Effects of Procurement Processes on Project Execution in a Project Management Company in Cape Town, South Africa

[1]**Masithembe Kafile** | [2]**Stanley Fore**
Department of Project Management
Faculty of Business and Management Sciences
Cape Peninsula University of Technology

Abstract
The purpose of this study was to unearth the challenges that occur in procurement processes and the effects these challenges have on project execution. Project procurement management is the production of associations with outside merchants and providers for merchandise and enterprises expected to finish a task. This process encompasses five stages: initiating and planning, selecting, contract writing, monitoring, and lastly, closing the deal. To clearly illustrate the magnitude of challenges faced in procurement processes, a project management company in Cape Town, South Africa, has been chosen as the subject of study. This study identified that procurement challenges were rooted in the company's method of execution which comprises supplier-related issues, strategy selection issues, cost reduction and savings achievement factors, data accuracy issues and stakeholder management concerns. The aforementioned challenges resonate with various theoretical connotations by authorities who maintained that challenges in procurement could be narrowed to four areas: cost reduction, 'going digital', and risk mitigation and supplier relationships. This study adopted a mixed research methodology incorporating both qualitative and quantitative research techniques and relied on field research conducted both through a survey of administered questionnaires as well as structured interviews. The information gathered in field research has been used to augment and corroborate theoretical information existing in literature and to proffer solutions through pragmatic recommendations for improving procurement processes with the intent of enhancing project execution efficacy and effectiveness. This study further aimed to add input to the existing body of knowledge concerning the effects of procurement processes on project execution in project management and also to contribute to the existing literature in procurement management.
Key Words: procurement, effects, execution, project and Cape Town.

1.0 INTRODUCTION

Although project management is one of the fastest growing industries since its establishment, it is not without challenges; the triple constraints under which projects are carried out remain the biggest challenge of every project and procurement manager as these constraints pose a notable risk for organisations to implement strategic initiatives, drive change and deliver innovation. This chapter examines the challenges underlying procurement and explains the research methodology used to carry out this study. According to Pinto (2016:303), while project management has been broadly examined and debated by professionals, researchers and scientists alike, one of the project management phases they have neglected to concentrate on is project procurement.

Wiley (2013:88) highlights that while project procurement is a significant stage of project execution, a review of literature demonstrates an absence of focus on project procurement issues in the general project management industry, especially in the trading of goods and services in the project procurement stage. Procurement in and of itself has challenges that need to be addressed by procurement managers in search of solutions for achieving quality, effectiveness and efficiency that will affect project execution and ultimately assist companies in reaching their vision, goals and objectives (Wiley, 2013: 201).

According to Adrienne Watt (2016:02), procurement has fundamental principles that are considered by all legislatures in the procurement process. These principles are found in project management companies, utilised in the procurement stages to ensure the following: accountability; straightforwardness; value for money; competition; and ethics of obtaining products and services.

Depaoli (2013:23) further indicates procurement management as being one of the most critical areas in project management as it incorporates wide administrative elements of planning, organizing, leading, communicating, staffing and controlling. He also mentions the importance of building and maintaining healthy relationships between purchasing departments and external suppliers in order to work productively in ordering, receiving, reviewing and approving of all procurement items essential for project execution. The project management 'book of knowledge' not only agrees with the author above but also looks deep into the phases of procurement processes that identify the risks and challenges involved in procurement management. As indicated by PMBoK (2014), project procurement incorporates every one of the processes important for buying or gaining the products, services, or results required from

outside the project team to execute the project. Below are the four stages found in the project procurement processes that identify risks and challenges? One is in the planning, another is in the executing, the third is the monitoring and controlling, and the last one is in the closing process group.

Procurement, like any other business practice, is governed by rules, regulations and policies. In this case, procurement issues which are not covered by the policies in place are generally a matter of subjective judgment by those whose view is critical in choosing whether something will profit the supplier and destroy the purchaser or will result in a win-win situation

1.1 Problem Statement

The problem that was researched within the confines of this dissertation addresses the following: A project management company located in Cape Town faces challenges in project execution. These challenges are largely rooted in the company's methods of execution in procurement processes and in the involvement of senior management in creatively and analytically applying themselves in problem-solving environments, demonstrating teamwork, innovation and excellence and in procuring adequate resources to achieve project objectives in planned timeframes. Many projects fail due to stakeholder changing requirements, demands and team conflict attributes during the execution stage of a project life cycle (Sharma, 2011: 18).

According to Lendey (2017:03) in order to tackle challenges of inadequate skills in project management, a project manager should select the members who are skilled enough to execute the tasks assigned to them according to the requirements and objectives of the project. If the project is not executed by the members with adequate skills, then the manager should recruit additional members in the team who are skilled enough to fill the skill gap needed for the project. Otherwise, in the absence of required skills, the project may be a complete failure. According to Armstrong (2012:81) effective communication plays a key role in the project management, especially so during the execution stage of the project life cycle, and this means it is important for the project managers, team managers and executive sponsors to establish an effective communication plan for which the project will be run through.

1.2 Rationale and Significance of the Study

This study investigated the effects of procurement processes on project execution in a project management company in Cape Town, endeavouring to clarify further than the standard descriptions of this concept. It identified the common procurement problems faced by project management companies in Cape Town. Moreover, it explored common reasons for poor project procurement in finding solutions to overcome these besetting and pervasive challenges; and lastly, this study also examined the positive qualities of this concept and recommended ways to escalate their value and usefulness in practice. Therefore, this research will be valuable to those seeking improvements to strategic procurement.

1.3 Ethical consideration

An Ethical Clearance Certificate was received from the Faculty of Business and Management Sciences Ethical Clearance Committee at the Cape Peninsula University of Technology. Respondents were informed of the research objectives and their consent for involvement was requested. Moreover, respondents were made aware they were permitted to withdraw from the study at any point. Anonymity and confidentiality were assured.

2.0 LITERATURE REVIEW

This chapter reviews project procurement processes on a global level, and then specifically in South Africa and Cape Town. It presents applicable literature on the effects of procurement processes on project execution in project management, the overall development of project management and understanding of sustainability and improvement of supplier relations, the significance of the connection between quality procurement processes and the success of project deliverables, keeping in mind the end goal of improving project management revenues. Discussion on the hindrances faced by procurement managers, advantages and factors enhancing quality project execution, as well as the benefits of law and policy compliance to fair and improved supplier relations are also all incorporated.

2.1 Background to the Study

A company was identified a diverse group of professional services within the project management industry in Cape Town with years of experience, a dynamic and well-qualified team and a track record in the provision of service delivery to the residential, retail, commercial, industrial, government and leisure fields – as facing major problems in the execution of its projects. For the past three years, this company has encountered numerous challenges

such as supplier-related issues, strategy selection issues, cost reduction and savings achievement hindrances, inaccurate data and problematic stakeholder management during the project execution stage of project management. Due to these challenges, the company's project success and quality standards have drastically declined. Internal historical investigation of the matter was initiated to determine the core reasons and to establish solutions; however, the company is still not doing very well. Procurement processes are not only the most challenging but also the most fundamental processes of procurement – they make or break project execution and essentially determine the success of the end product, the project. Not only does the company spend a substantial amount of money during this phase of project management but also invests its human resources' time and talent to ensure quality project delivery.

Susanne and Laura (2009:6) describe challenging procurement by explaining how the project management industry is expanding and growing increasingly competitive. This accounts for the influx of challenges arising from demand, accidental orders, budget, inflexible suppliers and rushed purchases, for example. Investigation conducted by Hillary (2016) asserts that procurement suppliers, subsidiaries, logistics and manufacturing companies that impact on the exchange of goods and services also face procurement challenges.

2.1.1 What is Project Procurement Management?

Guth (2009:108) defined *project procurement management* as a coordinated effort with outside suppliers to acquire goods and services for projects. These relationships are made regularly on a contract basis with the goal that the required items or services are received on time and meet the principles required by the procurement company.

2.1.2 Procurement and logistics trends in South Africa

According to the South African Department of Public Works SADPW (2013), procurement and logistics progressions are not as basic nowadays as they are used to be, getting goods from point A to point B. Even more, on a universal scale, this is much more complex than what it used to be in the previous decades of business. Matthee (2006:56) asserts that today's supply chain management is about understanding and deploying an easily overwhelming set of factors to accomplish a deceivingly straightforward outcome, delivered on-time and within budget. Matthee (2006:57) continues to point out that good knowledge of procurement processes is a prerequisite that supports all current trends in business. Matthee (2006:57) concludes by adding that the more grounded this information is with respect to the part of a supply chain service provider – whether it is an internal or an outsourced function within the end-user organisation – the better and more reliable the outcomes will be.

2.2 An Overview of Procurement Processes in Project Management

According to Sollish and Semanik (2013:87), like any aspects in business, project procurement management has a process. This procedure ensures goods and services are ordered and received on time and within budget to ensure completion of a project. Regularly, this process entails of five steps: initiating and planning; selecting; contract writing and monitoring; and closing and completing;

Initiating and Planning: The first step, initiating and planning, is choosing which supplies and stock must be obtained for projects. Once the task has been clarified, a rundown of provisions expected to complete the project is generated. When finalised, the organisation will then specify what criteria the supplies need to meet, for example, courses of events, timelines and specifications (Sollish & Semanik, 2013:87).

Selecting: Once the supply list has been finished and particulars have been chosen, the time has come to connect with potential suppliers and vendors who can offer the goods required. Selecting can be done via conferences as well as through correspondence with potential suppliers so they are aware of the needs of the organisation and can answer any inquiries. Bidders would then be able to present their proposals (Sollish & Semanik, 2013:87).

Contract Writing: After all proposals have been considered, suppliers are selected. The process of contract writing produces a document that frameworks all of the conditions of the relationship between the company and the supplier (Sollish & Semanik, 2013:88).

Contract Monitoring: Contract monitoring is a process of ensuring that a supplier sufficiently performs a contracted service. The level and type of monitoring conducted by the procurement company is predominantly at their discretion. Procurement companies may not address contract monitoring; it only offers guidelines for monitoring by imposing minimal contract monitoring requirements (Sollish & Semanik, 2013:88).

Contract Completion and Close Out: Contract close out activities are generally direct, particularly for small value contracts and purchase orders. However, in complex and high value contracts involving progress payments, the procurement manager ensures that the contract file is properly closed out. The close out procedure guarantees that every legally binding commitment has been met, and that residual responsibilities, such as warranties, guarantees and after-sales service and support, are clearly defined in terms of responsibility, liability, procedures and

timeframes. Contract close out occurs once all parties involved in the project have fulfilled all contractual obligations (Sollish & Semanik, 2013:89).

2.3 Procurement Managers Roles in Project Management

- A procurement manager must create and comprehend the contracts;
- A procurement manager must guarantee that extent of work and task administration necessities be incorporated into the agreement;
- A procurement manager must recognise the chances of and make fitting danger- reaction plans to prepare for chance alleviation;
- A project supervisor should tailor the agreement to that needed for the venture;
- An undertaking administrator must be required amid contract transactions to keep up the association with the vender;
- An undertaking chief must secure the respectability of the agreement;
- A procurement manager must guarantee that all work, for example, announcing, investigations and lawful expectations, are met. The arrival of liens and responsibilities is another basic movement of the venture administrator;
- A task manager works with the obtainment director to oversee changes to the agreement; and finally

In decentralized contracts in a unified contracting condition, there is one acquisition division, and an obtainment administrator handles various acquirements for various tasks in a decentralized contracting condition; an acquisition administrator is doled out to anticipate full-time and reports straightforwardly to the undertaking director (Matthee, 2006:81).

2.4 Closer Collaboration between Stakeholder

According to Ambe (2016:12), the larger integration seen in developing supply chains requires closer collaboration between all players in the supply network. Successful procurement and logistics begins with the supply network service provider's involvement and collaboration in the customer organisation's primary project planning and scheduling stages. Ambe (2016:16) adds that the supply chain partner supports in the consumer organisation for comprehending and incorporating its planning aspects (for example, accurate pricing, the legal and timing complexities of moving goods around the world, taxes and financial regulations). Lee and Cha (2014:56) assert that procurement teams are an imperative commitment in terms of vendor negotiations, quantities, product specifications, pricing, discounts and lead times. The point is perceivable and cost-decrease regardless of other factors. Lee and Cha (2014, 58) add that the more closely each of these partners work together, the more productive, straightforward and practical the entire supply chain and all its related methodology will be, and the greater perceivability and organisational control the end-customer affiliation will appreciate.

2.5 South African Laws and Policies on Procurement in Project Management

According to the government of the republic of South Africa (2017:2), the government not only applies a prescription of standards of behaviour but of ethics and accountability, which it then requires of its public and private services and thereby issues general procurement guidelines. Procurement guidelines are also issued as a statement of the government's commitment to a procurement system that enables the emergence of sustainable small, medium and micro businesses, enhancing the common wealth of our country and the achievement of enhanced economic and social well-being of all South Africans.

Adrienne Watt (2016:02) observed that appropriate and effective government procurement rests upon certain core standards of conduct of the four pillars of procurement. These are best described as 'pillars' in light of the fact that if any of them is separated, the entire procurement framework falls. The four pillars are as follows: value for money; open and effective competition ethic; fair dealings and accountability; and reporting equity. These guidelines address these four pillars, endorsing a base arrangement of benchmarks that are to be observed and supplemented by Public Finance Management Act, 1999.

2.5.1 Value for Money

A department must justify a procurement outcome against this fundamental test. Cost alone is frequently not a dependable marker and departments will not necessarily obtain the best value for money by accepting the lowest offer that meets mandatory requirements. Best value for money implies the best accessible result when every single applicable cost and all advantages over the procurement cycle are considered. The procurement function itself, to provide value for money, must be carried out in a cost-effective way. Procurement organisations, whether centrally located or devolved to individual departments, should adhere to the following:

- Avoid any superfluous expenses and deferrals for themselves or providers;
- Monitor supply chain plans and re-examine them in the event that they cease giving the normal advantages; and
- Ensure non-stop positive change in the proficiency of inner procedures and frameworks (Watt, 2016:16).

2.5.2 An open and effective competition ethic requires the following:
- A structure of procurement laws, approaches, practices and techniques that is straightforward and open to all parties involved; receptiveness in the procurement procedure;
- Encouragement of effective competition through techniques suited to address advertise conditions; and
- Recognition of the arrangements of the special procurement Policy Framework Act (Watt, 2016:16).

2.5.3 For fair dealings and accountability, all parties in procurement must follow these moral principles:
- Managing each other on the premise of common trust and regard;
- Directing business in a reasonable and sensible way and with respectability;
- Being accountable for their plans, actions and outcomes;
- Having receptiveness and straightforwardness in an organisation;
- Keeping department heads accountable to ministers for the overall management of procurement activities;
- Keeping heads of procurement and senior procurement directors accountable to heads of departments for various high-level management and co-ordination activities;
- Keeping individual procurement officers accountable to heads of procurement, and to their clients, for the services they provide;
- Assuring all individuals practicing obtainment capacities do so with care and respect; and
- Keeping guidelines and remaining accountable to management (watt, 2016:20).

2.5.4 Reporting Equity
The word *value* concerning these guidelines implies the application and recognition of government arrangements, intended to propel people or classes of people impeded by out-of-line separation. This fourth pillar is indispensable to public sector procurement in South Africa as it ensures that government is committed to economic growth by implementing measures to support industry generally, and especially to advance the development of small, medium and micro enterprises and historically disadvantaged individuals. Prominent cooperation in the economy and more differentiated representation of blacks and gender in ownership is essential (Watt, 2016:21).

2.6 All government staff associated with procurement, particularly those dealing directly with suppliers or potential suppliers, are required:
- To recognise and manage irreconcilable circumstances or the potential thereof;
- To manage suppliers impartially;
- To guarantee they do not bargain the remaining of the state through acknowledgment of endowments or hospitality;
- To be circumspect in their utilisation of public property; and
- To assist in the elimination of fraud and corruption (watt, 2016:19).

2.6.1 Departments need to apply effort and research to get the best possible outcome from the market by ensuring the following:
- That potential suppliers have reasonable access to available procurement opportunities notified, in the least, in the Government Tender Bulletin;
- Where advertised conditions constrain rivalry departments, recognise that reality and utilise procurement strategies considering if satisfactory and convenient data is given to enable them to bid;
- That the costs of bidding for opportunities do not deter competent suppliers;
- That inclination and preference are dispensed with; and
- That costs incurred in promoting competition are at least commensurate with the benefits received.

2.7 The government has implemented the Preferential Procurement Policy Framework Act as the foundation on which all procurement activities are to be based. Its goals are as follows:
- To propel the advancement of smmes;
- To advance women and physically impaired individuals;
- To create new employment opportunities;

- To promote local enterprises in particular provinces, regions, in a specific local authority; and
- To support the local product (Framework Act: no 5 of 2000).

2.8 Communication in Project Procurement Management

Defining *communication* in the project management context: According to Baily (2015:61-63), project procurement management communication is the exchange of project specific information. Viable correspondence with all partners is completely fundamental to project execution success; subsequently, it must be inherent amid the project planning phase as well as throughout procurement execution. This process intends to give answers to the following questions:

- *Who* needs *what* information?
- *When* do they need the information?
- *Who* delivers the information?
- *How* should the information be delivered?

Campbell (2015:68) posits that for project or procurement managers to develop the communication plan with the help of the team managers and project team members, they should follow these below steps:

Identification of stakeholders: According to Campbell (2015:68), the term *stakeholder* defines the person or entity within or outside the project requiring regular information about the project, with a specific end goal to distinguish the communication stakeholders or associations who are effectively engaged with the project from those whose interests might be emphatically or contrarily influenced because of project execution or successful project completion. After distinguishing the partners who may require data as the project moves along, a list should be recorded with names and contact details such as address, phone number, fax number and email address. 2.8.4 Determination of stakeholder communication needs. For each stakeholder identified above, procurement managers need to determine what their communication needs are by the following information:

- Project organisation and stakeholder responsibility relationships;
- Entities, disciplines, departments and specialties involved in the project;
- Precise number of individuals involved in the project and at which locations; and
- External information needs (for example communication with the media) (campbell, 2015:71).

Channels of project communication: After having clearly identified the stakeholders and their communication needs, it is necessary to determine the messages to communicate to them, the frequency at which they will be informed and the format in which the messages will be communicated. Dominick and Lunney (2012:303) explain that, it is critical to determine which method is most effective for each stakeholder. This can be done by assessing the advantages and disadvantages of each method, the percentage of stakeholders who can be reached through each method, and the ability to obtain feedback through each method. According to Alarcon, Rivas and Serpell (2013:28), after the communication strategy is defined, the project manager must complete a communication plan that integrates the "who, what, when, and how" of the communication process. According to Alarcon *et al.* (2013:32), a *communication plan* includes the type of information being communicated, the objective of the communication, the frequency that information is distributed, and the method used to communicate the information.

Ambe (2016:28) asserts that *status reports*, set up by the project manager to introduce the status of the project to key stakeholders including the project controlling board, the project proprietor and the financing organisation, are typically arranged with the same or less recurrence than *advance reports* (that is quarterly, or twice per year). They require contribution from the project manager. More detailed information on performance reporting, and specifically on progress and status reports, is provided in the section reporting project performance. Ambe (2016:29) concludes that the project manager should take responsibility for designing a correspondence framework, the obligation of confirming communication is occurring, and ensuring that the communication is effective. The communication tactic represented by the communication plan should be adaptable, taking into consideration the determination of issues that emerge, and in addition, the changes in process or strategy and the changes in process or policy that often occur after a major project is completed. According to Baily (2015:112), project execution is worth nothing without an unimpeachable set of procurement processes.

Weingast, Shepsle and Johnsen (1981, cited in Jowah, 2014:1-2) explain that for effective management of projects, the project manager should have an understanding of the structure and culture of the organisation in which the project is embedded. Emmett and Croker (2013:16) agree, signifying procurement as an essential stage of project execution to ensure that project deliverables and objectives will result in the meeting of stakeholder expectations; this cannot be achieved without calculated procurement processes.

According to Verzuh (2015:5), although considerable developments in procurement have been made in previous decades, for instance, in the form of the centralised procurement systems, just-in-time (JIT) and total quality management (TQM) programmes, this has happened for the most part, in economically developed countries. In various

economies of developing countries, procurement has not had such a critical effect in the project management industry (Mehra & Inman, 2004:710). Hunja (2003), citing Kaspar and Puddephatt (2012), underscores the above by pointing out that little effort is made to warrant that policies, rules and institutional frameworks governing the procurement system are maintained, especially in terms of ensuring that business or client funds are divvied out in the utmost efficient and economical way so that the system delivers the best value for money.

According to Watermeyer (2011:3), the evolution of procurement means that capacity prosperity is no longer just about sourcing services and reducing cost. These days, procurement teams face an escalating number of complex difficulties. Below are the main five issues:

Supplier-related issues: Finding and qualifying providers is a standout amongst the most incessant reactions in this category. Other basic topics include trouble keeping up a steady supply while meeting amazing guidelines and observing provider execution as time progresses. While provider issues are a test for experts in different supply chain positions, they are the most serious issue of the customers by a wide margin, with more than 40% of consumers overviewed referring to it as their 'driving test'. This makes sense as buyers are often on the forefront, from finding the right suppliers to motivating people to perform as expected (Watermeyer, 2011:3).

Strategy selection: Many of the responses in this category reflected the changing nature of procurement and the shift from an operational function to a top strategic player in the organisation. Experts are battling with settling on techniques to utilise that will best enable them to accomplish their objectives, as the words *change* and *progress* are frequently utilised as a part of their reactions. Adjusting procurement systems over different geological areas is also a difficult test (Watermeyer 2011:3).

Reducing costs and achieving savings: It is truly nothing unexpected that this issue positions in the best three. Bringing costs proceeds down is an essential procurement order. One of the principle battles procurement experts have in this field is keeping up cost investment funds over a prolonged period. Nevertheless, this worry seems to initiate with upper management as chief projects officers (CPOs) and procurement executives are twice as liable to name cost-lessening and investment funds as top challenges as compared to buyers (Watermeyer, 2011:5),

Accurate data: The need for expanded access to accurate information appears to relate to an ever-increasing dependence on programming and technology apparatus in the production network. Statistical surveying, benchmarking, and spend investigation seem, by all accounts, to be where information is missing, as indicated by overview respondents. Strangely, only 2% of CPOs and procurement executives referred to information as a best procurement challenge. Perhaps this shows that upper management depends on reports from those closer to the action, and their greater concern is the means by which to utilise whatever information they are given to drive technique selections (Watermeyer, 2011:6).

Managing stakeholders: Rounding out the top five procurement problems, managing stakeholders is undeniably at the centre of procurement challenges. Procurement is at the crossroads of many different business functions. Because of this, collaboration and communication are vital. Responses at this time extended from attempting to improve internal customer engagement levels to change management and achieving buy-in from executives and the board (Watermeyer, 2011:6).

2.9 Procurement Practices in South Africa

According to Mnguni (2012:48), procurement has been concerned almost exclusively to pursue socio-economic objectives. Procurement practices are of particular significance in the South African public sector, utilised for advancing social, modern or natural points, which are, apparently, optional to the essential aim of procurement. These, however, are expected to be the biased and unreasonable practices of the past (Phoebe, 2011:10). As guidelines for the SCM policy are critical, these have been furnished by The South African National Treasury. The configuration of the SCM system is constituted by numerous intended to achieve a fair re-distribution of wealth (by ensuring equal opportunities). As such, supply chain process components constitute the elements of the SCM systems. Value-for-money, open and effective competition, ethics and fair practices, accountability and reporting, and last but not least, equity, are the essential principles upon which the supply chain process rests. Adhering to these values will lead to uniformity, the optimum goal of procurement processes, economic development and good governance (Mnguni, 2012).

In terms of SCM implementation, the Public Finance Management Act (1999) indicates the move to a decentralized procurement system, one managed by Accounting Officers in national and provincial departments. Moreover, the timing and content of public budgets are governed by this PFMA as well. Subsequently, the 2003 Municipal Financial Management Act inaugurated the regulatory framework for municipalities, the supply chain management (SCM) process in particular. Public procurement practices in South Africa are overseen as per the multifaceted SCM procedures and activities of government. Preceding 1994, cost was the superseding standard for the procurement of goods and services by the legislature. Bolton (2011:11) demonstrates that despite the fact that cost

is still critical, it is longer conclusive. The 1996 Constitution makes express provisions for the utilisation of procurement as a strategy instrument. In February of 2000, impact was focused on the important area of the Constitution with the proclamation of the Procurement Act.

Section 217 of the Constitution of the Republic of South Africa, Act 108 of 1996, stipulates the primary and broad secondary procurement objectives. Section 217(3) of the Constitution requires that national legislation prescribes a framework within which the preferential procurement policy must be implemented. The PPPFA was promulgated in response to this constitutional imperative.

Procurement by organs of state (national and provincial departments, municipalities, constitutional entities and public entities), are likewise administered by various parts of legislation. As noted over, the public procurement procedures and activities of the South African government are multi-dimensional. Consequently, various factors and a vast group of data impact the SCM. Without a legislative framework, however, political representatives will not be able to make informed and intelligent decisions. Thus, in September 2003, the South African government adopted the "Policy to guide uniformity in procurement reform processes in Government". The policy strategy was to guide government's procurement reform strategies and fulfil the requirements of section 76(4) of the Public Finance Management Act of 1999.

The table below indicates the objectives of procurement in South Africa as contained in the Constitution. According to Ambe (2016:88), these regulations further license the National Treasury to engage in practice proceedings for debating and discussing applicable supply chain management topics with an eye toward warranting consistent, minimally-varying standards and norms within government. To this end, in 2015, the National Treasury published a primary review of the supply chain management policy, which was the foremost assessment of this system of buying goods and services by the public sector since as early as 2004. The National Treasury, within this review, admitted the many challenges associated with the employment of the SCM policy. One major issue requiring attention, for example, was that the SCM was frequently misunderstood and unfortunately undervalued. Furthermore, not only was it under-capacitated but its strategic importance was hardly recognised. The establishment of the chief procurement officer at the National Treasury (National Treasury, 2015) was, then, one significant result of this assessment.

For agencies concerned with verification and Broad-Based Black Economic Empowerment (B-BBEE), the B-BBEE has become a critical evaluation method offering an assortment of weighted scores intertwined with the classification of bidders. The B-BBEE, sharply defined as a cohesive socio-economic procedure that directly impacts the South African economic revolution by substantially increasing the number of black people who manage, own and control the country's economy, has significantly reduced income inequalities (Balshaw & Goldberg, 2013:74). Underneath the B-BBEE Act, Broad-Based BEE is even more particularly defined as "the economic empowerment of all black people, as well as female workers, youth, people with disabilities and people living in rural areas, through diverse but integrated socio-economic strategies".

These empowerments mean greater investment in enterprises managed or directly owned by black people. Both of these definitions concern an integrated approach, inclusive of all economic factors necessary for a strong contribution towards meaningful, sustainable economic growth. The BEE Codes of Good Practice were gazetted on 9 February 2007 under section 9(1) of the B-BBEE Act of 2003. According to the revised PPPF Act of 2011, BEE Status Level Certificates were to be implemented. Thus, moving forward, BEE was to cease being calculated in terms of the bidding process, whereas previously, bidders had to submit original and valid B-BBEE Status Level Verification Certificates or certified copies thereof, in combination with their bids, as a requirement for substantiating their B-BBEE rating claims (Balshaw & Goldberg, 2013:75). Bidders who did not submit B-BBEE Status Level Verification Certificates were considered non-compliant contributors to B-BBEE, and thus would not qualify for preference points in terms of B-BBEE. However, such bidders were not disqualified from the bidding process. Table 2.6 presents the elements and weightings of the generic B-BBEE scorecard and code series references (Balshaw & Goldberg, 2013:76).

3.0 RESEARCH METHODOLOGY

According to Goddard and Melville (2007: 71), additionally concluded that *research* is the investigation of issues using logical techniques and standards. It infers an exhaustive study, examination or trials following some consistent sequence. Goddard and Melville additionally included that research includes a critical analysis of existing conclusions with respect to newfound facts. *Research*, as indicated by Welman and Kruger (2005:89), explains the application of various methods and techniques with a specific end goal to create scientifically developed knowledge by using objective methods and procedures. Wiley (2013:23) characterises research as a systematic search for relevant data which prompts new information, often investigating relationships among different factors operating in a given situation.

3.1 Research design of the study

This study has adopted mixed methods, incorporating qualitative and quantitative methods, on a company case study. Qualitative research looked at the existing literature on project procurement in project organisation in Cape Town and determined challenges confronted within the industry and how procurement processes affect project execution by conducting interviews with relevant personnel. For the quantitative research, a self-administered questionnaire was disseminated to participants and upon completion, collected by the researcher. This kind of methodology intended to explore reasons for poor procurement in the project management discipline.

3.2 De-limitation of study

The population in this study was comprised of suppliers, project and procurement managers, project coordinators, company employees from the logistics department of the company under research and the company top management. This study is limited to only employees involved in the procurement processes of the identified company and does not consider employees who are not in any way involved in the procurement of the projects in the company under study. It bars companies that are not in the project management industry and those in the project management industry but not operating in Cape Town. The span of the sample frame is twenty-six participants.

3.3 Research Methodologies

Sample technique and sample size: This research employed a probability sampling technique by means of marginal or zero systematic bias which is the dissimilarity between the outcomes from the sample and the outcomes from the population. With this sampling technique, the researcher guaranteed that every individual from the procurement team of the company under study had an equal opportunity for selection. According to Hsia (2014), the advantage of using a random sample is the absence of both systematic and sampling bias. Tests are collected in a process that gives every one of the people in the populace level odds of being chosen; therefore, the sample will be representative of the entire population. Sekaran (2013:111) supports this view by expressing that the benefits of the probability sampling method include that it is less entangled and less tedious and freer from factual unpredictability.

A project management company in Cape Town was reviewed according to the above-mentioned methodology, with the breakdown of respondents divided as follows: five project or procurement managers, five project coordinators, three company suppliers, five top management individuals, three clients, and lastly, five employees from the logistics department. All the participants involved in this study equal twenty-six participants randomly selected from the box of all names of the procurement team to represent the entire population of the procurement department. Participants chosen were each surveyed with one questionnaire specially formulated to extract the relevant information from each one accordingly.

The probability sampling method that was used in this study was chosen to enable the researcher to elicit the relevant information from all parties regarding the challenges the procurement department of the company under study faces and how these challenges impact on the execution processes of projects within the company. The researcher has chosen this kind of sampling method for reasonable management of the survey, for an accurate interpretation and transcript of data, and moreover, to save time given the tight schedule of the employees to be surveyed. Finally, the researcher considered budget limitation as a reason for choosing this particular method.

3.4 Data Collection Instruments

A mixed approach method was used in this research; the motivation behind this type of research is that both subjective and quantitative research methods, mixed, result in a superior comprehension of the research problem than either research approach alone. This mixed method also ensures highly accurate and factual information, enhancing the information validity and truthfulness of this academic report. This method incorporated a quantitative-based method using a self-administered questionnaire distributed to the relevant participants. The questionnaire was presented in English, the official language of communication in Cape Town. Information was gathered immediately upon completion of questionnaires and interviews. The qualitative method was comprised of interviews that were also conducted in English: the same participants receiving the questionnaire were interviewed by the researcher at their particular convenient place and time subsequent to the questionnaire feedback being obtained by the researcher. An interview guide was generated by the researcher to guide the interview, which was then recorded, and for which respondent responses were typed on a computer.

Textbooks, articles, journals and dissertation documents were gathered during the literature review of this study to collect essential primary information regarding the subject of the study. Henning, Rensburg and Smit (2004:100) contend that if records and different methods of data collection are omitted from an investigation there could potentially be potholes left unfilled. Henning, Rensburg and Smit additionally contend that it is helpful to

practice data collection in whatever number modes as could be allowed, and after that select a particular technique in a particular design that may capture data optimally and purposefully.

Data Collection/Fieldwork: This study was focused on contextual analysis from within a procurement department of a project management organisation in Cape Town, South Africa. Questionnaires were distributed to relevant participants for self-administration, allowing time for participants to complete the questionnaire at their convenience, saving money and time for both the participants and the researcher. Interviews were one of the techniques for acquiring data about practices or encounters, suppositions or convictions, emotions, learning and statistical data from the participants. The meetings were scheduled and structured in a manner to elicit a point-by-point examination of participant viewpoints on the given research topic.

Data coding and analysis: The information accumulated through the above techniques was presented and discussed in conjunction with the available literature. Every piece of information assembled was analysed utilising the software for social science (SPSS version 25), which assisted in analysing information, assembling appropriate tables and diagrams, observing relationships among variables and performing tests of statistical significance in light of pertinent research questions. According to April (2014:23), there are different kinds of research. Research, for example, can be graphic, correlative or exploratory. While selecting the appropriate kind of research to apply when attempting to solve a problem, researchers should to be guided by the attributes of the issue, the underlying level of knowledge, the properties of the factors and the purpose of the investigation. April concludes by stating that research designs are a blueprint of precisely how a researcher intends to conduct the research. A mixed design approach (quantitative and qualitative) was applied in this research study to give richer data and more strength to the results of the study. The data analysis approach adopted in this case study was both descriptive and interpretational. Descriptive statistics were used in the analysis of the responses to the questionnaire. Translating the responses to each of the questions in the questionnaire into the number of times a certain answer appeared aided in the understanding of the effects of procurement processes on project execution in the company under study. As indicated by Temple and Young (2004:74), analysing qualitative data literally means taking words, sentences and paragraphs apart, a critical act of separation in the research project to make sense of, translate and theorise, the information. William (2006:66) exhorts that in arranging, decreasing and describing the information, analysis should be thorough, precise, restrained, deliberately archived, and above all, efficient. As practised in this study, the qualitative analysis approach included scientific operations which evaluated the outcomes of the study in numerical esteems. Quantitative information extricated from closed-ended questions was encoded utilising the Statistical Package for the Social Science (SPSS) with results carefully analysed statistically with both descriptive and inferential measurements.

Quantitative approach: A quantitative approach was chosen as a part of this research methodology in light of the fact that the motivation behind the research concerns explanation and estimation of time. Moreover, the quantitative approach was selected as appropriate with the understanding that the population of the study is educated and therefore familiar with quantitative studies, as these studied include numerical data. Regarding the accessibility of literature for the study, its accessibility dates from only two decades ago as project management in and of itself is a fairly new business concept. According to Yeasmin and Rahman (2012:03), the ideal opportunity for the study's field work is generally short. Yeasmin and Rahman (2012:06) explain that when the time accessible for the investigation is short, the quantitative approach is suitable. Data was analysed statistically, and findings communicated in numbers. Based on these considerations, the quantitative approach is considered appropriate as a method for conducting the research.

Qualitative approach: The researcher incorporated the qualitative method as a second means of collecting data with a view to evoking reliable responses from the chosen population sample, for getting clearer responses from the respondents by means of expressions and the array of non-verbal communication. Collis and Hussey (2014:167) express that meetings are a technique for gathering information in which chosen participants are posed questions to discover what they do, think or feel. They know that meetings are related with both positivist and phenomenological strategies. Schwandt (2007: 163) classifies meetings as either organised (closed, constrained decision responses) or unstructured (open-ended responses). According to Creswell (2007:20-24), the purpose of qualitative research is to intentionally select informants (or archives or visual material) that will best answer the research question, so no effort is made to choose informants randomly. For this purpose, the researcher employed the qualitative approach as a part of this examination to represent the reason, graphic and illustrative methods of the study. These parts of the findings were communicated objectively.

Triangulation: Triangulation was utilised in this research study by employing both methods for data collection: an administered questionnaire was distributed to the research population and interviews conducted. Yeasmin and Rahman (2012:16) describe *triangulation* as a method for utilising both qualitative and quantitative data together. Furthermore, they claim that such a mix can be effective to gain insights and results. Yeasmin and Rahman

(2012:21) propose that triangulation could be persuasive in upholding multi-level research within project management research to embrace both ontological and epistemological perspectives.

3.5 Target Population

The population of this study was a single selected project management company staff from the procurement department where procurement processes are conducted. The population contained leaders in the company, suppliers, project and procurement managers, project coordinators and logistics individuals of the company and company clients. The population size of interest from which the sample was drawn contains an aggregate of sixty-nine (69) employees from which the study population of twenty-six (26) was drawn.

3.6 Data Validity and Reliability

Golafshani (2003:6) mentions that *reliability* is the degree to which results are consistent over time: an accurate representation of the total population under study is referred to as reliability, and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered reliable as well. Golafshani (2003:8) additionally expresses that *validity* determines whether the research genuinely measures that which it was intended to measure or how truthful the research results are. In other words, does the study instrument enable a researcher to accomplish the most ideal results possible of the research objective? Researchers generally determine validity by soliciting a series of questions and will regularly search for answers in the research of others. In this study, the researcher structured the questions of both the questionnaire and interview guide in logical sections to solicit the flow of information, probing the right questions to get the right answers. According to Cooper and Schindler (2014:318-320), three substantial types of validity can be distinguished:

Content validity: which was mostly used in this research by means of structuring the study into chapters and sections to permit flow and connection of information and structured questions for both the questionnaire and the interview guide to obtain the right information from the respondents;

Postdictive criterion-related validity: where both the questionnaire and the interview guide were given to the ethical committee of the university to validate, and then to the director of the company to test prior to distribution to the respondents.

Construct validity to this purpose, the university issued an Ethical Certificate to the researcher. The directors of the company under study gave the researcher an approval to investigate the issues which the company was facing, as covered in the questionnaire and interview guide.

3.7 Ethical Considerations

In the context of research, according to Saunders, Lewis and Thornhill (2009:130) *ethics* refers to the rightness of conduct in connection to the rights of the individuals who become the subject of the work or influenced by it. Consequently, the following ethics were observed in this research study:

Informed consent: Participants were allowed to decide to participate or not and were informed ahead of time about the concept of the investigation.

Right to privacy: The nature and quality of respondents' responses were kept entirely confidential.

Transparency with participants: Findings were accounted for in a clear, thorough and legitimate way, without distorting what has been said or deliberately deceiving others with regards to any ideas.

Confidentiality/Anonymity: It is upstanding research practice to offer confidentiality and anonymity, as this will prompt respondents to give transparent responses (Saunders *et al.*, 2001). In conjunction with the above, a consent letter was sought from the company prior to undertaking the investigation. Respondents were informed of the targets of the study and their approval to willingly participate in this investigation was sought. In this way, anonymity and confidentiality were ensured to all respondents.

4.0 FINDINGS DISCUSSION

This chapter summarizes the study, highlights the challenges experienced in the course of the study and offers insightful suggestions in view of the findings. The conclusions involve the findings from the analysis of the questionnaire survey. The recommendation section assesses the outcomes and implications of the study. The findings revealed that the effects of procurement processes have immense impact on project execution as the respondents gave their views with regard to effects of procurement processes on project execution. This chapter further focuses procurement policies, challenges and ways of dealing with these challenges, and ways to eradicate or at least reduce the number and severity of these challenges of poor procurement processes on project execution in the project management industry in Cape Town, in the Western Cape of South Africa.

4.1 Aim and objectives of the study

The aim of this study was to determine the impact of the effects of procurement processes on project execution in a project management company in Cape Town. Specific objectives included the following:

- To identify the primary causes of poor project procurement;
- To ascertain whether or not the project team understands their role in ensuring quality procurement in project execution; and
- To identify the duties of senior management in ensuring quality procurement management in the company.

4.2 Discussion of findings: field work

Despite the fact that the study was sent to 26 participants, all of whom are procurement representatives at the company under study from various levels and fields of employment, and with persistent multiple reminders from the researcher to the participants, all 26 respondents submitted their questionnaire feedback but only 16 interviews were successful. While the majority of the questionnaires and interview questions were thoroughly answered, a few were not.

4.3 Causes of the procurement challenges

Literature revealed that the core causes of poor procurement processes on project execution can be characterised into different categories: internal factors; low quality of goods delivered by suppliers; lead time variability; system breakdown of online data capturing software to track supplies and poor time management. Therefore, the causes of poor procurement processes on project execution were surveyed based on the above-mentioned statements. The findings further revealed that lack of expertise of junior staff, poor planning of activities that then caused unnecessary delays and eventual time lags, and poor time management were the three major factors contributing to poor procurement processes on project execution. Concerning the reasons for the issues in procurement, it was discovered that the absence of policy compliancy, numerous supplier issues and lack of time management were the central point's adding to the deficiencies of aptitude. On account of lack of skills, refer to Table 4.9 and 4.24; for effective communication refer to Table 2.2. Lack of training and procurement budget were distinguished as two of the critical points adding to the issues in procurement management: in simple terms, procurement managers need to differentiate between what is important to buy or acquire during procurement management and what is not, in order to minimise costs and save time.

Therefore, according to the results presented in Chapter Four, it is clear that procurement team members who are unclear about the objectives of a proposed project and mired in fuzzily defined roles are more likely to cause mistakes and not work to the best of their ability. This detracts from the goal of providing excellent procurement processes during project execution.

4.4 Link between project team role understanding and quality procurement during project execution

It was apparent that lack of clearly defined project objectives (Table 4.6) and lack of a road map for achieving these objectives resulted in the need to revise (Table 4.7). Additionally, it was accounted for by respondents that job descriptions influence employee performance in a variety of ways as detailed, thoroughly composed descriptions guide both the managers and their subordinates in their everyday work. In other words, job descriptions can advance collaborative communications and improve the organisation's productivity (Edmunds, 2017:05).

Table 4.11 suggests that there is not much attention paid to the importance of role description, or about informing project team members of the objectives of *all* the tasks undertaken during project execution. On the other hand, according to the findings presented in Table 4.6, it is evident that the level of fraud (Table 4.13) does contribute to poor procurement processes during project execution in project management.

The impact of procurement fraud is wide-ranging, with the true financial cost of any type of fraud being quite difficult to quantify However, there are other consequences resulting from procurement fraud than just financial loss to an organisation, including these: the risk of reputational damage; lower staff morale; increased workload in detecting procurement fraud; resources needed for investigations once potential fraud has been detected; the financial burden of any subsequent legal action; and operational impact from the loss of supply of goods and services Equifax whitepaper (2017:04).

4.5 The impact of senior management in quality procurement management

With the increasing lack of attention directed at quality problems and procurement errors in project organisations, the ability of senior management to promote and sustain effective quality improvement efforts is paramount to any organisational success. The role of senior management in promoting and sustaining quality

improvement efforts has been recognised from the earliest efforts to embed continuous quality improvement in project execution. As identified in sections 4.25-4.29, the support of management is one of the most important principles underlying successful procurement quality improvement efforts. 74

4.6 Limitations of study

The researcher hopes that this study will contribute to the body of knowledge concerning effects of procurement processes on project execution in project management, although it is not without limitations. The first limitation concerns the sampling method that was employed: a probability sampling method in the form of selecting who exactly represented what part of the department in the company. This means what one's view could be far different from how someone else could look at it, which essentially mean the results from the responses of procurement team from of the company under study may be slightly or far different from the operations of another company.

Another limitation relates to the sample size of the study's population group. While it is sufficient for the small size of the company under study, to apply the results to other larger companies would not be recommended. Thus, the generalisation of these findings to the larger populace is restricted. In addition to this shortcoming, which debilitates external validity of the study, the ecological validity of the study is relatively low since the study was conducted in one department *only* and was based on specific employee levels. Consequently, the research findings cannot be generalised to other departments, or to similar project management organisations, or to companies beyond the boundaries of the Western Cape.

5.0 CONCLUSION
5.1 The Research and Population Surveyed

Future research should not neglect the way that procurement processes are handled, not only by procurement or project managers but also by the entire team, as many lack the necessary skills and training to enhance their knowledge and to perform to high standards. The frequency and intensity of training offered to the procurement team within the company, and specifically the department, is not sufficient to enhance their competency. Furthermore, the policy compliance within the department from top to bottom has a major impact on the subject of the matter. The findings from this study will be utilised to diminish the gap in the procurement literature as essentially this may encourage or support further research within the project management industry. Furthermore, the results of this dissertation will be applied to improve procurement process handling at the company under study, which is the core intention of this study.

5.2 Effects of procurement processes on project execution in a project management company in Cape Town

The findings of the study revealed that procurement processes do indeed have a significant effect on project execution. This is predominantly the result of an unfortunate dearth of skills from within the project team compounded by a lack of training of project team members as well as the level of policy compliance: all if this has a knock-on effect on how processes are handled during procurement. It was important, therefore, to examine the policies in place that govern procurement, the training conducted for the procurement members of the department, and the ethical code of conduct of all personnel in the procurement department at the company under study.

It was reported by respondents that low-skilled labour employed by subcontractors resulted in poor project execution at the company under study. Indirectly, the human resource support structures – such as education, training and motivation provided by the various employee organisations – geared towards enabling people to perform jobs more effectively and productively, is lacking. Besides that, the lack of an appropriately skilled procurement team is one of the crucial problems facing the South African project management industry as a whole (SA-Tenders, 2015).

The results presented in Chapter Four and the discussion from the respondents further revealed evidence that poor supply contractor performance leads to poor quality of work. One of the respondents admitted that good supply chain quality is the product of good performance in project execution and beyond; therefore, if the supply contractor gives poor performance that leads to poor procurement handling at some stage, this compromises the quality of project execution and essentially project management as whole.

Therefore, the converse is also true: good supply chain management will produce good quality of work, and quality procurement processes will be the result. However, poor quality work executed by the supply chain management will indeed reflect poor performance on behalf of the supply contractor and essentially in the procurement handling. This is supported by the blueprint of project management approach of (2015) journal that reported that the South African project management industry is under pressure due to a combination of factors, one of which is skill shortages.

5.3 Recommendations

There is a reasonable gap regarding the supply chain management in the procurement processes. Suppliers, together with project management companies, need to collaborate to find strategic tactics for overcoming this recognizable gap. In the results of this study, 47% of the respondents demonstrated supplier issues as one of the major causes of poor procurement processes. A follow-up examination and with an intent to solve the problem at the company under study would be required; however, to guarantee positive results of the attention to the subject at hand, the company will need to engage *all* parties involved in order to see positive change. For usage, the company under study and similar project management companies in Cape Town can utilise the information in Table 1.2 for good quality procurement steps.

The findings of the study revealed that the lack of formal training for procurement teams, especially at entry level, was another of the major factors contributing to poor procurement processes. It is evident that little training or no training at all for the project team leads to poor quality of work because respondents who participated in the survey agreed that not being trained to do their jobs has a severe negative impact on the quality of work performed. Furthermore, there has been limited research seeking to determine the direct impact of procurement processes on project execution in project management.

The above proposed further research that could assist the project management industry in bettering the return from their human resources for success of any project depends on the good human resource skills that the organisation has for undertaking any project at their disposal. Therefore, it is of utmost importance to keep employees well-trained and knowledgeable of their roles to improve job performance for whatever they are required to do. Adequately skilled procurement employees add value to project management and will continue to be the yardstick by which the industry will be judged. Their path of continual improvement will bode well for a healthy industry.

As ethical conduct within the leadership framework and beyond needs to be considered in any project management organisation, the outcomes of this study also uncovered that half of the procurement delegates who were studied were either not certain or did not recognise the distinguished difference between ethical conduct and policy compliance. This leaves loop holes for behaviours and choices in various situations not specifically covered in government policy books. This is quite disturbing and must be attended to by project management organisations.

The study shows that as there are high levels of fraud and corruption in the project management industry, policy compliance should be given immediate serious attention. To reduce or even eliminate this, project management team members from top to bottom need to strictly comply with the policies established to combat fraud and corruption. This would also bolster the basic leadership grid. Participant responses demonstrated that 65% of the participants who were reviewed believed that policy compliance issues influence the way procurement processes are handled within the company under study. Government officials, however, are not known to put business first, but rather their political motivation, which frequently compels supervisors to settle on choices which are adjusted to political requests. One respondent communicated that the obstruction of senior councillors in organisation is an immense issue, a trade off of administration conveyance in future. The partition of basic leadership powers is a non-debatable prerequisite.

It is envisaged, for example, that project management will see more transformation and socioeconomic development in the industry with this research going forward. Furthermore, sound supplier relationship management systems should be established between project entities and their strategic suppliers. It is vital that procurement professionals and academic institutions become the dominant focal point in the development of procurement practices in this country. This would mean developing the current academic curricula to build capacity for the public sector, leveraging private sector procurement practices comparative to government, growing a moral culture in terms of the application of procurement practices, and in addition, increasing the value of procurement as a financial device in this nation.

References

Emmett, S & Crocker, B. 2013. *Excellence in supplier Management*. Cambridge: Cambridge Academy publishing.
Baily, P., Farmer, D., Croker, B., Jessop, D., & Jones, D. 2015. *Procurement Principles and management*. Edinburg Gate: Pearson.
Ohlmann, H. 2016. *Top 10 Biggest Procurement Challenges*. [Online]. Available from: http://blog.deltabid.com/top-10-biggest-procurement-challenges
[accessed 24/06/2017].
Kendrick, T.2015. *Identifying & Managing Project Risks*. New York: Library of Congress.
Wiley, J. 2012. *The procurement & supply Managers Desk Reference*. New Jersey: Handbooks.
Semple, A. 2015. *A practical guide to public procurement*. Oxford: Oxford University Press.

Dominick C., Soheila R. & Lunney B. 2014. *Procurement Game Plan: Winning Strategies and Techniques for Supply Management Professionals*. London: Cambridge Academic.

Pinto, K. 2016. *Project Management Achieving Competitive Advantage*. Edinburg Gate: Pearson.

Tukuta, M. 2015. *Challenges facing procurement professionals in developing economies: Unlocking value through professional international purchasing.* [Online]. Available from: http://www.jtscm.co.za/index.php/jtscm/article/view/152/322

[accessed 24/06/2017].

Campbell, M .2015. *Communications Skills for Project Managers*. London: Prentice hall.

Alarcón, L.F., Rivas, R. & Serpell, A. 2013.*Evaluation and Improvement of the Procurement Process in Construction Projects*. Cambridge: Cambridge Academic.

Edwards, J. D. 2015. *Enterprise One Applications Procurement Management Implementation Guide.* [Online]. Available from:

https://docs.oracle.com/cd/E16582_01/doc.91/e15131/und_procurement.htm#EOAPR00874

[Accessed on 03/10/2017].

Cyprus. T .2017. Public Procurement Best Practice Guide. [Online] Available from: http://www.publicprocurementguides.treasury.gov.cy/OHS-EN/HTML/index.html?7_4_10_development_of_communication_plan.htm

[Accessed on 03/10/2017].

Grey Campus. 2017.*Procurement Management Overview*. [Online]. Available from: https://www.greycampus.com/opencampus/project-management-professional/procurement-management-chapter-overview 79

[Accessed on 02/10/2017].

Sollish, F. & Semanik, J. 2013. *Procurement and Supply Manager's Desk*. Hoboken: New Jersey.

Edmunds, S. 2017. *The Effect of Job Descriptions on Employee Performance*. [Online]. Available from: http://work.chron.com/effect-job-descriptions-employee-performance-23428.html

[Accessed 21/10/2017].

SA-Tenders. 2015. *General Procurement Guidelines*. [Online] Available from: http://www.sa-tenders.co.za/content/hints-tips-and-news/general-procurement-guidelines

[Accessed 18/10/2017].

Verzuh, E. 2015. *The fast-forward MBA in project management*. New Jersey: John Wiley & Sons.

Fontana, P. 2014. *Steps in a Project Communications Plan in Project Management.* [Online] Available from: https://yourbusiness.azcentral.com/5-steps-project-communications-plan-project-management-10435.html#

[Accessed 16/07/2017].

Watermeyer, R.B. 2011, *Regulating public procurement in Southern Africa through international and national standards*. Cape Town: Stellenbosch.

Mnguni, N. 2012, *To investigate and evaluate the implementation of the supply chain management in service delivery with specific focus on procurement processes of goods and service in the head office of the Eastern Cape Department of Health.* A dissertation submitted in full fulfilment of the requirements for the degree of Master of technologiae: Politics and Economics Faculty of Business and Economic Sciences at Nelson Mandela Metropolitan University.

Broad Based BEE Black Economic Empowerment Amended Codes and Scorecard

Goddard. W. & Melville. S. 2007. *Research methodology: An introduction.* Lansdowne: Juta.

Welman, C. 2005 *Research methodology*. Cape Town: Oxford University Press.

Wilbraham, L. 2006. *Qualitative researching beyond tools and techniques:* Durban: Van Schaik Books.

Ohlmann, H. 2016. *Top 10 Biggest Procurement Challenges*. [Online]. Available from: http://blog.deltabid.com/top-10-biggest-procurement-challenges

[Accessed 8/06/2017]

Reaume, J. 2010. *6 Procurement Actions that Can Boost Your Business*. [Online]. Available from: http://www.scmr.com/article/6_procurement_actions_that_can_boost_your_business

[Accessed 17/08/2017]. 80

Yacopetti, M. 2018. *Why role clarity is key in any organisation*. [Online] Available from: http://www.adaptbydesign.com.au/2017/03/15/the-advantages-of-role-clarity-in-the-workplace/

[Accessed 13/07/2017]

Equifax whitepaper Spring. 2017. *Procurement fraud in the public sector.* [Online]. Available from: https://www.equifax.com/assets/unitedkingdom/procurement_fraud_wp.pdf

[Accessed 28/09/2017].

Blue print of project management approach of 2015 journal

Susanne K, Laura B. & Sherman, T. 2014. *Curbing Corruption in Public Procurement a Practical Guide*. London: Prentice hall.

Gunasekaran, A., & Ngai, E.W.T. 2008. *Adoption of e-procurement in Hong Kong*. International Journal of Production Economics.

Sekaran, U. & Bougie, R. 2016. *Research Methods for Business: A Skill Building Approach*. United Kingdom: John Wiley & Sons Ltd.

Statistics South Africa 2016

Kruger, L.P. 2011. *The impact of black economic empowerment (BEE) on South African businesses: Focusing on ten dimensions of business performance.* Southern African Business Review 2016.

South Africa. National Treasury. 2015.

Public sector supply chain management review 2016 Pretoria

Matthee, C.A. 2005, *The potential of internal audit to enhance supply chain management outcomes*. Thesis submitted in partial fulfilment of the requirements for the degree of a master: Public Administration Faculty of Economic and Management Sciences at University of Stellenbosch.

Public Finance Management Act (1999)

Municipal Financial Management Act (2003)

proclamation of the Procurement Act 2000

International Purchasing and Management

Practitioners' Advice on EU project Management

Willis, B. 1995 project-management body of knowledge: the European view. [Online]. Available from: https://www.google.co.za/search?ei=-F9TWoqMOKeTgAbAja-gBg&q=project-

management+body+of+knowledge%3A+the+European+view&oq=project-

management+body+of+knowledge%3A+the+European+view&gs_l=psy-

ab.3...1841.2386.0.3065.4.3.0.0.0.0.334.659.3-2.2.0....0...1c.1.64.psy-ab..2.0.0....0.LdiNQm5UeQQ 81

[Accessed 19/10/2017]

Sabini, L. 2017. *The long way to professional recognition: project management in Italy*. [Online]. Available from: http://www.emeraldinsight.com/doi/abs/10.1108/IJMPB-02-2017-0011#

[Accessed 17/10/2017].

Rahman, K.F. 2012.Triangulation Research Method as the Tool of Social Science Research September, 12(3): 23-24 September 2012.

Schwandt, T. A. 2007. *The Sage Dictionary of Qualitative Inquiry*. California: Sage Publication Inc.

Creswell, W. J. 2012. *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. United Kingdom: Sage Publications Inc.

Delport, C.S.L. & Roestenburg, W.J.H. 2011. *Quantitative data collection methods.* Pretoria: Van Schaik Publishers.

Golafshani, N. 2003. Understanding Reliability and Validity in Qualitative Research January, 28(6): 22-28, January 2003.

Preferential procurement regulations, 2001. Pertaining to the preferential procurement policy. Framework act: no 5 of 2000 Dominick, C. & Soheila R. 2014. Procurement Practices Affecting Effective Public Projects Implementation in Kenya: A Case Study of Kenya Civil Aviation Authority Hudson Wafula Barasa 2014.

Cha, K.J., Lee, Z.K. & Cha, J.S. 2014, Strategies for successful supplier relationship, July 17(3):105–116, July 2014.