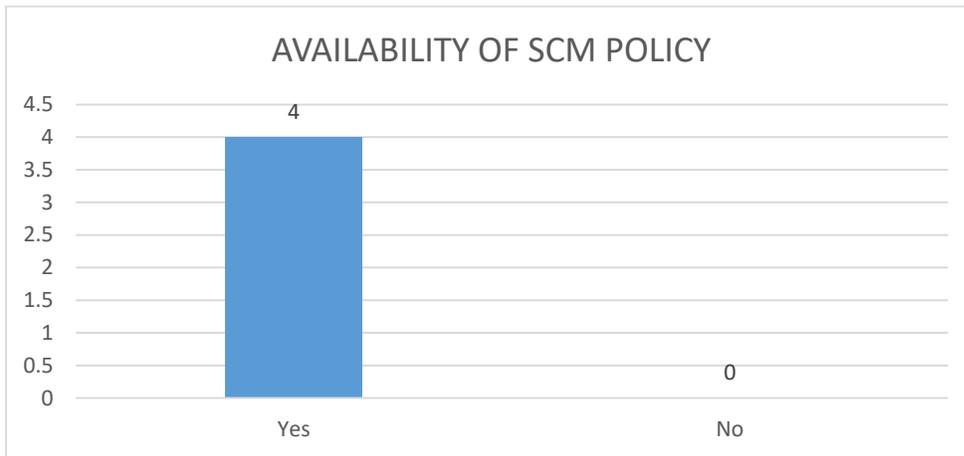
4.5.2. Section B: Analysis of responses from Middle Management

Table 4.18. and Figure 4.18. Does the department have a Supply Chain management policy?

Table 4.18

SCM Policy	Number	%
Yes	4	100%
No	0	0%
Total	4	100%

Figure 4.18



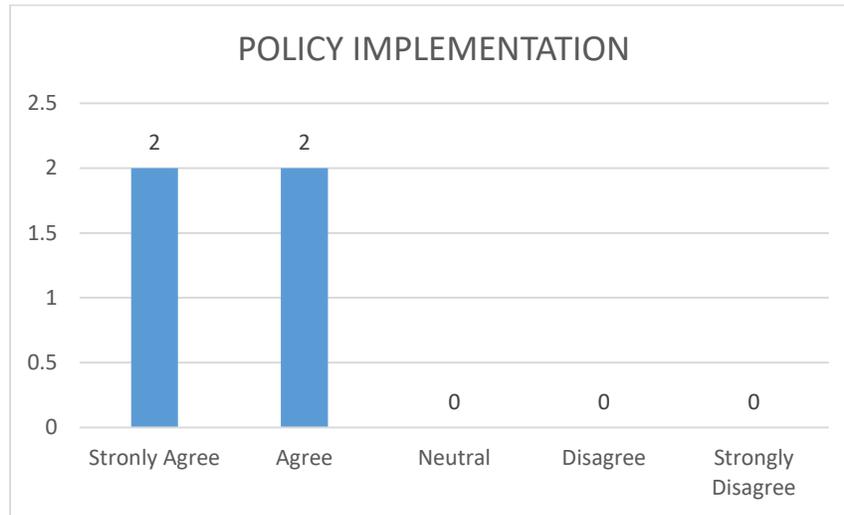
In Table 4.18. and Figure 4.18, the respondents were requested to provide information on whether the SCM policy was available in the department and a hundred percent (100%) of middle management agree to have the policy in place.

Table 4.19. and Figure 4.19. Does the department implement the Supply Chain Management policy?

Table 4.19

SCM Policy Implementation	Number	%
Strongly Agree	2	50%
Agree	2	50%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0
Total	4	100%

Figure 4.19



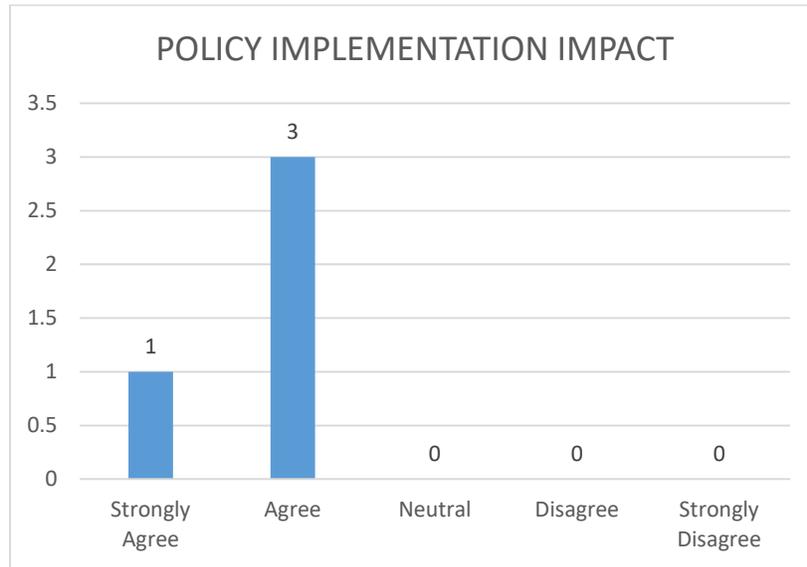
On a Likert scale of 1 to 5, Table 4.19 and Figure 1.19, the information provides that fifty percent (50%) strongly agree that the SCM policy is being implemented, while the other fifty percent (50%) agree. The neutral, disagree and strongly disagree were zero percent in this regard. The provided information from middle management reflects that though in agreement, they do not view it similarly.

Table 4.20. and Figure 4.20. Does the implementation of SCM policy have an impact on the department?

Table 4.20

Policy Implementation Impact	Number	%
Strongly Agree	1	25%
Agree	3	75%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	4	100%

Figure 4.20



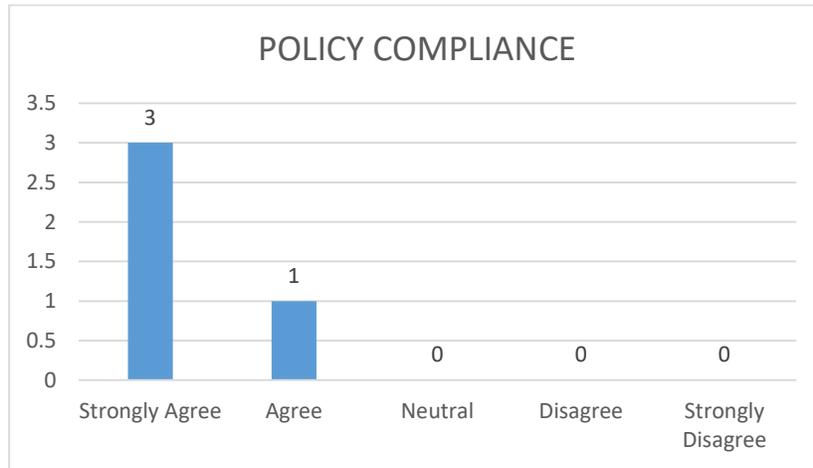
In Table 4.20. and Figure 4.20, the information provided by respondents reflects that twenty-five percent (25%) strongly agree that the SCM policy implementation has an impact on the department, while seventy-five percent (75%) agree. The neutral, disagree and strongly disagree were zero percent in this regard. Although different in their degree of agreement comparison, it is clear from the submission that it has a detrimental impact.

Table 4.21. and Figure 4.21. Has the departmental SCM policy been compiled with SCM regulatory framework (e.g. Treasury regulations, policy, a guide for Accounting Officers)?

Table 4.21

SCM Policy Compliance	Number	%
Strongly Agree	3	75%
Agree	1	25%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	4	100%

Figure 4.21



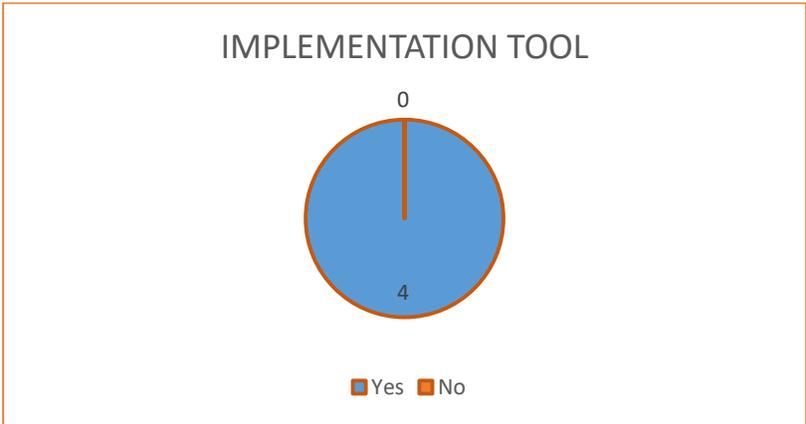
In Table 4.21. and Figure 4.21, on the Likert scale of 1 to 5, the information provides that seventy-five percent (75%) strongly agree on whether the SCM policy is compiled following the regulatory framework, while the other twenty-five percent (25%) agrees as well. The neutral, disagree and strongly disagree were zero percent in this regard. The provided information from middle management may be an indication that some are not entirely sure though in agreement.

Table 4.22. and Figure 4.22. Does the department make use of the SCM implementation tool provided by the National Treasury?

Table 4.22

SCM Implementation tool	Number	%
Yes	4	100%
No	0	0%
Total	4	100%

Figure 4.22



In Table 4.22, the respondents were requested to provide information on whether the department makes use of the SCM implementation tool provided by the National Treasury. Hundred percent (100%) agree that they are compliant; hence they receive unqualified audit findings.

Table 4.23. Indicate services where SCM policy implementation is more evident.

Services Rendered	Number	%
Procurement of Furniture	2	50%
Procurement of Stationary	3	75%
Procurement of Vehicles	3	75%
Procurement of Facilities	2	50%
Venues, Food and Beverages	4	100%
Procurement of Security Services	2	50%

In Table 4.23, the respondents were asked to indicate services that are more evident in the implementation of SCM policy within the department and the information supplied are: Fifty percent (50%) specified on procurement of furniture, seventy-five percent (75%) on procurement of stationery, seventy-five percent (75%) on procurement of vehicles, fifty (50) percent on procurement of facilities, hundred percent(100%) on procurement of venues, food and beverages, and fifty percent (50%) on procurement of security and

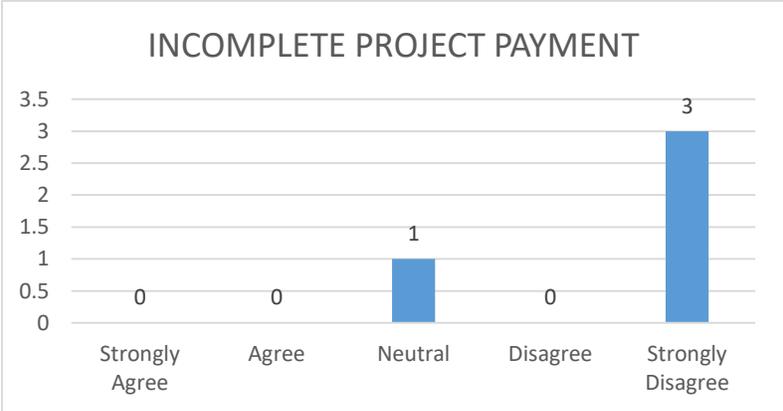
services. The venues, food and beverages may be the more frequently requested services, hence they have hundred percent (100%) representation.

Table 4.24. and Figure 4.24. Does the department pay some service providers for incomplete projects or services?

Table 4.24

Incomplete Projects Payment	Number	%
Strongly Agree	0	0%
Agree	0	0%
Neutral	1	25%
Disagree	0	0%
Strongly Disagree	3	75%
Total	4	100%

Figure 4.24



On a Likert scale of 1 to 5, Table 4.24. and Figure 4.24, the information provided by respondents reflects that fifty percent (75%) strongly disagree that service providers are paid for incomplete projects or services, while the other twenty-five percent (25%) are neutral. The disagree, agree and strongly agree were zero percent in this regard. The provided information from middle management indicates that projects are first completed, then the payment made, which the neutral percentages on the matter may speak volumes in that they may not need to share their views.

Table 4.25. and Figure 4.25. Does the department have an effective SCM performance management strategy?

Table 4.25

SCM Performance Man Strategy	Number	%
Yes	3	75%
No	1	25%
Total	4	100%

Figure 4.25



In Table 4.25. and Figure 4.25, the respondents were requested to provide information on whether the department has an effective Supply Chain Performance Management strategy. Seventy-five percent (75%) indicated that it is available while the other twenty-five percent (25%) disagreed that they have such. Seventy-five percent is a reflection that the performance management strategy may be available.

Table 4,26. Indicate the possible outcomes of effective implementation of SCM policy?

Table 4.26

SCM Effective Implementation outcome	Number	%
Improved Service Delivery	1	25%
Clean Audit	4	100%
Positive Departmental Image	2	50%
Employee Gratification	0	0%
None	0	0%
Total		

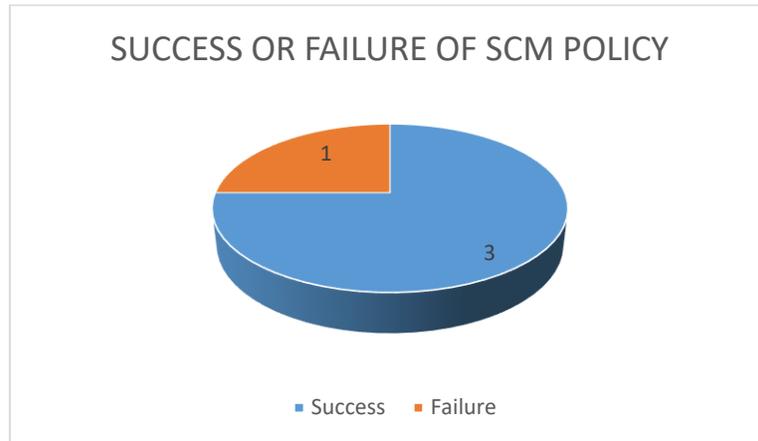
In Table 4.26, the respondents were requested to provide information on possible outcomes of effective implementation of SCM policy, twenty-five percent (25%) indicated that it improves service delivery, hundred percent (100%) views that it results in clean audit outcomes, fifty percent (50%) submitted that it promotes departmental image. At the same time, employee gratification respectively had zero percent (0%) in this regard. The majority are of the view that it ensures a clean audit.

Table 4.27. and Figure 4.27. What do you attribute to the success or failure of SCM policy implementation in the Limpopo Office of the Premier?

Table 4.27

Success or Failure of SCM Policy	Number	%
Success	3	75%
Failure	1	25%
Total	4	100%

Figure 4.27



In Table 4.27, the respondents were asked a question requiring information on what attributes to either the success or the failure of SCM policy implementation. The researcher found that seventy-five percent (75%) of respondents provided the following information on what attributed to the success of SCM policy implementation:

- Provision of training by HRD to all SCM officials.
- Attend strategic planning sessions.
- Established bid committees.
- Compliance and non-compromise to SCM processes.
- Acquaintance with newly developed policies.

On the other hand, the researcher found that twenty-five percent (25%) of respondents provided the following information on what attributed to the failure of SCM policy implementation:

- The ambiguity of SCM policy and failure in interpretation.

Table 4.28. What are the measures taken against officials for non-compliance to SCM policy?

Table 4.28

Non-compliance Measures	Number	%
Recovery	0	0%
Warning	2	50%
Suspension	3	75%
Dismissal	0	0%
Demotion	0	0%
Other	1	25%

In Table 4.28, the respondents were requested to indicate the measures employed against officials for non-compliance to SCM policy, zero percent (0%) indicated that there is no financial recovery from officials for non-compliance, fifty percent (50%) percent agree that warnings are handed to perpetrators. Seventy-five percent (75%) attest that officials are suspended from employment, zero percent (0%) are of the view that people are dismissed, and zero percent (0%) for demotion. The supplied information is an indication that the suspension of officials takes centre stage in dealing with non-compliance.

What is the impact of poor SCM policy implementation in the department? (Provide at least five)

The respondents were requested to provide information on the impact of poor implementation of SCM policy in the department. Whenever the policy is poorly implemented, it becomes more evident through lack of transparency, poor audit outcomes, corruption and unnecessary inflation of prices by service providers.

Respondents also highlighted that lack of fairness, qualified audit outcomes, lack of ethics that badly reflect on departmental image and fruitless and irregular expenditures incurred are consequences of failure in policy implementation. It further creates a conflict of interest, collusion by service providers, fraud by practitioners and failure to empower the BBBEE suppliers as expected.

What action employed by the department to combat the SCM? (Provide at least four)

The participants were requested to furnish information on possible actions employed to combat the abuse of SCM policy in the department and respondent were of the view that all SCM officials sign a code of conduct at the beginning of the year, to ensure financial disclosure and implement the official rotation process so practitioners may not get too used to the system so that they become corrupted. There is also an implementation of a forensic audit, awareness per procedure manuals and monitoring tools. Continuous training for acquaintance with relevant policies and use of tender boxes and Central Supplier Database (CSD) rather than hand delivery to practitioners to avoid collusion between service providers and practitioners. The practitioners in their segregation of duties are expected to adhere to standard operating procedures, unlike acting intuitively.

In what ways may the implementation of SCM policy be improved in the department?

Respondents were asked to provide information in which the implementation of SCM policy may be improved in the department and inputs provided included the following:

- All SCM practitioners should discuss all policies introduced by the Provincial and National Treasury with the quest to understand them better prior implementation.
- Ensure communication in more natural ways possible.
- Conduct awareness to all employees and issue circulars concerning SCM policies.
- The SCM practitioners should create awareness to all end-users on the SCM policy since they are the ones who initiate the whole processes for the procurement of goods and services.

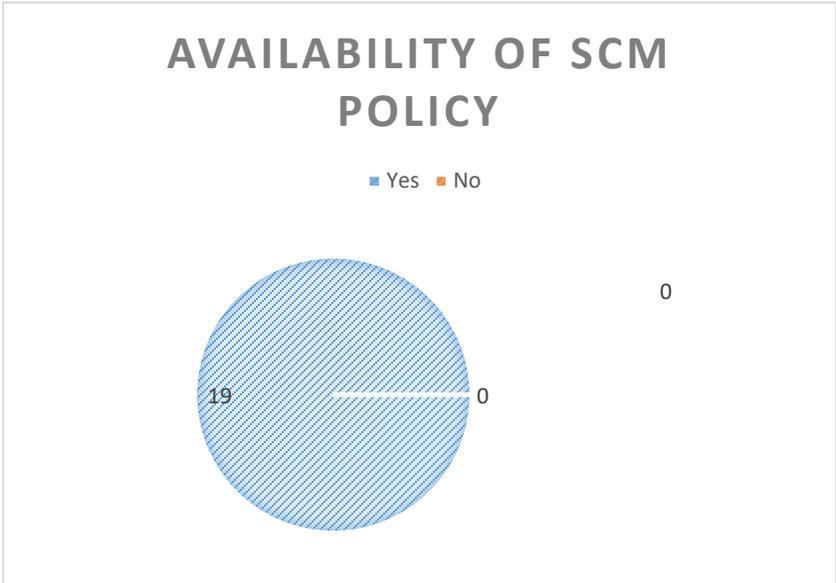
5.5.3. Section C: Analysis of responses from Junior Staff

Table 4.29. and Figure 4.29. Does the department have a Supply Chain management policy?

Table 4.29

SCM Policy	Number	%
Yes	19	100%
No	0	0%
Total	19	100%

Figure 4.29



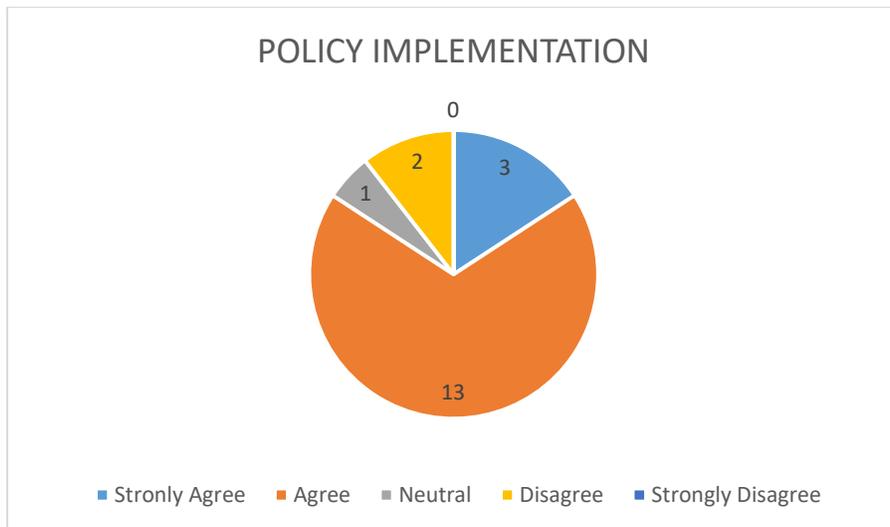
In Table 4.29. and Figure 4.29, the respondents were requested to provide information on whether the SCM policy was available in the department and a hundred (100) percent of SCM practitioners agree to have the policy in place.

Table 4.30. and Figure 4.30. Does the department implement Supply Chain Management policy?

Table 4.30

SCM Policy Implementation	Number	%
Strongly Agree	3	16%
Agree	13	68%
Neutral	1	5%
Disagree	2	11%
Strongly Disagree	0	0
Total	19	100%

Figure 4.30



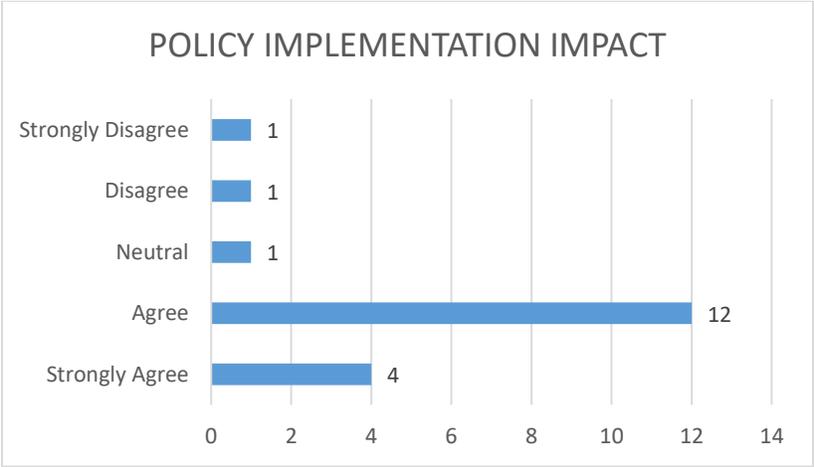
From the above table 4.30, it is clear that 16% strongly agree that the SCM policy is implemented, while 68% agree, however, 5% is neutral while 11% believe that there is no policy implementation. Despite the high level of accepting that there is policy implementation, there is, however, a concern in that there is 16% of the junior staff complement that have a strong view in this regard.

Table 4.31. and Figure 4.31. Does the implementation of SCM policy have an impact on the department?

Table 4.31

Policy Implementation Impact	Number	%
Strongly Agree	4	21%
Agree	12	64%
Neutral	1	5%
Disagree	1	5%
Strongly Disagree	1	5%
Total	19	100%

Figure 4.31



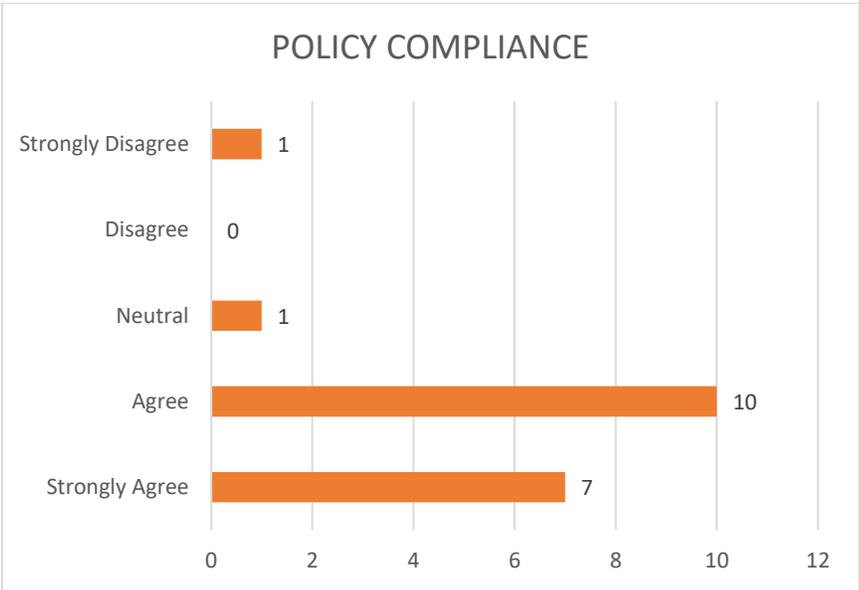
In Table 4.31. and Figure 4.31, the information provided by respondents reflects that twenty-one percent (21%) strongly agree that the SCM policy implementation have an impact on the department, while sixty-four percent (64%) agree, five percent (5%) are neutral, five percent (5%) disagree, and five percent (5%) strongly disagree. The 64% who agree and not strongly agree reflect an element of not being entirely sure given that almost 15% are combined in contrary view, thus the neutral, disagree and strongly disagree.

Table 4.32. and Figure 4.32. Has the departmental SCM policy been compiled with SCM regulatory framework (e.g. Treasury regulations, policy, a guide for Accounting Officers)?

Table 4.32

SCM Policy Compliance	Number	%
Strongly Agree	7	37%
Agree	10	53%
Neutral	1	5%
Disagree	0	0%
Strongly Disagree	1	5%
Total	19	100%

Figure 4.32



In Table 4.32. and Figure 4.32, of the Likert scale of 1 to 5, the information provides that thirty-seven percent (37%) strongly agree on whether the SCM policy is compiled following the regulatory framework. In contrast, the other fifty-three percent (53%) agree as well, five percent (5%) are neutral, zero percent (0%) disagree, and five percent (5%)

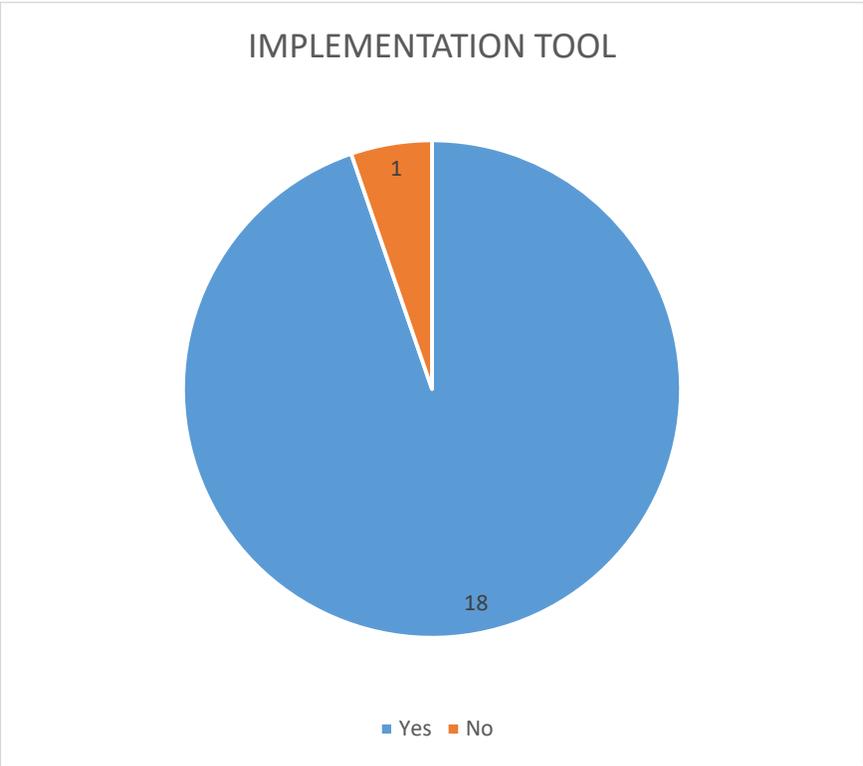
strongly disagree in this regard. The provided information may be an indication that there is no equal understanding in the junior staff of the SCM component concerning policies.

Table 4.33. and Figure 4.33. Does the department make use of the SCM implementation tool provided by the National Treasury?

Table 4.33

SCM Implementation tool	Number	%
Yes	18	95%
No	1	5%
Total	19	100%

Figure 4.33



In Table 4.33, the respondents were requested to provide information on whether the department makes use of the SCM implementation tool provided by the National Treasury. Ninety-five percent (95%) agree that they are compliant, while five percent (5%)

disagree. The five percent may reflect that the officials are not acquainted with policy content.

Table 4.34. Indicate services where SCM policy implementation is more evident.

Table 4.34

Services Rendered	Number	%
Procurement of Furniture	11	58%
Procurement of Stationary	14	74%
Procurement of Vehicles	11	58%
Procurement of Facilities	9	47%
Venues, Food and Beverages	12	63%
Procurement of Security Services	9	47%

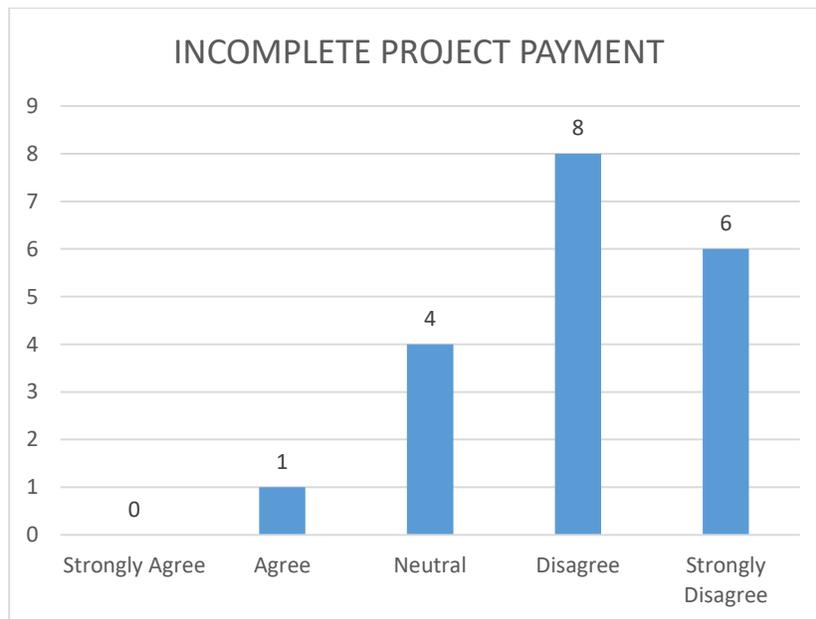
In Table 4.34, the respondents were asked to indicate services that are more evident in the implementation of SCM policy within the department and the information supplied is: Fifty-eight percent (58%) specified on procurement of furniture, seventy-four percent (74%) on procurement of stationery, fifty-eight percent (58%) on procurement of vehicles, forty-seven (47%) percent on procurement of facilities, sixty-three percent (63%) on procurement of venues, food and beverages, and forty percent (47%) on procurement of security and services. The inconsistency of the provided information may be indicators that not all the practitioners have similar information concerning what happens within the component.

Table 4.35. and Figure 4.35. Does the department pay some service providers for incomplete projects or services?

Table 4.35

Incomplete Projects Payment	Number	%
Strongly Agree	0	0%
Agree	1	5%
Neutral	4	21%
Disagree	8	42%
Strongly Disagree	6	32%
Total	19	100%

Figure 4.35



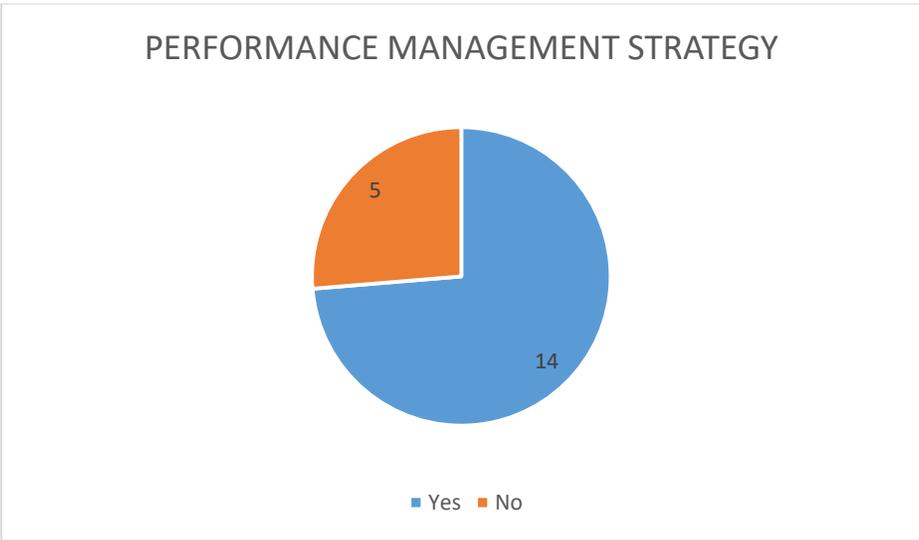
In a Likert scale of 1 to 5, Table 4.35. and Figure 4.35, the information provided by respondents reflect that thirty-two percent (32%) strongly disagree that service providers are paid for incomplete projects or services, while the forty percent (42%) disagree, twenty percent (21%) are neutral, five percent (5%) agree, and zero percent (0%) strongly agree. The provided information is inconsistent and a concern that 21% of respondents choose to be neutral.

Table 4.36. and Figure 4.36. Does the department have an effective SCM performance management strategy?

Table 4.36

SCM Performance Man Strategy	Number	%
Yes	14	74%
No	5	26%
Total	19	100%

Figure 4.36



In Table 4.36. and Figure 4.36, the respondents were requested to provide information on whether the department has an effective Supply Chain Performance Management strategy, seventy-four percent (74%) indicate that it is available while the other twenty-six percent (26%) disagree that they have such. The 74% percent is a reflection that the performance management strategy may be available while it remains a concern that 26% are not in agreement to this effect.

Table 4.37. Indicate the possible outcome of effective implementation of SCM policy?

Table 4.37

SCM Effective Implementation outcome	Number	%
Improved Service Delivery	10	53%
Clean Audit	11	58%
Positive Departmental Image	5	26%
Employee Gratification	0	0%
None	1	5%

In Table 4.37, the respondents were requested to provide information on possible outcomes of effective implementation of SCM policy, fifty-three percent (53%) indicate that it improves service delivery, fifty-eight percent (58%) view that it results in clean audit outcomes, twenty-six percent (26%) submit that it enhances the positive departmental image. At the same time, employee gratification had zero percent (0%) in this regard. The 58% majority are of the view that it ensures a clean audit which may be deemed as a significant view across the board.

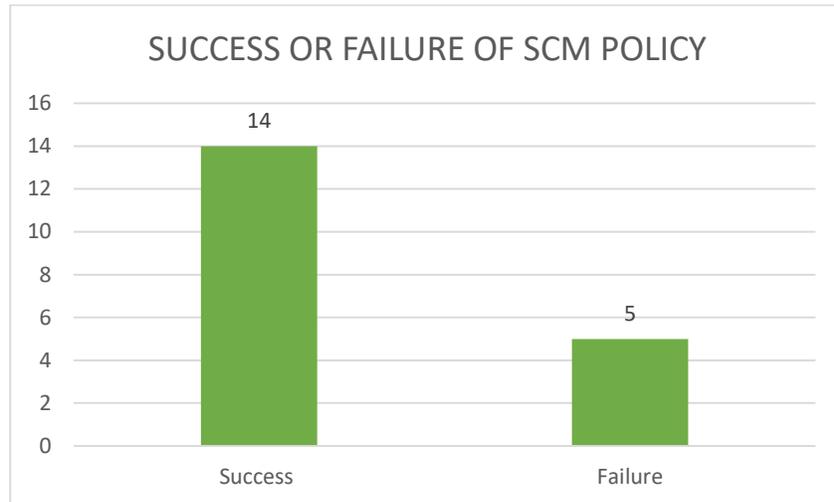
Table 4.38. and Figure 4.38. What do you attribute to the success or failure of SCM policy

implementation in the Limpopo Office of the Premier?

Table 4.38

Success or Failure of SCM Policy	Number	%
Success	14	74%
Failure	5	26%
Total	19	100%

Figure 4.38



In Table 4.38, respondents were asked an open-ended question requiring an explanation on what attributes to either the success or the failure of SCM policy implementation. The researcher found that seventy-four percent (74%) of respondents provided the following information on what attributed to the success of SCM policy implementation:

- Establishment of Internal Audit in the Office of the Premier who oversees the general compliance.
- Compliance to both the national and provincial Treasury SCM prescripts.
- Compliance to policy implementation
- Implementation of audit directives and adherence to SCM procedures.
- Bid committees are established for SCM success.
- Provision of training by HRD and strategic planning every quarter.
- Compliance to policy rules and instructions.
- Compliance to bids procedures.
- Adherence to policy to ensure work performance.
- Transparency, audit outcomes and compliance to policies,
- Effective and efficient rendering of services.
- Uncompromised SCM processes
- Practitioners' faithfulness in implementing the SCM policy.

- Compliance to SCM policy, attention to instructions, and fear of punitive measures associated with noncompliance.

And the other twenty-six (26) percent respondents provided the following information as the causes of failure to SCM policy implementation in the Limpopo Office of the Premier:

- Lack of proper SCM training to some officials.
- Fruitless expenditure may result from failure to implement SCM policy.
- Lack of discipline and inconsistencies.
- Continuous unresolved errors

Table 4.39. What are the measures taken against officials for non-compliance to SCM policy?

Table 4.39

Non-compliance Measures	Number	%
Recovery	1	5%
Warning	7	37%
Suspension	12	63%
Dismissal	1	5%
Demotion	2	11%
Other	4	21%

In Table 4.39, the respondents were requested to indicate the measures employed against officials for no-compliance to SCM policy, five percent (5%) indicate that there is financial recovery from officials for non-compliance, thirty-seven percent (37%) agree that warnings are handed to officials, and sixty-three percent (63%) submitted that officials are suspended from employment, five percent (5%) are of the view that people are dismissed, and eleven percent (11%) concurred with demotion, twenty-five percent (25%) indicated on the other but were not specific in terms of what such measures were rather than to think it might be the avoidance of question

What is the impact of poor SCM policy implementation in the department? (Provide at least five)

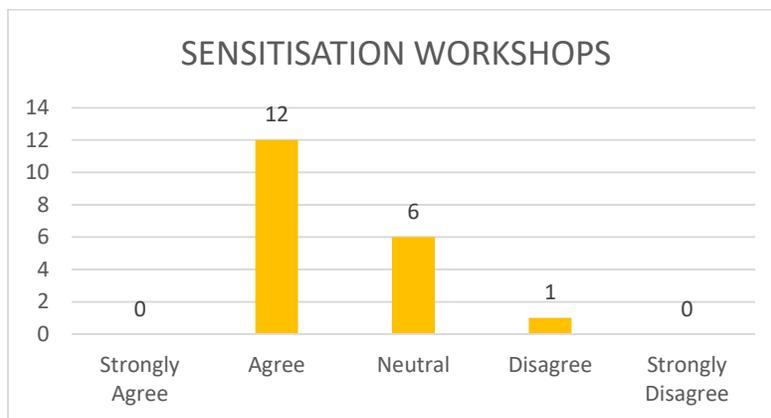
The respondents were requested to provide information on the impact of poor implementation of SCM policy in the department. The information secured reflects that poor implementation may result in qualified audit findings, corruption by officials, fruitless and irregular expenditures as well as poor service delivery to the general public. It may also result in biases in specifications, fiscal dumping, incomplete projects and negative portrayal of the department.

Table 4.40. and Figure 4.40. Does the department provide workshops to sensitise officials on SCM policy?

Table 4.40

Workshops to sensitise Officials	Number	%
Strongly Agree	0	0%
Agree	12	63%
Neutral	6	32%
Disagree	1	5%
Strongly Disagree	0	0%
Total	19	100%

Figure 4.40



Concerning the sensitisation of employees on SCM, none strongly agreed, 63% agreed, 32% were neutral while 5% disagreed and none strongly disagreed. It is evident from these responses that there are different views concerning the sensitisation of junior staff concerning SCM policies. This can be a problem as lack of sensitisation in this regard could lead to a total disregard for the application of SCM policies. This is an area which should be a forced adherence to the understanding of these policies.

What actions are employed by the department to combat the abuse of SCM?

Respondents were asked to provide information on the department's actions to combat the abuse of SCM policy, and they responded by providing the information. The following was provided that there should be provision of sound SCM policy directives; vetting of SCM employees; appointment of qualified candidates for SCM positions; ensure warnings, suspensions, demotions and dismissals are applied accordingly; review of work performance; monitoring and evaluation on quotations and bid processes; ensure adherence to code of conduct, oath of secrecy and financial disclosure; transparency, access to information; openness and fairness through the established audit unit, compliance unit, risk management and the evaluation committees.

Provide ways in which supervisors contribute to poor implementation of SCM policy

The respondents were asked to provide information on the supervisor's actions which contribute to poor implementation of the policy. The respondents' delivered that bypassing of policy, self-centredness and non-exposure of subordinates, not adhering to the implementation of procedures and processes, favouritism and nepotism to some of some employees, lack of training, communication and late dissemination of critical policy information. The supervisors are also deemed to have conflicted interest where they approve non-compliant transactions to favour specific individuals and worse through granting directives on which service providers are to be considered based on previous experience rather than merits.

In what ways may the implementation of SCM policy be improved?

The respondents were asked to furnish information on ways that may be implemented to improve the policy. The respondents alluded to the invitation of inputs from experts, ensure that the processes in place are appropriately monitored, employees are rotated, so they do not get corrupted, policy amendments should be reduced to writing, continuous training and improved communication.

4.6. CONCLUSION

This chapter presented and analysed qualitative data primarily obtained in the form of semi-structured interviews using an interview schedule consisting of both closed and open-ended questions with the Chief Financial Officer, Director (SCM), Deputy Directors (Demand, Acquisition, Logistics and Inventory, Asset and Transport Management) and nineteen SCM junior practitioners. These officials provided sufficient information concerning the impact of Supply Chain Management policy and its implementation in the Limpopo Office of the Premier.

Analyses and interpretation were based on the main question and two sub-questions aimed at supplementing the main question which firstly; sought to explore the effect of the implementation of Supply Chain Management policy in the Limpopo Office of the Premier; secondly, to evaluate any possible impact relating to Supply Chain Management policy implementation and thirdly, to examine if SCM practitioners understand the effect and need for compliance with Supply Chain Management.

The next chapter will present the summary, conclusions and recommendations based on the findings regarding the impact of Supply Chain Management in the Limpopo Office of the Premier.

CHAPTER 5

RECOMMENDATIONS

5.1 INTRODUCTION

This chapter provides a summary of the significant findings in this research and also presents the recommendations the Limpopo Office of the Premier must employ to improve the Supply Chain Management component in the implementation of relevant SCM policy and eliminate challenges encountered by top management, middle management and junior practitioners.

5.2 SUMMARY OF THE FINDINGS

Based on the results of this study, the following findings are deduced:

The key aim of this study was to explore the effect of Supply Chain Management policy implementation in the Limpopo Office of the Premier. The objectives were to explore the effect of Supply Chain Management and evaluate the impact and understanding of supply chain management on employees in the Premier's Office. The findings were based on information supplied by the top management, middle management and junior staff within the SCM component.

The component prides itself on clean audit findings within the component; however, checking on the background the gathered information across the different level reflects several gaps which are discussed in this research. The component gender representatives are 64% male and 36% female which makes it male dominant and not balanced. The majority of the respondents obtained tertiary qualifications which are profitable for the unit should documents interpretation be required.

The majority of respondents confirmed that the department has the SCM policy, however, when a hard copy was requested it could not be found except stating that they make use of the transversal policy from Provincial Treasury as well as National Treasury Prescripts.

The junior staff are noted to have different views on the question of policy implementation, which raises concerns when even the top management who are regarded as the custodians of the policy were found wanting in their responses.

In several points such as services being rendered, the outcome of effective SCM policy implementation and measures taken against non-compliant employees the top management and practitioners are seen to respond from a detachment view. The information provided reflect that what the top management knows is a tale to the junior staff members. On their submission about how SCM policy implementation can improve the focus is more on workshops, training and dissemination of information.

The respondents were found to concur across the board about the impact of poor SCM policy implementation, and on actions to combat abuse and on how SCM policy implementation may be improved. However, when a question was asked on how supervisors contribute to poor implementation of SCM policy, the provided information becomes clear that the junior staff are not happy with the interference, conflict of interest, self-centeredness, late dissemination of information, nepotism and non-exposure of subordinates by supervisors. This may also be attested to by the different views of management and subordinates where supervisors may be viewed to be protecting their position rather than being compliant.

5.3 RECOMMENDATIONS

Based on the outcome of the exploration of the impact of Supply Chain Management policy implementation in the Limpopo Office of the Premier, several alternative suggestions and recommendations are provided to improve the implementation of SCM policy and effectively achieve greater results and attain clean audit outcomes. The recommendations are as follows:

- The SCM component top management should improve their communication with the junior staff on policy issues and alert them in a written form on any changes to policies and prescripts.

- More female employees should be considered for an appointment within the component should vacancies be opened in support of women empowerment since 36% of SCM officials are approaching their exit years.
- The management should reduce the wide information gap with the junior officials to enable them to speak the same language.
- The Management should take decisive actions on non-compliant officials violating the SCM policy and the consequences be communicated throughout the office for junior staff who are unaware of possible actions to become knowledgeable of punitive measures since bad decisions hamper service delivery.
- The component should encourage the rotation of officials within the component so they may diversify and curb against familiarity and system abuse.
- The SCM practitioners should provide awareness to all end users on SCM policy since they are the initiators of the whole process for the procurement of goods and services.

5.4 CONCLUSIONS

This study aimed to explore the effect of SCM policy implementation in the Limpopo Office of the Premier. The conclusion is based on the objectives of the study, focusing on the effect of Supply Chain Management on the Office of the Premier. The literature review outlined the importance of SCM in public service towards achieving the best services for the communities. The study established that failure to implement SCM policy hurts service delivery. The effective implementation results in improved service delivery whereas poor implementation results in the poor quality of service to the public, fraud and corruption, irregular and fruitless expenditures as well as negative departmental image.

The findings suggest a need for improved communication and empowerment of the junior SCM practitioners to ensure the component functions as one unit rather than disjointed units as the results entail in this research. The top management should take a leadership role and reach-out to all component employees to seek operational views from the ground to inspire confidence. The study provides answers to the main research question on the effect of the implementation of the Supply Chain Management policy in the Limpopo

Office of the Premier. Future study should research on the impact of Supply Chain Management practices with a focus on departments receiving qualified audit findings in the province, and further study on the effect of punitive measures on non-compliance to Supply Chain Management policy.

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ANNEXURE A

21 Peplos Avenue
Ivy Park
POLOKWANE
0699
14 June 2017

The Director: HRD
Office of the Premier
40 Hans Van Rensburg
Polokwane
0699

**SUBJECT: REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE
DEPARTMENT: CHAUKE DD: ASSISTANT DIRECTOR SCM: 81007256.**

1. The above matter bears reference.
2. The content of this letter serves to humbly request a permission to conduct research in the department. I have enrolled for Masters in Public Administration (MPA) with the University of Limpopo and it is therefore required that a research be conducted towards the completion of this programme.
3. The research topic for the project is **“The impact of implementation of Supply Chain Management policy in the Limpopo Office of the Premier, South Africa”**. The research will involve employees attached to SCM. The aim of this study is to determine the effect of Supply Chain Management policy implementation in the department.
4. The information obtained will be treated with the strictest confidentiality and will be used solely for this research purpose. It is my assumption that the findings will make a positive contribution to the department.
5. Attached herewith, please kindly receive a letter of request from the University of Limpopo in confirmation of this application.

Yours truly,

Chauke Dzunekani David

APPENDIX B

SECTION A: INTERVIEW SCHEDULE FOR TOP MANAGEMENT IN THE SCM OF LIMPOPO OFFICE OF THE PREMIER

Title: The impact of Supply Chain Management policy on the Limpopo Office of the Premier

PURPOSE OF THE STUDY

The general aim of this study is to determine the impact of Supply Chain Management policy implementation in the department. The research findings will assist the department to intervene, improve or maintain the status quo within its SCM policy implementation strategies.

INTERVIEW QUESTIONS

Instructions

- (a) Do not provide your name
- (b) Be honest with your responses
- (c) Cross on the appropriate box corresponding to your answer

1. Please indicate your occupation (Mark with an X)

Chief Financial Officer (CFO)	
Director (SCM)	
Deputy Director (Demand, Acquisition, Logistics, Asset & Transport)	
Supply Chain Management Practitioner	

2. Please indicate your gender

Male	
Female	

3. Please indicate your age group

20 - 30 Years	
31 – 40 Years	
41 – 50 Years	
51 – 60 Years	
61 Years and more	

4. Please Indicate your highest academic qualification

Grade 12 +	
Degree/ Diploma	
B. Hons and More	

5. Please indicate your work experience

1 - 5 Years	
6 – 10 Years	
11 – 15 Years	
16 – 20 Years	
20 Years and more	

6. Does the department have supply chain management policy?

Yes	
No	

7. Does the department provide training on SCM policy to officials?

Yes	
No	

8. Does the department implement Supply Chain Management policy? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

9. Does the implementation of SCM policy have an impact in the department? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

10. Have the departmental SCM policy compiled in accordance with supply chain management regulatory framework (e.g. Treasury regulations, policy, guide for Accounting Officers) If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

.....

11. Does the department make use of SCM implementation tool provided by the National Treasury?

Yes	
No	

Explain:.....

12. Indicate services where SCM policy implementation is more evident.

Procurement of Furniture	
Procurement of Stationary	
Procurement of vehicles	
Procurement of Facilities	
Venues, food and beverages	
Procurement of security services	

13. Does the department pay some service providers for incomplete projects or services?) If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

14. Does the department have an effective Supply Chain performance management strategy?

Yes	
No	

15. Kindly indicate the possible outcome of effective implementation of SCM policy.

Improved Service delivery	
Clean audit	
Positive departmental image	
Employee gratification	
None	

16. What do you attribute to the success or failure of SCM policy implementation in the Limpopo Office of the Premier?

Explain:.....
.....
.....
.....

17. What are the measures taken against officials for non-compliance to SCM policy?

Recovery	
Warning	
Suspension	
Dismissal	
Demotion	
Other	

18. What is the impact of poor SCM policy implementation in the department? (Provide at least five)

.....
.....
.....

19. What action employed by the department to combat the abuse of SCM? (Provide at least four)

.....
.....
.....

20. In what ways may the implementation of SCM policy be improved in the department?

.....
.....
.....

APPENDIX C

SECTION B: INTERVIEW SCHEDULE FOR MIDDLE MANAGEMENT IN THE SCM OF LIMPOPO OFFICE OF THE PREMIER

Title: The impact of Supply Chain Management policy on the Limpopo Office of the Premier

PURPOSE OF THE STUDY

The general aim of this study is to determine the impact of Supply Chain Management policy implementation in the department. The research findings will assist the department to intervene, improve or maintain the status quo within its SCM policy implementation strategies.

INTERVIEW QUESTIONS

Instructions

- (d) Do not provide your name
- (e) Be honest with your responses
- (f) Cross on the appropriate box corresponding to your answer

21. Please indicate your occupation (Mark with an X)

Chief Financial Officer (CFO)	
Director (SCM)	
Deputy Director (Demand, Acquisition, Logistics, Asset & Transport)	
Supply Chain Management Practitioner	

22. Please indicate your gender

Male	
------	--

Female	
--------	--

23. Please indicate your age group

20 - 30 Years	
31 – 40 Years	
41 – 50 Years	
51 – 60 Years	
61 Years and more	

24. Please Indicate your highest academic qualification

Grade 12 +	
Degree/ Diploma	
B. Hons and More	

25. Please indicate your work experience

1 - 5 Years	
6 – 10 Years	
11 – 15 Years	
16 – 20 Years	
20 Years and more	

26. Does the department have supply chain management policy?

Yes	
No	

27. Does the department provide training on SCM policy to officials?

Yes	
No	

28. Does the department implement Supply Chain Management policy? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

29. Does the implementation of SCM policy have an impact in the department? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

30. Have the departmental SCM policy compiled in accordance with supply chain management regulatory framework (e.g. Treasury regulations, policy, guide for Accounting Officers) If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

31. Does the department make use of SCM implementation tool provided by the National Treasury?

Yes	
No	

Explain:.....

32. Indicate services where SCM policy implementation is more evident.

Procurement of Furniture	
Procurement of Stationary	
Procurement of vehicles	
Procurement of Facilities	
Venues, food and beverages	
Procurement of security services	

33. Does the department pay some service providers for incomplete projects or services?) If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

34. Does the department have an effective Supply Chain performance management strategy?

Yes	
No	

35. Kindly indicate the possible outcome of effective implementation of SCM policy.

Improved Service delivery	
Clean audit	
Positive departmental image	
Employee gratification	
None	

36. What do you attribute to the success or failure of SCM policy implementation in the Limpopo Office of the Premier?

Explain:.....

37. What are the measures taken against officials for non-compliance to SCM policy?

Recovery	
Warning	
Suspension	
Dismissal	
Demotion	
Other	

38. What is the impact of poor SCM policy implementation in the department? (Provide at least five)

.....

39. What action employed by the department to combat the abuse of SCM? (Provide at least four)

.....
.....
.....

40. In what ways may the implementation of SCM policy be improved in the department?

.....
.....
.....

APPENDIX D

SECTION C: INTERVIEW SCHEDULE FOR JUNIOR STAFF IN THE SCM OF LIMPOPO OFFICE OF THE PREMIER

Title: The impact of Supply Chain Management policy on the Limpopo Office of the Premier

PURPOSE OF THE STUDY

The general aim of this study is to determine the impact of Supply Chain Management policy implementation in the department. The research findings will assist the department to intervene, improve or maintain the status quo within its SCM policy implementation strategies.

INTERVIEW QUESTIONS

Instructions

- (g) Do not provide your name
- (h) Be honest with your responses
- (i) Cross on the appropriate box corresponding to your answer

41. Please indicate your occupation (Mark with an X)

Chief Financial Officer (CFO)	
Director (SCM)	
Deputy Director (Demand, Acquisition, Logistics, Asset & Transport)	
Supply Chain Management Practitioner	

42. Please indicate your gender

Male	
------	--

Female	
--------	--

43. Please indicate your age group

20 - 30 Years	
31 – 40 Years	
41 – 50 Years	
51 – 60 Years	
61 Years and more	

44. Please Indicate your highest academic qualification

Grade 12 +	
Degree/ Diploma	
B. Hons and More	

45. Please indicate your work experience

1 - 5 Years	
6 – 10 Years	
11 – 15 Years	
16 – 20 Years	
20 Years and more	

46. Does the department have supply chain management policy?

Yes	
No	

47. Does the department provide training on SCM policy to officials?

Yes	
No	

48. Does the department implement Supply Chain Management policy? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

49. Does the implementation of SCM policy have an impact in the department? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

50. Have the departmental SCM policy compiled in accordance with supply chain management regulatory framework (e.g. Treasury regulations, policy, guide for Accounting Officers) If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

.....

51. Does the department make use of SCM implementation tool provided by the National Treasury?

Yes	
No	

Explain:.....

52. Indicate services where SCM policy implementation is more evident.

Procurement of Furniture	
Procurement of Stationary	
Procurement of vehicles	
Procurement of Facilities	
Venues, food and beverages	
Procurement of security services	

53. Does the department pay some service providers for incomplete projects or services?) If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

Explain:.....

54. Does the department have an effective Supply Chain performance management strategy?

Yes	
No	

55. Kindly indicate the possible outcome of effective implementation of SCM policy.

Improved Service delivery	
Clean audit	
Positive departmental image	
Employee gratification	
None	

56. What do you attribute to the success or failure of SCM policy implementation in the Limpopo Office of the Premier?

Explain:.....

57. What are the measures taken against officials for non-compliance to SCM policy?

Recovery	
Warning	
Suspension	
Dismissal	
Demotion	
Other	

58. What is the impact of poor SCM policy implementation in the department? (Provide at least five)

.....

59. Does the Department provides workshops to sensitize officials on SCM policy? If so, please in the scale of 1 – 5 rate your agreement based on the following; 1= I strongly agree; 2= I agree; 3= neutral; 4=I disagree; 5=I strongly disagree.

I strongly agree	I agree	Neutral	I disagree	I strongly disagree
1	2	3	4	5

60. What actions are employed by the department to combat the abuse of SCM? (Provide at least four)

.....
.....
.....

61. Provide ways in which supervisors contribute to poor implementation of SCM policy.

.....
.....
.....

62. In what ways may the implementation of SCM policy be improved in the department?

.....
.....
.....



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE PREMIER

REF : S5/1/2(CHAUKE DD 81007256)

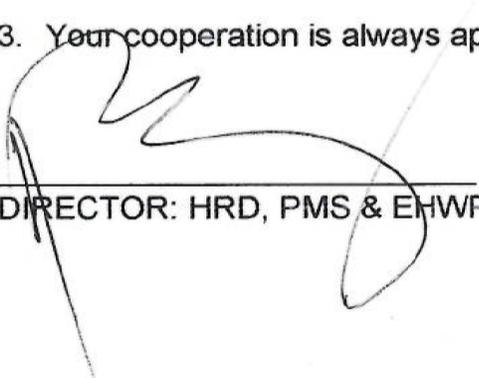
ENQ : MALULEKE HM

Mr Chauke DD
Office of the Premier
Private Bag x 9483
POLOKWANE
0700

Dear Sir

REQUEST FOR PERMISSION TO CONDUCT RESEARCH: YOURSELF

1. Kindly take note that your request for a permission to conduct research has been approved by the Director General.
2. You are further requested to ensure that the information gathered be treated as confidential and also be disclosed with written permission from the Office. Copy of your research should be provided to this Office.
3. Your cooperation is always appreciated



DIRECTOR: HRD, PMS & EHWP



DATE



University of Limpopo
Faculty of Management and Law
OFFICE OF THE EXECUTIVE DEAN
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2558, Fax: (015) 268 2873, Email: johannes.tsheola@ul.ac.za

30 August 2017

D.D Chauke (201724644)
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
MASTER OF PUBLIC ADMINISTRATION

Dear Mr DD Chauke

FACULTY APPROVAL OF PROPOSAL

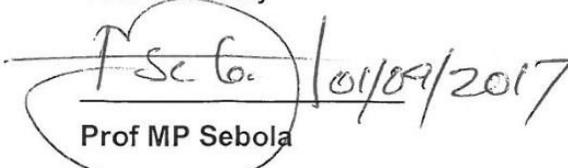
I have pleasure in informing you that your Masters proposal served at the Faculty Higher Degrees Committee meeting on **23 August 2017** and your title was approved as follows:

"The Impact of Supply Chain Management Policy on the Limpopo Office of the Premier".

Note the following: The study

Ethical Clearance	Tick One
Requires no ethical clearance Proceed with the study	✓
Requires ethical clearance (Human) (TREC) (apply online) Proceed with the study only after receipt of ethical clearance certificate	
Requires ethical clearance (Animal) (AREC) Proceed with the study only after receipt of ethical clearance certificate	

Yours faithfully


Prof MP Sebola

Chairperson: Faculty Higher Degrees Committee

CC: Dr E Zwane, Supervisor, and Acting Programme Manager and Prof MX Lethoko, Acting Director of School