

DEBRE MARKOS UNIVERSITY



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

PURCHASING PRACTICE AND CHALLENGES IN SELECTED
GOVERNMENT ORGANIZATION; (IN CASE OF ENEBISIE SARMIDIR
WOREDA, EAST GOJJAM ZONE).

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Purchasing practice and challenges in the case study of Enebsie Sar Mider Woreda in the selected government organization.

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DECLARATION

I, declare that this thesis papare is my original work and has not been presented for 1st degree and 2nd degree in any other University and that all sources of materials used for the study have been duly acknowledge.

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Table of Contents

Table of contents.....	iii
Acknowledgment.....	ii
List of Tables.....	vi
ACRONYMS/ABBREVIATIONS.....	viii
ABSTRACT.....	ix
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2. Statement of the Problem.....	5
1.3. Research Questions of the Study.....	8
1.4. Objectives of the Study.....	8
1.4.1. General Objective.....	8
1.4.2. Specific objectives.....	8
1.5. Delimitation (Scope) of the Study.....	9
1.6. Significance of the Study.....	9
1.7. Limitation of the study.....	9
1.8. Description of the study Area.....	10
1.9. Organization of the Study.....	11
1.10. Definition Of Terms and Concepts.....	11
CHAPTER TWO.....	12
2.LITERATURE REVIEW.....	12
2.1. Theoretical Study.....	12
2.1.1. Introduction.....	12
2.1.2. Definition.....	14
2.1.3. Major tasks of purchasing.....	15
2.1.4. Purchasing Staff Responsibilities.....	16
2.1.5. Objectives of Purchasing.....	16
2.1.5.1. General Managerial Level Objectives.....	16
2.1.5.2. Functional Level Objectives.....	17

2.1.5.3. Detail Level Objectives.....	18
2.1.6. General Procedure of Purchasing.....	19
2.1.7. Purchasing Policy.....	20
2.1.8. Importance of Good purchasing.....	21
2.1.9. Consequence Of Poor Purchasing.....	21
2.2. Empirical Review of Related Literature.....	22
2.2. Procedure of Purchasing Practice.....	23
2.4. Professionalism in Public Procurement.....	24
2.5. Purchasing (Procurement) Methods.....	24
2.5.1. Bidding (Tendering).....	24
2.5.1.1. Types of bid.....	24
2.5.1.2. Two stage bidding.....	25
2.5.2. Request for Quotation.....	25
2.5.3. Request for proposal.....	26
2.5.4. Restricted bidding.....	26
2.5.5. Direct procurement(purchasing).....	26
2.6. Total Quality Management.....	26
2.6.1. Criticisms of TQM.....	27
2.7. Evaluation of potential source.....	27
2.8. Negotiation.....	27
CHAPTER THREE.....	29
3. RESEARCH METHEDOLOGY.....	29
3.1.Research Design and Methodology.....	29
3.2. Source of data.....	29
3.3. Sampling techniques and sampling size.....	29
3.4. Data collection instruments.....	30
3.4.1. Questionnaire.....	30
3.4.2. Interview.....	31
3.4.3. Document Analysis.....	31
3.5. Procedures of Data Collection.....	31

3.6. Methods of data analysis.....	32
3.7. Pilot study.....	32
3.8. Ethical Consideration.....	32
CHAPTER FOUR.....	35
4. Presentation analysis and interpretation of data.....	35
4.1. respondent's back ground information.....	35
4.2 Analyses Of Data Regarding To Staff members Of The Selected Government Organization.....	37
4.3 Findings Of The Purchasing Practice And Challenges.....	46
4.3.1. Challenges Of Purchasing.....	46
4.3.2. The type of bid frequently utilized.....	47
4.3.3. The purchasing practice and procedures.....	47
4.4. Discussion.....	47
CHAPTER FIVE.....	49
5. Summary, Conclusion and Recommendation.....	49
5.1. Summary of major findings.....	50
5.2. Conclusion.....	53
5.3. Recommendation.....	54
6. REFERENCES.....	55

List of Tables

Table 1: Number of People (Target Population) in 7 Sectors.....	31
Table 2: respondents sex, age, education back ground information and filed of specialization.....	36
Table 3: staff members response purchasing request.....	37
Table 4- staff members on purchasing regulation.....	38
Table 5 Staff members response on frequently asked materials.....	39
Table 6 staff members on response on the items of S.R.S principle.....	40
Table7 staff members of response on the time to receive the item requested.....	42
Table 8. Staff members response on reasons for delayed purchase.....	43
Table9: Staff members response average time a purchase takes place.....	44
Table10: problem of poor performance of urchasing.....	45

LIST OF FIGURES

Figure 1.1: Enebisie Sar Mider Woreda map	10
Figure 2.1: procedure of Purchasing Practice	23
Figure 2.2: Conceptual Frame Work.....	28
Figure 4.1: 2010 E.C purchasing budget in each sectors	46

ACRONYMS/ABBREVIATIONS

ANRSPPAP	Amhara National Regional State Purchasing and property administration proclamation
AAUCC	Addis Ababa Universtiy College Of Commerce
ANRS	Amhara National Regional State
PPAA	Procurement and Property Administration Agency
GDP	Growth Development Plan
OQRF	Order Quotation Request Form
OTS	Order Tracking Sheet
PDOs	Project Development Objectives
5R's	The right quality, The right quantity, The right price, The Source and The right time
TOR	Terms Of Reference
TQM	Total Quality Management
MOF	Ministry Of Finance
RFP	Request For Proposal

ABSTRACT

The purpose of this study is to assess the purchasing practice and challenges in the selected government organization of Enebsie Sar Mider Woreda. A descriptive survey design of research methodology was employed because of its importance to see the actual facts and practices in the existing situation without exaggeration or simplification and to forward possible suggestions. Regarding sampling 7(seven) government organization was taken from the woreda. From this staff members, purchasing staff members and core head process were selected using comprehensive and purposive random sampling techniques. The main instruments used to collect data were questionnaires, semi structured interview and document analysis. The questionnaires were made to be closed ended followed by some open ended questions. The face and content validity of the tools were also checked by experienced professionals (experts) in the study area. Frequency count and percentage were used for the analysis of general characteristics of respondents and also for the responses given by staff members, purchasing staff and core head processes for questionnaires besides narration was used to analyze the information gained through interview guides and document analysis check lists. The results of the study revealed that the practice and challenges of purchasing in the selected government organization are management bodies not giving sufficient emphasis for purchasing, purchaser is giving more emphasis only for least price, purchasing practice is very long, There is no positive relationship between suppliers and purchasers, and the reason for delayed purchase are lengthy purchasing process, bureaucratic redtape, work load on purchasing staff, lack of skill and experience of purchasing staff, lack of motivation, suppliers problem, rent seeking, budget problem and continuous price fluctuation in the supply market. Finally, the following recommendations are forwarded by the researchers. Effectively communicating the importance of having efficient purchasing importance, establishing systematic ways of expediting and follow up of purchasing process and suggested to have effective plan for purchasing, give regular and intensive training for new purchasing staff and assign qualified workers and develop clear organizational structure, purchasing manual and procedure should be revised to meet with the current purchasing needed and follow purchasing procedure and manuals. Consequently the need for improved and strong relationship with suppliers, developing a clear purchasing procedure, and give high emphasis for 5R's of purchasing principles for speedy purchasing process is recommended.

CHAPTER ONE

1. INTRODUCTION

This chapter deals with background of the study, statement of the problem, research question, objective of study, scope of the study, significance of the study, limitation of the study, description of the study area, operational definition of key terms in the study, and organization of the study.

1.1 Background of the Study

Purchasing is one of the basic functions of common to all type of business enterprise. These functions are basic because no business can operate without them. All business administered or managed by coordinating and integrating these function (Donald Widowers, 1994).

Creation the idea or design function, finance the capital questions and financial record, personnel the human resource and labor, relation, purchasing the acquisition of required material, service and equipment. Conversion the transformation of material into economic good and distribution the marketing and selling of goods produced, purchasing the basic and integral part of business management for a business to be successful. It is impossible for any organization to achieve its full potential without successful purchasing practice. In the long run the business enterprise depends every bit as much on the purchasing and supply executives at it does on the executive who administer the other function of the business (Dobler, Burt, 1996).

Purchasing is acquiring materials and part as a requisition to meet quality, quantity and time specifications. Purchasing is responsible for acquiring raw material, component part, tools and other items outside supplier. The fundamental purchasing activity includes selection of accessible venders and negotiation of terms, revision quality level and other factor of purchasing, placing purchasing order for new and recorded material. Parts and service consideration, priority of order expediting, delivery of material and parts to meet inventory requirement and maintain supply system data base. Business can use purchasing as a type of competitive strategy as away to get ahead of the competition by buying any resources it cannot manufacture itself. (George, 1978)

In addition to improving the marketing condition of purchasing practices in business or organization attempting to acquire good and services to accomplish the goals of its enterprise. Though there are several organization that attempt to set standards in the purchasing process can vary greatly between organization. Typically the word purchasing is not used intractable with the word procurement since procurement typically includes expediting, supplier quality, transportation and logistics in addition to purchasing practices.(Aljian, 1973)

Public Purchasing is a key tool to promote objectives of an economic environmental and social nature gaining much attention globally over the past decades. In developing countries it is one of the main instrument to the achievement of development goals such as reducing poverty and providing health infrastructure, education and other services hence immensely contribute to best utilization of public resources procurement budgets in developing countries account for about twenty percent of government expenditure globally (Milinga, 2009) and many governments have embarked on reforms in their systems line a Purchasing and harmonize legal and institutional frame work.

In Ethiopia from the total public expenditure more than sixty percent is used for of goods a Purchasing and services (Tesfahun, 2011). Improving the public Purchasing system will obviously impact substantially on the growing economy of Ethiopia which will result in budgetary savings and efficiency in government expenditures there by creating wealth and reducing poverty following the down fall of the Dergue region in 1991, the country was regulated by the previous financial proclamation no 57/1966 and the ministry of finance (MOF) took responsibility of regulating the Purchasing system. However in the latter years Ethiopia has attempted to address weaknesses in its public procurement process by the passage of several financial and legal instruments. The government enacted the financial regulations no 17/1997 which deals with Purchasing principals and ministry of finance directives about Purchasing and contacts in 1997. In 1999 as a part of civil service reform in Ethiopia ministry of finance has prepared the draft Purchasing manual.

According to world bank (2002), even if the above rules and regulations have been enacted, successive review of the public Purchasing Regions in Ethiopia reveal a lot of short comings such as Purchasing laws and regulations are not based on recognized international models, absence of clearly defined central oversight and public bodies at all level, shortage of experienced management and Purchasing staffs ,lack of transparency in the Purchasing process, absence of procedures for modern form of procurement activities and unclear institutional and organizational arrangement required in the management of the public Purchasing process . It is in the light of these challenges that the federal government of Ethiopia Procurement Plans PropertyAdministration proclamation no 649/2009 were enacted by parliament replacing the previous Purchasing laws and then after re-edited in different times.

The Amhara National Regional State Purchasing and Property Administration Proclamation (ANRSPPAP) is also issued under the auspices of the council of the ANRS and this is centralized to all zones and woreda's which are found in the region. The following method shall be used in public Purchasing system as it is officially stated in (ANRS zikrehig, 2011) Open bidding, Restricted tendering, Request for quotation (Performa), Direct Purchasing, Request for proposals and Two stage tendering.

This all methods are not using according to the situation rather under ruled by law and regulations. In Enebese Sar Midir Woreda among this systems or methods of Purchasing only the first four are practically applied and request for proposals and two stage tendering are not functional.

Traditional research on purchasing practices was concerned with identifying the best selection ways of suppliers based on supply characteristics (Kraljic, 1983). This research helped shifting the focus of purchasing from supply management to supplier management. (Bensaou, 1999) further recognized that the key role of purchasing lies in managing relationships, not only between buyers and suppliers but also in the wider supply chain network. Based on these contributions, marketing and supply chain scholars have examined developments in purchasing with reference to relationship management and supply chain networks respectively. With respect to measurement of purchasing performance, a recently developed framework helps to a better awareness of how organizations relate to their supply markets (Lindgreen, 2013).

The purchasing framework presents business practitioners with robust and well-tested ways of evaluating what they are doing, using indicators based on the exchange and managerial aspects of purchasing practices. The measures used are general enough to have relevance across the range of the said practices. This framework can provide a helpful reference point to draw together thinking and existing purchasing practices. Additionally, purchasing practices drastically have been transformed in recent years by factors such as the increasing exposure of supply chains to risks, the development and adoption of information technologies, and a growing attention of organizations to ethical practices (Lindgreen, 2013).

Purchasing is one of the subdivisions in the public organization with high expenditure outlet. It is also highly important input for many organizations to provide their service to their ultimate customer. According to World Bank (2011) purchasing has a major impact on development as, resources are mostly used to procure goods, works or services critical to the achievement of the project development objectives (PDOs), purchasing represents 10 to 20% of the GDP of a country and Opportunities for fraud &

corruption affect the achievement of the PDOs. Thus, proper management of purchasing means utilizing significant amount of resources appropriately and achieves the organization goal easily.

Purchasing in Ethiopia is a recent phenomenon. As per (Tesfahun, 2011) referring the Ethiopian Purchasing and Property Administration Agency, purchasing in Ethiopia has started in 1940 E.C and it was established to purchase military equipment and supplies for soldiers. On the other hand the Ethiopian Purchasing and Property Administration Agency Report (2011) 64% of many public originations' budget goes to purchasing goods and services. According to the researcher preliminary survey, most government originations' purchasing unit is criticized by the stakeholder and users. Conversely, a number of purchasing staff did not accept the complain raise by other unit rather most of them complain on the purchasing process. The Ethiopian Government is working to make the purchasing process more effective and efficient, though it is not as productive as it is expected. According to the Federal Negarit Gazeta (2005) the government has established the Purchasing Agency with main objective of ensuring the application of fair, competitive, transparent, non-discriminatory and value for money purchasing.

According to the annual plan performance report of Amhara National Regional State Finance and Economic Development Bureau (2009 E.C.) the total budget is 32,767,568,957 birr from this for purchased item used 1,643,267,340 Birr. The total budget of East Gojjam Zone Administration is 2,520,582,227.46 Birr from this for purchased items used 126,405,180 Birr. The total budget of Enebissie Sar Midir Woreda is 140,938,965.75 birr from this for purchased items used 6,320,259.62 birr.

The strict government regulations and procedures requires the attention of purchasing management. The process of purchasing involves a number of steps. Namely, the purchase requisite which might originate from users (sectors) or property selection which collects, summarizes the purchase requisite and presents for the purchasing staffs for verification, preparation of auction bid document by technical committee and the announcement of the invitation, the evaluation of the bid documents and the selection of the winner based on price and quality by the bid evolution committee and the presentation of recommendation for final approval to the head. Based on this, the winner is given purchase order and made to deliver the items to property selection. Then, technical committee checks the conformance of the delivery to the specification, Amhara purchasing manual (2011).

According to the annual plan performance report (2009) of Enebisie Sar Midir Woreda Finance and Economic Development Office, and in the others selected government organization; there are many types of items purchased with different degrees of importance and budget implication. The major categories are: educational materials (furniture, stationeries, teaching aids), medicines, medicinal equipment, car fuel,

spare parts of cars and motor cycles, building materials, clothes and shoes for guards, cleaners, store officers etc.

Since huge amount of money is required to purchase the above items, purchasing management requires great attention. This means purchasing practice in this office needs thorough analysis and fundamental improvements so as to enable the function to play vital role for the efficient and effective accomplishment the office's mission. With this regard, Enebisie Sar Midir Woreda selected government organizations allocates a significant amount of budget to achieve its objective every year as other organizations do. Despite the need to implement the purchase in accordance with the federal government purchasing guidelines and manual, this organization has some problems in purchasing as the researcher has observed and heard the complains from the surrounding society and staff members of the sectors, Federal Government Purchasing Manual (2005).

Thus, this study tries to critically investigate the purchasing practices the most critical items in focus as they have important implications on budget and operation of the office. It also tries to investigate the performance of the purchasing unit, purchasing method, and adverse effect of the regulation.

1.2. Statement of the Problem

Effective purchasing plays an important role for the achievement of organizational objectives by providing the right quality of materials at the right time and minimum cost, (Baily,P and et al, 2004). Despite the importance of effective purchasing for attainment of the objectives of the organization, purchasing practice in Enebisie Sar Midir Woreda in selected government organization seemed to have problems to the researcher because there were some facts the researcher observed the quality of materials and heard about the delay purchased materials from some people whom the issue concern. The researcher also enshured low quality of teaching materials like furniture, stationeries and other materials in 8 different schools and 10 sectors or organizations soon they purchased and after they were beginning service. To the worse they had high cost and they were not purchased at the right time. The users and even some of the workers in the 7 (seven) sectors (office) have similar complaint.

Although purchasing helps to provide the right quality of materials for users at the right time and minimum cost, there were complaint from workers and users about purchased materials in terms of quality of materials, time of purchasing and cost of materials.

Different researches have made in relation with public purchasing., the assessment of research papers will be written in purchasing area. The following three research papers are selected because they discuss purchasing problems in public enterprises in Ethiopia, thus would relate to this study.

According to Biruk Assefa (2006) the poor quality of grain is attributable to the fact that no technical specifications are given to purchasers and disloyal act of suppliers. The paper discusses unreliable suppliers are causes of inefficient purchasing since the enterprise has no permanent source of supply. Further the problem of unclear purchasing procedure is mentioned as a research finding. Thus developing a clear purchasing procedure is recommended for speedy purchasing process. Also development of specification for purchases and training the purchasers on the application of specification is recommended. Although the problem of unreliable and disloyal suppliers is presented as the critical problem possible ways of solving this problem are not suggested.

According to Tewodros Walelgne (2006) the absence of permanent suppliers is related to unreliable source of supply, which is bringing poor quality purchases, the existence of weak relationship between purchasing and other departments together with unskilled purchasing staff is delaying the purchasing process, the least price selection criteria the company is currently using are bringing poor quality materials. Based on the analysis made the paper recommends solutions assumed to improve the challenges. The researcher proposes further research on the area to come up with viable solutions. Besides this, employing skilled manpower, and establishing permanent source of supply are recommended.

According to Getachew Zeleke (2006) the occurrence of poor quality and delayed purchases critical hindrances on the effective purchasing performance. Further the minimum weight given by management for the function expedites the problem. The research objectives include analyzing the purchasing procedure, exploring management support and organizational structure and identifying the effects of organizational structure on purchasing performance. Additionally learning how purchases are being accelerated and finding out about the purchasing plan of the organization are mentioned as research objectives. The paper details a number of findings, which explain the reason behind the critical problems. This includes that there is no sound and strong relationship with suppliers, purchases are not properly planned, implemented and expedited, the absence of clear specification of items. Feasible recommendations were given by the researchers to improve the purchasing performance. Consequently the need for improved and strong relationship with suppliers is suggested. Besides this, the management is suggested to have effective plan and follow up system for purchasing. Further the paper proposes that the order processing system should be revised to meet current purchasing needs. Even though the findings show wrong purchases resulted from lack of clear specifications, the paper didn't propose on the importance of having specification.

According to Amhara Regional Government purchasing manual (2003) Enebisie Sar Midir Woreda selected government organization is the public organization in the country which purchase good and service which are necessary for its regular operations or to accomplish its short and long run goal or educational goal. These goods and services include supplies like student consumption food, stationary material, machineries, equipment 'sand spare part. The public organization should be follow purchasing practice rules made by the minister of finance and economic development as stated in purchasing and property administration proclamation number 649/2001 Art 7/2. It states the key area requiring a particular attention that is purchasing policy, procedure, plan, discount, and bidding and supplier selection.

According to Enebisie Sar Midir Woreda finance and economic development office Annual Report (2009) in the case of Enebisie Sar Midir Woreda selected government organization much attention has not been given to the timeliness & quality of goods and services bought and distributed to the users. The preliminary investigation reveals that; purchasing without plan, delay of purchase, wrong specifications of the requisition of goods and services are common failures of the purchasing processes. The purchasing process takes too long resulting in additional cost due to inflation, suppliers stock out items, user department work hindered, items become obsolete and accessories will not be available anymore. Further it is becoming obstacle for the organizations goal attainment. Precisely, the five R's of purchasing principles (The right quantity, the right quality, the right price, the right place and the right time) are not properly implementing.

According to Enebisie Sar Midir Woreda finance and economic development office annual report (2009) However, As a result of lack of proper implementation of the rule, the existing purchasing practice is not effective in making available the need goods, equipment, material, works and services in the right quality and quantity, at the right time and at the right price and in giving fair and equal chance to users. In addition, Transparency in the purchasing process and timely actions are not being kept in mind that all actions towards award of contracting and its implementation on the ground have to be fair, consistent, and transparent and based on highest standard of ethics. Thus, the researcher was motivated to conduct a study on this issue because of the following reasons:

- There have not been any studies conducted on the issue in selected government organization in Enebisie Sar Midir Woreda whose purchases are carry out .
- More and more money is usually budgeted to purchase items for those selected government organization but it is wrongly waste
- The purchase practice are extremely long to attain the purchasing objectives of the selected government organization. Therefore, the researcher decided to investigate the purchasing practice

in this office in advance, clearly identify the causes of the inefficient purchasing, to investigate the consequences and try to recommend possible solutions.

Based on the above reasons the following basic research questions were formulated.

1.3. Research Questions of the Study

To address the objective of the study, the study were raised the following basic research questions. They were:-

- How Enebisie Sar Midir Woreda selected government organization follow the necessary purchasing policies and procedures to make purchase?
- what different taypes of purchases are practiced and which are the critical one's in Enebisie Sar Midir Woreda selected government organization ?
- What factors that affect the purchasing practice of Enebisie Sar Midir Woreda selected government organization ?
- What are the impacts of the purchasing police and manual on efficient purchasing practice of Enebisie Sar Midir Woreda selected government organization ?
- What the management is doing to assure purchasing is practiced in accordance with the 5R's principles of purchasing?

1.4. Objectives of the Study

In line with the problem statement, this study has the following general and specific objectives.

1.4.1. General Objective

This study aims at assessing the purchasing practice and challenges of selected Government Organization in Enebisie Sar Mider Woreda.

1.4.2. Specific objectives

The specific objective of the study were:-

1. To evaluate the purchasing practices and procedure of selected Government Organization in Enebisie Sar Mider Woreda.
2. To examine the steps involved in the purchasing process and evaluate their importance.
3. To investigate the factors that affect purchasing practice in selected Government Organization in Enebisie Sar Mider Woreda
4. To examine the factors those affect the purchasing policy and manual on efficient purchasing practice.

1.5. Delimitation (Scope) of the Study

The focus of this paper was the purchasing Practice of selected Government Organization in Enebisie Sar Mider Woreda. The period for the analysis is 2007- 2009 E.C in order to clearly analyze trends regularly purchased and critically important items were given more. The results of the study can not be fully accept as being completely relevant and applicable to other woreda's or zonal offices, because the result of this study would be generalized to the other areas. However, to some degree of generalization might be possible.

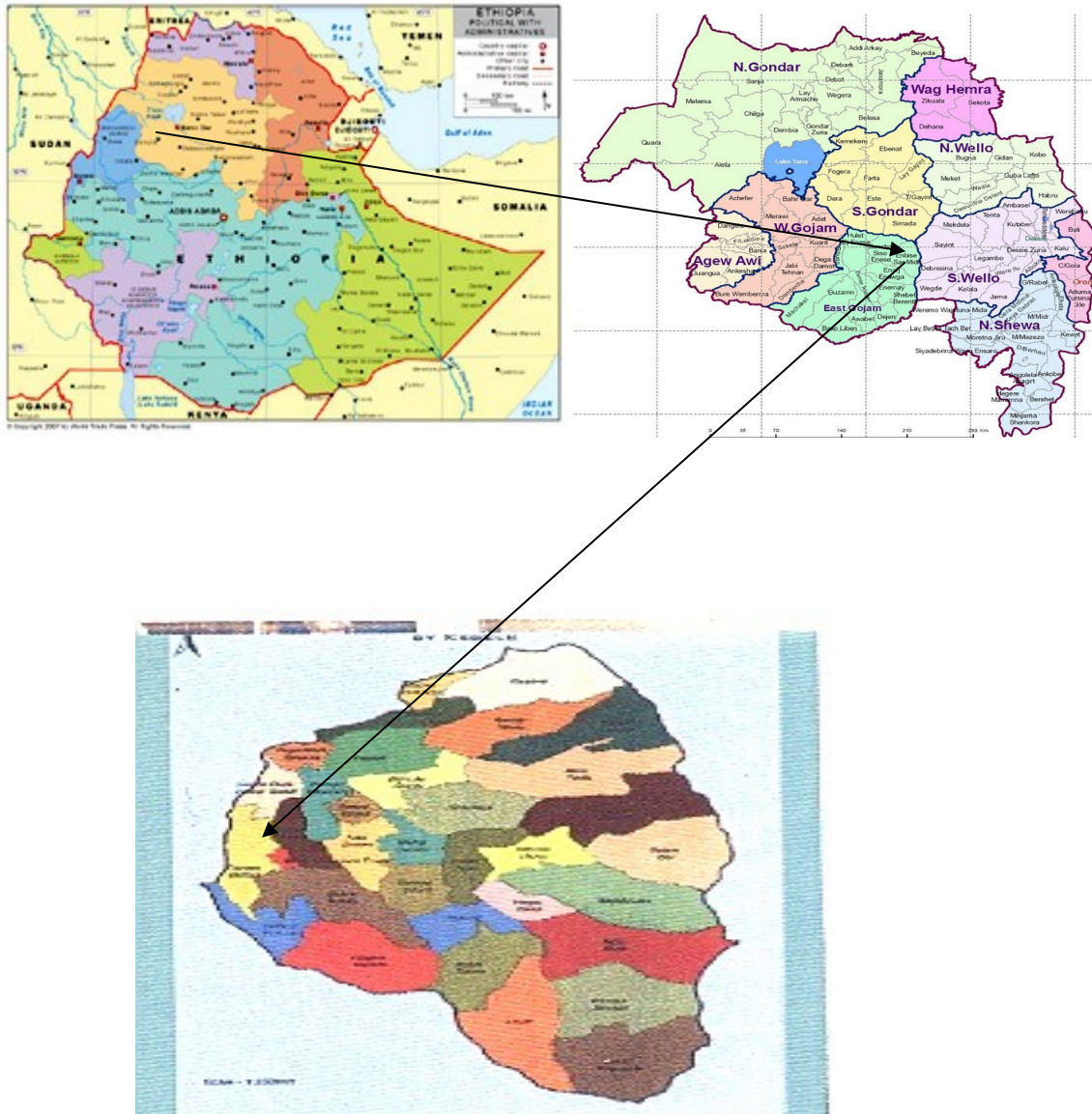
1.6. Significance of the Study

This study believed to help for the clear understanding of the reasons behind the purchasing practices and its implications on the accomplishment of the office objective. And also thorough analysis the paper is believed to discover and recommend mechanisms for feasible and efficient purchasing procedures, which would help to save significant amount of time and money that otherwise, would be wasted. It is believed to help the users to be satisfy with purchasing service they get from the office, purchasing bodies to improve their purchasing practice and workers to build their capacity. The study shall also a useful input for further research on the area.

1.7. Limitation of the study

The credibility of this research is up to selected government organization of Enabsie Sar Midir Woreda. Yhat means this research was limited only in one wored. Even though some of its ideas can be used to describe other situations, this study can not be used to generalized to any other research, other than this not responding to the questionnaires on time, not even responding at all were the limitations through out the study.

1.8. Description of the study Area



Source : <http://www.ocha-eth.org/maps/downloadables/AMHARA.pdf>

Figure 1.1 Enebisie Sar Mider Woreda map

Enebisie Sar Mider Woreda is located in North Easter part of Ethiopia in Amhara Regional State, East Gojjam Zone at distance of 364 km from the capital city ,Addis Abeba and also it is located in southeast from regional capital city of Bahir Dar at distance of 187 km. Its astronomical location is $10^{\circ} 52'$ North latitude and $38^{\circ} 17'$ East longitiude and an average altitude of 2650 meter above sea level and 1065.32

square km wide. It has an average annual rainfall of 1053mm(941mm- 1203mm) and mean temperature of 23.63 °C to 25°C (Agri-service Ethiopia 2004).

According to Enebisie Sar Mider Woreda finance and Economic Development Office 2014/2015 budget year annual statistical bulletin December(2015) the total population male 79,694 and female 85,059 total 164,753 its climatic zone divided into three, such as “Dega”(14%), “Woyna Dega”(33%), “Kola”(53%) Amharic version. The highest point in this Woreda is mount Abaminiwos, with an elevation of 3664 meters; other high points include mount Yekendach. In addition to this, the center of the Woreda district is called Mertulemariam, which has the remarkable and ancient Monastery which is found in 333 E.C. moreover, around 99.9% of the people are orthodox Christian followers.

1.9. Organization of the Study

This study would be organized in to five chapters. The first chapter deals with introductory part of the study which encompasses background of the study, statement of the problem, objective of the Study, significance of the study, scope of the study, limitation, description of the study area, and operational definition of key terms of the study. The second chapter presents a review of relevant literatures, Chapter three presents the research design technique, data collection instruments, procedures of data collection and methodology of data analysis. The fourth chapter deals with data presentation, analysis and interpretation. The final chapter relates to the summary, conclusion and recommendation of the study.

1.10. Definition Of Terms and Concepts

Purchasing -"is the activity responsible for getting the right material to the right place, at the right time, in the right quantity, at the right price "(Herel , Encyclopedia, 1996).

Policy-" is a statement that describes in very general terms may intend course of action"

Total Quality Management -as an integrative management concept of continually improving the quality of delivered goods and services through the participation of all levels and functions of the organization.

Bidding (Tendering)- is according to Lysons and Farrington (2006) a purchasing procedure where by potential suppliers are invited to make a firm and unequivocal offer of the price and terms on which they would supply specified goods or services, which, on acceptance, shall be the basis of a subsequent contract. Alternatively, Lewis (2005) elaborate as a formal written offer to undertake work or provide services for a stated price .

Quotation(proforma)- prepare a summary of work to be done and set price.

CHAPTER TWO

2.LITERATURE REVIEW

This chapter encompasses review of related literature from different sources pertaining to theoretical study, definition , major tasks of purchasing, purchasing staff responsibilities, objectives of purchasing, general procedures of purchasing, purchasing policy, importance of purchasing , consequence of poor purchasing, empirical review of related literature, purchasing practice and procedures, conceptual frame work, professionalism in public procurement, purchasing method and negotiation.

2.1. Theoretical Study

2.1.1. Introduction

In order to manage government sectors effectively and efficiently, every functions of the firm shall be given due considerations. Particularly those functions of the organization are take significant portion of the budget rather require preferential attention. Purchasing is one of the major functions of a given organization in most cases; more than 64% of organizations' budget is spent on purchase of materials and various services. Thus considerable attention given to purchasing would have payoff.

As we approach the twenty first century, the materials function will continue to assume increasing importance in the nations of the industrialized world. So, all managers should understand the general concepts and problems in purchasing and managing materials. Purchasing is one of the basic functions common to all types of business enterprises. It is basic because no business can operate without it. Thus, the success of a business enterprise depends on the purchasing executive as it does on the executives who administer the other function of business.

Procurement consists of the whole process of acquiring goods and services and it start with identification of needs and preparing the procurement plan and the procurement method. It also includes risk assessment, identification and evaluation of alternative solutions, contract a word and management receiving the procured property or obtaining the services and setting of payments.

According to the Ethiopia public procurement proclamation (NO.649/2009) procurement means'' obtaining goods, works, consultancy or other services through purchasing hiring or obtaining by any other contractual means'' from the above definitions the overall tasks of procurement is to obtain goods, works, consultancy services and other services at the right quality, in the right quantity from the right sources at the right time, place and price to achieve an organizational objective.

According to (Thai, 2009), the public procurement is built on four pillars. Procurement Laws and Regulations, Procurement Organizational Structure, and Public Procurement System. According to Thai, procurement laws and regulations lead to procurement efficiency or inefficiency. The strength and weakness of the countries procurement policies, organization and procedures, and recommends suitable actions to improve the economy, efficiency and transparency of the public procurement system.

The ANRS procurement and property administration proclamation No 179/2001 was proclaimed by the council of the Amhara national Region based on the government of Ethiopia enacted procurement and property administration proclamation No 649/2009 and it has established the procurement and property administration agency (PPAA) accountable to the ministry of finance and economic development to manage the public procurement activities.

Benslimane, Plaisent, and Barnard (2005) contend the overall aim and objective of procurement is to carryout activities related to procurement in such a way that the goods and services so procured are of the right quality, from the right source ,are at the right cost and can be delivered in the right quantities ,to the right place ,at the right time. There are ‘six rights’ in procurement and they can be achieved through following specific objectives of procurement(Bensalimane et al,2005).

These specific objectives are:

To buy quality materials, items and services economically from reliable sources;

To ensure timely delivery through the selection of capable and efficient suppliers;

To continuously locate, evaluate and develop economical and reliable supply source;

To identify the most reliable sources of supply through open tender, multistage tendering (prequalifying suppliers and retaining only those that are capable of meeting the organizations requirements; strategic sourcing) and limited tendering.

To investigate the availability of new materials and monitor trends in market prices;

To buy in accordance with organization prices; Moreover, Caldwell et al (2009), say that there are three important principles of procurement. The first principle is transparency, which provides that all phases in the procurement process are faire and accurately documented. The second principle is that of accountability and it points out that there is need for accountability to financiers, who may require certain rules to be followed when using the money they have provided. Finally, there is the principle of efficiency and cost effectiveness and this principle is about meeting the ‘six rights’ of supply (right price, right time, right quantity, quality services and delivery to the required places and form the most cost effective source).

Procurement has an important role to play and according to Shaw (2010), every organization should put in place effective systems of procurement to protect share holders funds. The procurement function forms

a key part of any management strategy. The particular features of procurement are the budget involved. The particular features of procurement are the budgets involved, the frequency of activities and technical complexity of the functions. More recently as a function procurement has been complicated by the inclusion of 'manufacturing partnering' but needs to take account of time, quality and sustainability considerations as well (Shaw,2010).

Procurement activity must, therefore, be considered as an internal part of the business planning process and must relate to the asset management strategy. Three major questions therefore have to be asked in connection with establishment of good procurement practice and these questions according to (Nakamura, 2004), are as follows;

Does the project meet organizational objectives?

How does it fit into the development strategy, asset management strategy and business plan

Will embarking up on this project undermine existing commitments?

Challenges in procurement in the public sector

Shaw (2010), argues that, as many countries have moved to a regional and/or global economy, public procurement practitioners face another challenge that is how to comply with their government's procurement regulations and social and economic procurement goals without violating regional and/or international trade agreements.

Furthermore, in developed as well as developing countries, disregarding their economical environment, a sound procurement system has to accomplish two sets of requirements, management's requirements and policy requirements. The procurement management requirements normally include quality, timelines, cost (more than just the price), minimizing business, financial technical risks, maximizing competition, and maintain integrity (Thai et al, 2005).

Thai et al, (2005), provide that public procurement practitioners have and will always face many challenges. Each country has its own economic, social, cultural and political environment, and each country's public procurement practitioners face different types of challenges but at different levels from their counter parts in other countries.

2.1.2. Definition

It is very difficult to list all the definitions of purchasing but some of the purchasing definitions are "Purchasing is the activity responsible for getting the right material to the right place, at the right time, in the right quantity, at the right price" (Herel , Encyclopedia ,1996).

Purchasing refers to a function in business whereby the enterprise obtains the inputs for what it produces, as well as other goods and services it requires. Purchasing is one of the basic functions common to all types

of business enterprise. These functions are basic, because no business can operate without, them (Dobler 1984).

Purchasing is the responsibility of buying the kinds and quantities of materials authorized by the requisitions issued by production scheduling, inventory control, engineering, maintenance and other department of function requiring materials (Leenders, 1989).

In general purchasing can be defined as acquisition of required materials, services and equipment used in the operation of an organization. It is one of the basic functions common to all types of business enterprise. In order to fulfill the basic responsibility of optimizing company profit, all business functions must mesh into a unified whole. In most business organizations the Purchasing Department and the purchasing function are taken as one and the same. There is a distinction between the purchasing function and the Purchasing Department. The department is a unit of a firm whose duties include some part or all of the purchasing function.

The purchasing function is usually performed economically and efficiently by a specialized, Centralized Purchasing Department, directed by a skilled purchasing manger. But the purchasing function does not have to be performed in such a manner. In practice it is sometimes performed by any member of different executives or departments.

2.1.3. Major tasks of purchasing

"Purchasing in broader terms involves determine the need, selecting the supplier, arriving at proper price, terms and conditions, issuing the contract or order, and following up to ensure proper delivery" (Alijan, 1975). Major types of purchasing activities carried by a typical Purchasing Department of a given organization include:

Coordination with user department to identify purchase needs, Doing traditional buying, discussion with sales representatives, identification of potential suppliers, conduct market studies for important materials, negotiation with potential suppliers, analysis of proposals, selection of suppliers, issuance of purchase orders, administration of purchase contracts and resolution of related problems, and maintenance of a variety of purchase records.

"In simple terms, the basic element involves in performing the purchasing function are obtaining the proper equipment, material supplier and service in the right quality, in the right quantity, at the right price and from' the right source" (Alijan, 1973). It is a supplies management function that covers the acquisitions stage of supplies from receipt of the 'notice of need' to the final clearance of the invoice including negotiation, placing purchase orders, chasing delivery, recording purchases, clearing price checks on the invoices related to purchases.

2.1.4. Purchasing Staff Responsibilities

Purchasing is one of the basic functions of a given organization shouldering the following major responsibilities.

Provide an uninterrupted flow of materials, supplies, and services required to operate the organization, keep inventory investment and loss at a minimum, maintain adequate quality standards, find or develop competent vendors, standardize where possible, the items bought, purchases required items and service at lowest ultimate price, improve the organizations competitive position, achieve harmonious, productive working relationships with other departments within the organization, accomplish the purchasing objectives at the lowest possible level of administrative costs (Leenders, 1989).

2.1.5. Objectives of Purchasing

The objectives of purchasing can be viewed into three levels:

From a very general managerial level objectives, from a more specific functional level objectives and from a detailed/Operational level at which precise strategic buying plans are formulated objectives (Dobler, 1996).

2.1.5.1. General Managerial Level Objectives

"The standard statement of the overall objectives of the purchasing function is that it should obtain the right materials in the right quantity, for delivery at the right time and place, from the right source with the right service (after and before sale) and the right price " (Leenders, 1989).

From the top managerial perspective, purchasing has the following objectives, which can be explained in terms of the 5R's of purchasing (*Right quality, Right quantity, Right price, Right time and Right supplier*).

Right quality -quality is defined as simply 'fitness for purpose' or the British standard institution defines "the totality of features and characteristics of a production or service that bear on its ability to satisfy a given need" (Nair, 1990). In meeting, this objective purchasing must select items, which have sufficiently quality to fit users' requirements and specifications. The term quality as used in the field of purchasing carries quite a different meaning than the meaning that we usually associated with this word. In common usage, it refers to the excellent features of the subject, "The right quality is the suitability of an item for a given purpose" (Nair, 1990).

Right quantity -The right quantity is more relevant to the purchase of consumables or parts or assemblies for manufacturing than for project buying. Fulfilling these objectives will enable to provide a continuous and uninterrupted material at the minimum cost. In most organization the decision of how much to purchase is more important by the close relationship of purchases quantity and schedule use. (Parson, 1982) The decision of how much to acquire follows clarification of what is acquired. Therefore before

making decision considering factors that complicate that quantity decisions are essential, including: (1)The larger the quantity is the lower the unit price (2)The larger the quantity the higher the storage costs (3)The larger the quantity is the higher the risk of damage (4)The larger the quantity the higher the cost of items in storage (5)The larger the quantity the fewer orders that will be place and hence the lower the ordering cost.

Right price -A traditional purchasing objective is to obtain the lowest possible purchase price. However, the common practice is to obtain the best life cycle price or the lowest total acquisition cost. "The factor that affect the price of items are quality and quantity required, urgency of requirements, demand and supply of materials in the market, whether there is room for competition or not, whether the past business relationship was good or not' strained " (Parson,1982).

Right time --The delivery of the contracted item to the right place at the right time is an important procurement function. Proper buying enhances production schedules with out loading warehouse with excessive inventory and also minimizes the unfavorable effects of price changes. In case of regularly used or procuring' items, right time may mean the time when the stock reaches the minimum level adhering the responsibility shared both by the purchasing unit, and the approving body.

Right supplier -the right source is fundamental component or the major purchasing objectives. Basic information about the number and location of potential suppliers, the nature of products, prices charged and forecasts of the economic condition can be acquired if we are to analyze the supply market effectively rather than simply buy from traditional sources which may not be competitive, but there are problems faced by the purchasing units securing right and permanent source of supply. The first problem is identifying potential source of supply, then selecting the right reliable supplier is also challenging. The most difficult challenge is to secure long-term relationship with the right supplier because of the dynamic nature of the business environment and continuous attempt of businesses to make better profit relationship with the right suppliers might not last long. Hence periodic revision of the status of the relationship and making the necessary amendments in agreements is required.

2.1.5.2. Functional Level Objectives

According to (Dobler,1996), the operational (Functional level perspective probes more deeply to develop a set of statements that provide practical and useful targets for decision-making purpose. This perspective contains eight basic objectives:

1. To support company operations with uninterrupted flow of materials and services.
2. To purchase competitively: It involves keeping a breast of the forces of supply and demand and regulates prices and availability of materials in the market place. It also involves understanding of the

suppliers cost structure and then negotiate price and service arrangement that are fair relative to the suppliers actual cost.

3. To keep inventory investment and inventory loss of at a practical minimum. Maintaining a large inventory is one way to achieve objective one, but it is also costly, hence the supply management job is to achieve a reasonable balance between the level of inventory required to support operations and the cost of carrying the inventory.
4. To buy wisely. Buying wisely involves a continual search for better values that yield the best combination of quality, service and price relative to buyers' need. It may also involve coordinating and reconciling user's need with supplier's capabilities, to achieve optimal values considering both Issues.
5. To achieve maximum integration with the other departments of the firm. It is essential to understand the major needs of their using departments, so that these needs can be translated in to materials support actions. The most common types of support actions are forecasting future prices and business conditions, performing economic make or buy analysis etc.
6. To handle the purchasing and supplies management function proactively in a professional, cost effective manner. Management should expect the preceding the above objective to be achieving in a professional manner at a cost that is appropriate with their value to the organization.
7. To develop effective and reliable sources of supply. Cooperative suppliers that are willing to work with a buyer to help solve the buying organizations problems and to minimize its materials related costs are valuable resources.
8. To develop good relationship with the supplier community and good continuing relationship with potential suppliers. The achievement of the preceding objective on a continuing basis is 'possible when mutually satisfactory continuing relationships are maintained (Dobler, 1996).

2.1.5.3. Detail Level Objectives

At this level precise strategic buying plan are formulated. The focus is on the detailed objectives that are developed when precise buying plans are made for each of the major categories of materials the firm uses in its operation. These objectives are produced from the second level objectives and are applied to fulfill the specific needs associated with each type of purchase. The precise set of objectives for each material typically varies because the usage requirement, the operating conditions and the markets in which each material is purchased usually are different. These objectives focus on points like quality, sourcing, pricing, production and inventory planning, Federal Public Procurement and Property Administration Procurement Training Module (2005 E.C).

2.1.6. General Procedure of Purchasing

Procedures used in completing a total transaction normally vary among different types of purchases and in different organizations. However, purchasing procedures refers to the way in which a purchase transaction is carried through from its inception to its conclusion. A purchasing proceeding usually begins with an investigation of new suppliers can be made for renegotiating contracts with existing suppliers. The general cycle of activities in purchasing most operating materials and suppliers is fairly standardized. The following steps constitute the typical purchasing procedures, Federal Public Procurement and Property Administration Procurement Training Module (2005 E.C).

1. Organizing of Purchase Requisition.

The need for a purchase typically originates in one of a firm operating departments or in its inventory control section. It is a stimulus for purchaser to initiate purchasing. The essential information which requisition should contain includes a description of the material; quantity, date required; estimated unit cost; the date; an authorized signature.

2. Verification of Purchase Requisition.

The purchasing department verifies whether the requisition is appropriately filled or not.

3. Evaluation and Selection of the Supplier.

As soon as the need has been established and precisely describe, the buyer begins an investigation of the market to identify potential source of supply. In the case of routine items for which supplier relationship have already been developed, little additional investing may be required to select a good source on the other hand the purchase of high-value or new item may require lengthy investigation of potential suppliers to make a decision about the most desirable supplier.

4. Preparation of Purchase Order.

Once a supplier has been selected the purchasing department prepares and issues a serially numbered purchase order. In most cases the cases the purchase order becomes a legal contract document. For this and other reasons the buyer in preparing and wording the order should take great care.

5. Follow Up

Also called expediting, purchasing bears full responsibility for and order until the material is received and accepted. When there is a reasonable chance that the supplier may not stay on schedule important orders with critical delivery date should receive active follow-up attention. There may be a need to speed up (expedite) or even delay (de-expedite) delivery if the buyers timing requirements under go unexpected changes.

6. Receiving and Inspection

The supplier ships materials with the packing slip, which itemizes and describes the contents of the shipments. The receiving clerk uses this packing slip in conjunction with his/her copy of the purchase order to verify that the correct material has been received.

7. Payment

The typical procedure involved is a simultaneous of the purchase order, the receiving report and the invoice. By checking the receiving report against the purchase order, the purchaser determines whether the quantity and type of material ordered was in fact received. Then by comparing the invoice with the purchase order and received.

8. Evaluating the Purchasing Performance

Purchasers need to evaluate whether the materials purchase from the supplier have satisfied the need of the users. This evaluation will help whether to consider the supplier next time. The specific procedures employed by each should be designed to meet the unique needs of that firm. Properly designed procedures should accomplish four objectives according to Dobler. These are:

- i. Fulfill each task satisfactorily with minimum of time, effort and proper work.
- ii. Effectively communicates and coordinate the efforts of one work group with another.
- iii. Minimize overlapping effort and group conflicts.
- iv. Permit effective management by exception (Dobler, 1996).

2.1.7. Purchasing Policy

"A policy is a statement that describes in very general terms may intend course of action" (Ibid:45). If policies are to function effectively, it is imperative that they will be placed in written form. A purchasing policy manual typically has two distinct sections, one containing company policies which spells out in unmistakable terms the responsibility and authority at all departments, and the other containing department policies which inform personnel of the expected patterns of conduct for major buying activities and for relations with suppliers. The purchasing policies should be clearly communicated to the staff and other stakeholders. Medias for communicating this information to the company employee can be published regulation, company informational booklet and departmental manuals (Alijan, 1973). Purchasing policy places the authority and responsibly for purchasing in the purchasing department.

Every transaction between a buyer and seller involving the transfer to property is a contract. From the beginning to the completion of a transaction' between a buyer and seller many problems are involved and the paper handling of these and the administering of the business' features connected with them are vital factors in the successful operation of the company. For this reasons, the authority and responsibility of

purchasing rests with the purchasing department. The purchasing department is responsible to establish and administer purchasing policies, office reports necessary to permit analysis of purchasing performance, negotiate and approve term contracts, analyze prices, paid for materials and generally define how to obtain saving and to co ordinate purchasing procedures. The specific style, format and contents of purchasing policy manuals vary widely. What is important is that all major policies and operating procedures be communicated in writing. They must be stated in simple and unambiguously words in a manual that is easy to use (Westing, 1985). Purchasing policies are general statement or undertaking which guide or channel thinking and action in carrying any purchasing transactions and objectives in an optional manner it is statement that describes in very general terms UN intended course of action (Dobler and Donald, 1996) purchasing policies has various characteristics.

The purchasing department is responsible to establish and administer purchasing polices, institute report necessary to permit analysis of purchasing performance negotiate and approved terms of contracts and analyze price paid for material and generally define how to obtain saving and coordinating purchasing procedures (Aljian and George, 1973).

2.1.8. Importance of Good purchasing

According to Dobler andBurt (1990); the importance of good purchasing are:-

Purchasing function provides materials to the factory without which wheels of machines can not move, A one percent saving in materials cost is equivalent to a 10% in turn over. Efficient buying can achive this, Purchasing manager is custodian of his firm's is purse as he spends more than 50% of his company earnings on purchases, Purchasing can contribute to import substitution and save foreign exchange, Purchasing is the main factor in timely execution of industrial project,

2.1.9. Consequence Of Poor Purchasing

According to Dobler and Burt (1990); the consequence of poor purchasing are:-

Heavy competation, Cyclical savings of surplues and shortage and the fast rising material costs, Confusion, redundant spending and misinterpretation of contracts and needs, Loss of money and profitability, and Bad reputations and negative publicity.

2.2. Empirical Review of Related Literature

According to Mahari Mursue (2006), suppliers are selected using multiple criteria, which includes price, quality, supplier reliability and delivery promises. Also the list of permanent suppliers is given with out any comment about their competence. Another finding is that the company is using both centralized and decentralized purchasing process.

According to Biruk Assefa (2006), the poor quality of grain is attributable to the fact that no technical specifications are given to purchasers and disloyal act of suppliers. The paper discusses unreliable suppliers are causes of inefficient purchasing since the enterprise has no permanent source of supply. Further the problem of unclear purchasing procedure is mentioned as a research finding.

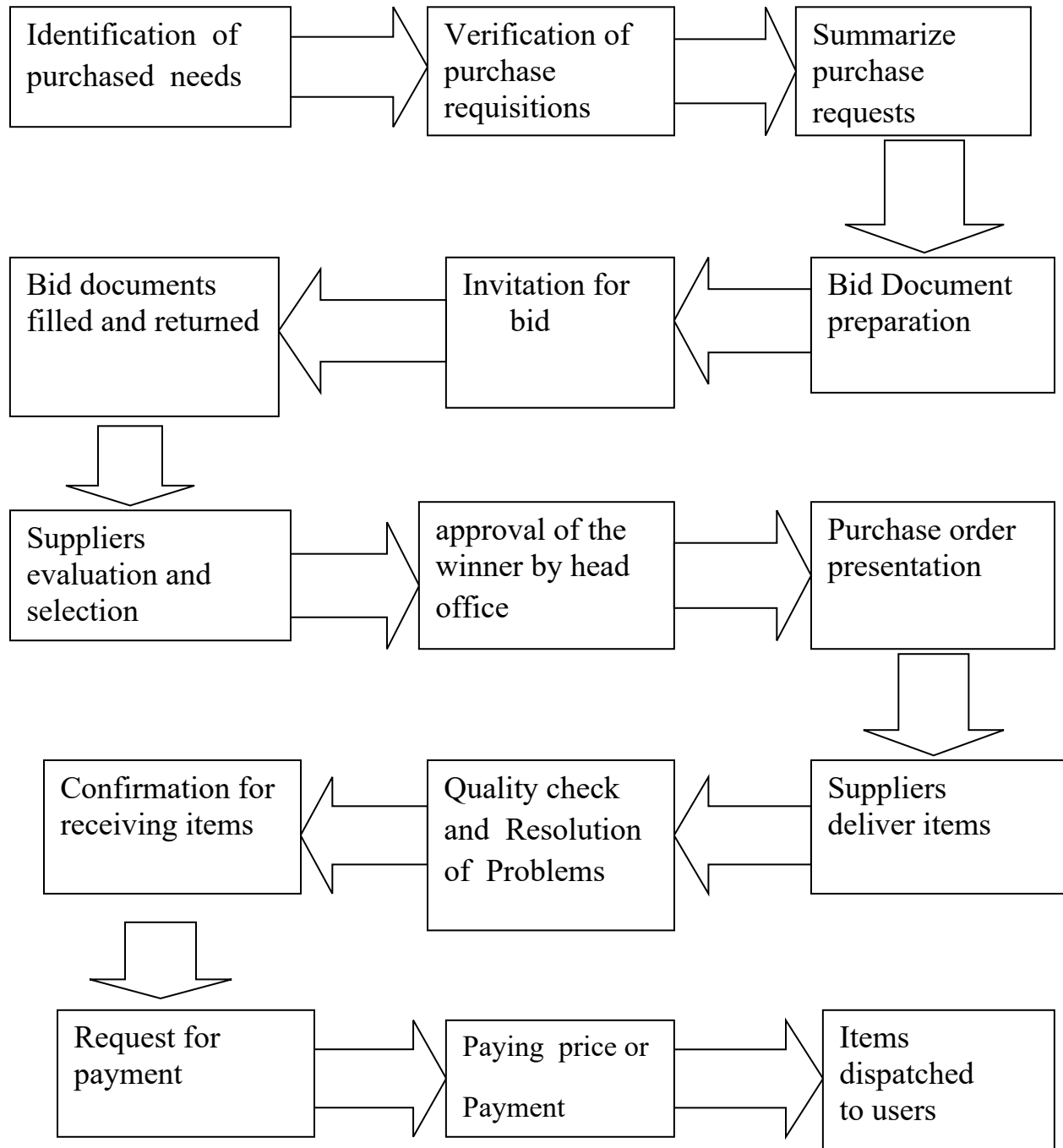
According to Getachew Zeleke (2006), which explain the reason behind the critical problems. The list includes: There is no sound and strong relationship with suppliers; purchases are not properly planned, implemented and expedited; the purchasing procedure is out dated and can't serve the current purchasing requirements; the absence of clear specification of items

According to Tewodros Walelgn (2006), The absence of permanent suppliers is related to unreliable source of supply, which is bringing poor quality purchases; the existence of weak relationship between purchasing and other departments together with unskilled purchasing staff is delaying purchases; the least price selection criteria the company is currently using are bringing poor quality materials; inefficient purchasing is causing price fluctuation of inputs.

According to Abera Sinishaw (2006), the prevalence least price criteria and absence of permanent suppliers are bringing substandard items. Further due to minimal attention given by the management purchases are not evaluated and there is no effective follow up system. On the top of this, there is shortage of skilled manpower and all these factors have their own contribution for the poor implementation of purchases.

2.2. Procedure of Purchasing Practice

Figure 2.1: procedure of Purchasing Practice



Source : Adopted from Federal Public Procurement and Property Administration & Procurement Training Module (2005 E.C).

2.4. Professionalism in Public Procurement

Professionalization is associated with the development of associations that seeks to establish minimum qualification for entrance to a professional practice or activities, enforce appropriate rules and norms of conduct among the members of the professional group and raise the status of the professional group in the wider society.

Lysons and Farrington (2006) In order to ensure public accountability, yet to gain optimum impact through the use of commercial best practice, there is a need for professional training and education of those personnel responsible for the strategic direction and practical application of procurement action.

2.5. Purchasing (Procurement) Methods

The Federal Democratic Republic of Ethiopia, Public Procurement and Property Administration Agency (2011) by quoting Proclamation Article 33: list the following methods of procurement

The following methods of procurement shall be used in public procurement: Open bidding, request for proposals, two stage tendering, restricted tendering, request for quotation, and direct procurement.

The Federal Negarit Gazeta (2005) states that except as otherwise provided in this Proclamation, the procuring entity shall use open bidding as the preferred procedure of procurement. Even though it is common that each method has its own advantage and drawback, the Ethiopian government prefers the bid way of purchasing especially; open bidding way to perceive the advantage gained by such method.

2.5.1. Bidding (Tendering)

According to Lysons and Farrington (2006) a purchasing procedure whereby potential suppliers are invited to make a firm and unequivocal offer of the price and terms on which they will supply specified goods or services, which, on acceptance, shall be the basis of a subsequent contract. Alternatively, Lewis (2005) elaborate as a formal written offer to undertake work or provide services for a stated price is called tender.

2.5.1.1. Types of bid

According to Lysons and Farrington (2006) tender are alienated in to five ways:

- a. Open Tender:** Prospective supplier are invited to compete for a contract advertised in the press or on the internet-the lowest tender generally being accepted, although the advertisers usually state that they are not bound to accept the lowest or any tender. Similarly the Federal Democratic Republic of Ethiopia, Public Procurement and Property Administration Agency (2011) states that all interested firms bidders are given adequate notification of contract requirements and all eligible bidders are given an equal opportunity to submit a tender. The public body must give sufficient

public notification of bidding opportunities to potential bidders to determine their interest and prepare bid documents.

- b. Selective Tender:** Tenders invited from supplier on an approved list that have been previously vetted regarding their competence and financial standing.
- c. Serial Tenders:** Prospective suppliers are requested on either an open or a selective basis tender for an initial scheme on the basis that, subject to satisfactory performance and unforeseen financial contingencies, a program of work will be given to the successful contractor, the rates and prices for the first job being the basis for the rest program.
- d. Negotiated tender:** a tender is negotiated with only one supplier so that competition is eliminated. This type of contract is usual. In case of local authority, it would require the waiving of standard order.

Thus, generally the Ethiopian government adopts only the two methods of tendering; open and restricted Tendering.

2.5.1.2. Two stage bidding

According to public body may use Two-Stage Bidding Method for the procurement of large or complex contracts. In the First-Stage, a public body shall invite through advertisement unpriced technical proposals on the basis of Bidding Documents which shall state the requirements of the public body in general terms and incorporate the necessary description and questionnaires and outline a conceptual design and/or specific performance requirements. A conceptual design would focus mainly upon the presentation of a functional design that provides potential bidders with basic technical information, e.g. stipulated performance specifications, outline technical specifications, visual, operational and economic details of the required procurement object.

2.5.2. Request for Quotation

The Federal Democratic Republic of Ethiopia, Public Procurement and Property Administration Agency (2011) a public body may undertake procurement by means of a Request for Quotations (RFQ) for the purchase of readily available, standard, off-the-shelf goods and related services and low value simple works or physical services, provided the estimated value of the contract does not exceed the amount

For works -----br 250,000

For goods-----br 100,000

For consultancy-----br 60,000

For services-----br 75,000

The public body shall request quotations from as many Bidders as practicable and shall obtain and compare at least three (3) quotations to establish the competitiveness of the quoted prices. Comparison of two (2) quotations is justified only when there is satisfactory evidence that there are only two sources of supply.

2.5.3. Request for proposal

The Federal Democratic Republic of Ethiopia, Public Procurement and Property Administration Agency (2011) A Request for Proposals (RFP) shall be used by public bodies for procurement of consultancy services. Consultancy services mean a service of an intellectual and advisory nature provided by consultants using their professional skills to study, design, and organize specific projects, advice clients, conduct training and transfer knowledge.

2.5.4. Restricted bidding

Prospective suppliers are invited to compete for a contract that advertising of which are restricted to appropriate technical journals or local newspapers. Likewise the Federal Democratic Republic of Ethiopia, Public Procurement and Property Administration Agency (2011) the total contract value of Procurement made by restricted bidding, in accordance with Article 49.2 of the Proclamation shall not exceed the following:

1. For procurement of works Birr 2,000,000.00;
2. For procurement of goods Birr 500,000.00;
3. For procurement of consultancy services Birr 300,000.00;
4. For procurement of services Birr 400,000.00.

2.5.5. Direct procurement(purchasing)

The public body shall, in the first place, ask for a quotation from a single bidder directly and afterwards shall be free to negotiate with the selected sole bidder. There is no requirement for Direct Procurement to be advertised, nor is there a need for a bid security.

2.6. Total Quality Management

As per Dobler Lee and Burt (1998) it is a management approach to an organization centered on quality, based on the participation of all its member and aiming at long-term success through customer satisfaction, and benefits to the members of the organization and to the society. The key element that appear to be common to most definitions are :the notion that quality is everybody responsibility ,the commitment and active participation of all individuals in the organization

Continuous improvement of quality Satisfaction of customer.

Similarly Lysons and Farrington (2006) define total quality management as an integrative management concept of continually improving the quality of delivered goods and services through the participation of

all levels and functions of the organization. Improve customer satisfaction ,Enhance quality of goods and services ,Improve productivity ,Better utilization of human resource

2.6.1. Criticisms of TQM

As per Dobler Lee and Burt (1998) it create a cumbersome bureaucracy of councils, committees and documentation relating to quality That it delegates the determination of quality to quality to expert because TQM is a complicated entity beyond the comprehension of the average employee .

2.7. Evaluation of potential source

Fearon and England (1992) elaborate how to evaluate the source in the evaluation of potential source attempt to answer two key questions

1. Is this vendor capable of supplying the purchaser's requirements satisfactorily in both the short and long term?
2. Is this vendor motivate to supply these requirements in the way that purchaser expects in the short and long term? The first question can be largely answered on a technical basis. The second probes the human side. On the other hand Baily and et al (2005) supplier can be assessed with the following parameter

- a. **Past performance:** - it is used for supplier selection when items are bought in large quantities form several supplies. Buyers use this information not only to give more business to better suppliers, and to phase out inadequate suppliers, but also to urge weak suppliers to improve their performance
- b. **Reputation:** - experienced buyers build up a lot of market knowledge, which they add to by talking to colleagues, sales representatives and buyers in other organization.
- c. **Visit and appraisal:** - it involves a visit to the supplier in order to make an assessment of quality capability. Quality control staff, purchasing staff or an interdepartmental team may take the visit .
- d. **Third party certification:** -Third party certification is the term used for visit and appraisals made by some independent body-neither the first party, or buyer, nor the second party, or seller- the results of which are then published or made available to clients or subscribers in the form of a certificate of quality assessment.
- e. **Evaluation of sample product:** -it is the delivery of satisfactory goods by the supplier and their acceptance by the customer, thus completing the transaction once payment has been made.

2.8. Negotiation

Negotiation is an occasion where one or more representatives of two or more parties interact in an explicit attempt to reach a jointly acceptable position on one or more divisive issues about which they would like to agree Lysons and Farrington (2006). Similarly, Dobler and Burt (1998) list out the following common

objectives of all procurement/sales negotiations: To obtain the quality specified, to obtain a fair and reasonable price and to get the supplier to perform the contract on time.

Conversely, the Federal Democratic Republic of Ethiopia Ministry of Finance and Economic Development Public Procurement and Property Administration Agency (2011) negotiations shall include discussions of the TOR, the approach and methodology, organization and staffing, work plan and the public body's inputs. Special attention shall be paid to defining clearly the inputs and facilities offered by the public body. The negotiations shall not significantly alter the original TOR otherwise the integrity of the negotiations, the content and findings of the technical evaluation report, may be questioned.

Based on the above literature review, a researcher conceptual frame work was designed.

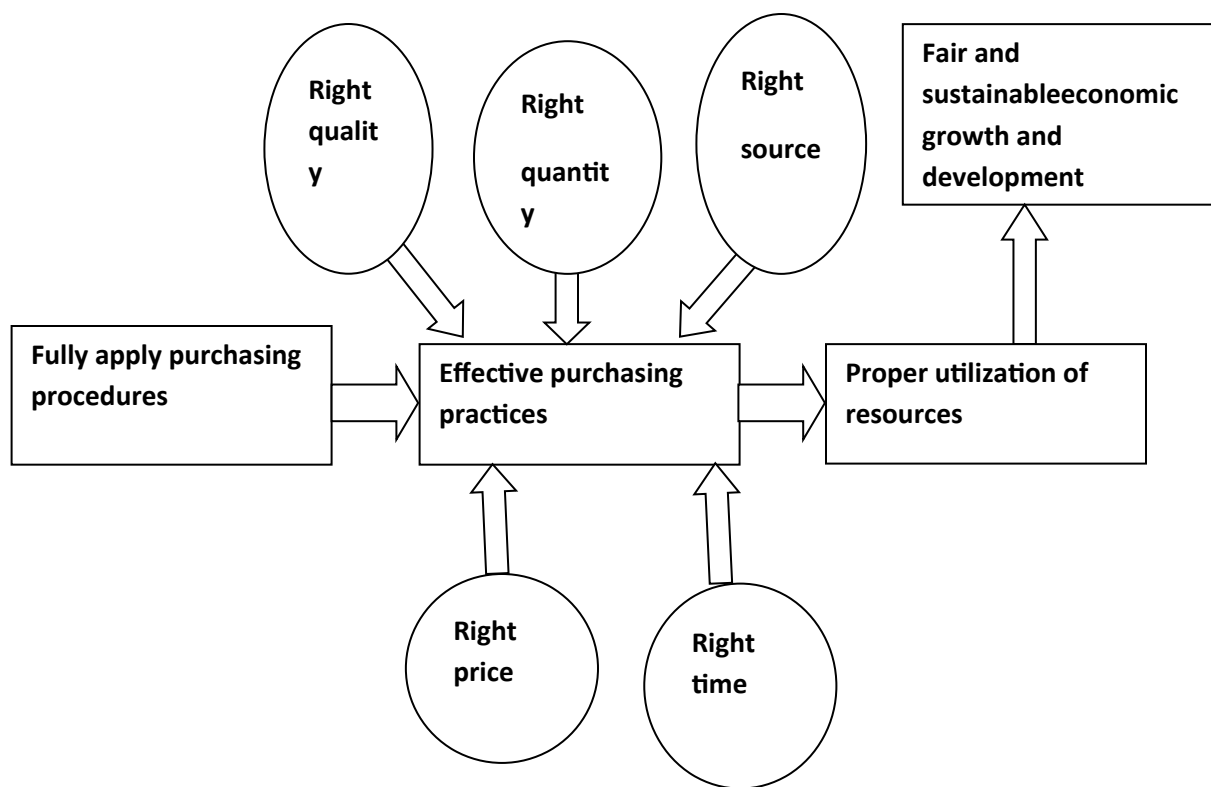


Figure 2.2 conceptual frame work

Source : Own Survey, 2018

CHAPTER THREE

3. RESEARCH METHEDOLOGY

This part of the thesis presents the methodological aspects of the thesis, which includes the research design, source of data, sample size and sampling techniques, instrument for data collection, procedures of data collection and data analysis method.

3.1. Research Design and Methodology

The purpose of this study is to assess the purchasing practices and challenges in selected government organization in Enebisie Sar Midir Woreda East Gojjam, Amhara Region. To realize this purpose, descriptive survey design was employed.

According to Kotharic(2004) the major purpose of descriptive survey is description of the state of affairs as it exists at present. To realize this purpose the researcher employed qualitative method. The qualitative approach was employed as a supplementary to the study with the information gained by open ended and closed questions, semi structured interview and document analysis check list.

3.2. Source of data

Gathering data from various respondent is an important aspect of the research methodology. Therefore, to get valid and reliable information, the use of appropriate data sources is vital. For the successes of the study both primary and secondary data sources were taken in to account. Primary data were collected from staff workers, purchasing staff workers, and heads of core work process. The reasons for selecting these as primary source of data were the assumption that they have rich information about practice and challenges of purchasing in selected government organization. Secondary source of data were taken from work plan of purchasing, annual report of the selected government organization and guide lines related to purchasing.

3.3. Sampling techniques and sampling size

The research respondents were selected using different sampling techniques in Enebsie Sar Midir Woreda , there are 28 government organization. Hence, in order to make the research more manageable, out of the available 28 government organization 7 government organization were selected by purposive sampling techniques. The sample of the selected government organization were finance and economy development office, Mertulmariam Agricultural collage, Mertulemariam Technical and Vocational collage, Mertulemariam Town municipal, Mertulemariam 1st level Hospital , Mertulemariam Health Center, and Mertulemariam town water supply office. A general rule of thumb to always use the largest sample possible. The larger the sample, the more representative it is going to be, smaller size produces less accurate results because they are likely to be less representative of the population(LoBiondo-Wood Haber, 1998). Based on this fact 428 people 100% of the total population of 428 workers, 35(100%) of the purchasing staff members and 30 (100%) of heads of core work processing were selected by comprehensive sampling and purposive sampling.

Table 1. total population sample size, and the sampling techniques of respondantes.

No	Selected government organization	No of core work processing	Total population			Sample size			Sampling techniques
			M	F	T	M	F	T	
1	Finance and Economic Development Office	4	45	20	65	45	20	65	Comprehantive and purposive sampling
2	Mertulemariam Agricultural Collage	6	64	57	121	64	57	121	Comprehantive and purposive sampling
3	Mertulemariam Techninal And Vocational Collage	4	64	30	94	64	30	94	Comprehantive and purposive sampling
4	Mertulemariam Town Municipal	5	11	11	22	11	11	22	Comprehantive and purposive sampling
5	Mertulemariam 1 st Level hospital	4	71	56	127	71	56	127	Comprehantive and purposive sampling
6	Mertulemariam Health Center	5	26	23	49	26	23	49	Comprehantive and purposive sampling
7	Mertulemariam Town Water and Supply Office	2	11	4	15	11	4	15	Comprehantive and purposive sampling
	Total	30	292	201	493	292	201	493	

Source; Enebsie Sar Midir Woreda civil service office(2009 E.C)

3.4. Data collection instruments

In the process of data collection, questionnaire, interview and document analysis were used.

3.4.1. Questionnaire

In order to get appropriate information about purchasing practices and challenge to asses the purchasing practices and challenge in selected government organization. The questionnaire were comprised of both close and open- ended items for selected government organization staff members. The closed ended items were relatively objective, easy to respond and help respondents to choose one option based on their opinions. More over, open- ended questionnaire were used to gave opportunity for respondents to wrote additional ideas on the issue raised. More over, clarification on the questionnaire were made to all respondents. Questionnaire were prepared in both Amharic and English language and finally were translated into English.

3.4.2. Interview

As for as interview enables the researcher to substantiate the information were collected through questionnaire, semi-structured interview would prepared for head of core work process and purchasing staff members were asked turn by turn by taking into consideration the interview voluntariness. Interview were prepared in both Amharic and English and finally translated into English.

3.4.3. Document Analysis

The researcher were prepared check lists to asses points related to purchasing practice in selected government organization in Enebsie Sar Mider Woreda. The check lists of document analysis were prepared in both Amharic and English and finally translated into English.

3.5. Procedures of Data Collection

To answer basic research question raised, the researcher went through series of data gathering procedures. The expected relevant data was gathered by using questionnaire, interview and document analysis. First manuscript of questionnaire, interview and document analysis check list were checked and relevance of their content was commented by the thesis advisor. Based on the significant suggestion and constructive comments valuable items were added and irrelevant items were rejected. In doing to having letter of request from Debre Markos University for getting permission; the researcher directly went to 7(seven) sectors for consent. After making agreement with the concerned participants; the researcher introduced his objective and purposes. Then the correct and modified questionnaires were distributed to staff members of the selected government organization. The participants allowed giving their own answer to each item independently as needed by the researcher. They were closely assisted and supervised by the researcher himself. Finally, the questionnaires collected back at the right appointment. So as to triangulate the data about purchasing practice and challenges in selected governmental organization.

Interview was conducted with purchasing staff members and head core work processing at the interview being carried out, the researcher was taking notes of the responses. Beside this after making clear about the objective of the research the researcher got permission from the head office of the selected governmental organization. The researcher also conducted document analysis to investigated points related to purchasing practice and challenges in selected governmental organization. Furthermore, although efforts were made to collect back the distributed 428 questionnaires to staff members, it was only possible to get back 386 (90.19 %) questionnaires.

3.6. Methods of data analysis

Data analysis refer to shifting, organizing, summarizing and synthesizing the data so as to arrive at the results and conclusions of the research. The raw data was fallied and structured so as to make it manageable for analysis. Based on the data collection instruments qualitative information obtained through the questionnaire were fallied , tabulated and analyzed by using frequency count and percentage. Descriptive statistics like percentage and frequency count were used to report facts as they are described by respondents and used to detrrmine the current practices and challenges of purchasing in selected governmental organization. On the other hand the qualitative information obtained by using open ended questions, semi structured interview gide and document analysis check list were transcribed , categorized thematically , expressed through descriptive statements, interpreted and triangulated. Then analysis and interpretation was made and relation to the basic questions of the study, and then the findings of the study were compiled. This was made because of the belief that the information collected could be more clearly analyzed without making unnessary complications, with the percentage approach than other stastical approach.

3.7. Pilot study

Following the preparation of the questionnaire, translation to Amharic was made. Before the final distribution, manuscript of the questionnaire and the interview guiding question were checked and relevance of there content was commented by three purchasing staff workers of Enebsie Sar Mider Woreda economic development office and four the 2nd degree holders of Mertulemariam Agriculturel college workers who have taken their 2nd degree in masters of business Administration from different government universities in Ethiopia. Because they are resource full and familiar with the issues under study and they closely know back ground of the respondent. Based on the significant suggestions and constructive comments valuable items would added and irrelevant items would rejected. Based on the commments given, questionnaires were rearranged in line with guiding question and five items were excluded because of redundancy and two shortend items were lengthy, and many unclear items were made clear. Language use was also arranged in accordance with the comment given.

3.8. Ethical Consideration

An official letter was written to the concerned bodies from and , the researcher respected rights, needs, values and desires of the participants. The researcher show the introductory letter or written permission from Debre Markos University to the participants to process with the study. The researcher also told them about the objective of the study and how the data would be be used. In addition to this, The researcher informed participants about all the data collection devices of the activities. To ensured the confidentiality of the data that no other person would access it and no harm would they face in relation to the data the researcher also told the respondents on the issue under the study.

In addition, the study was based on their consents. The researcher also did not personalize any of the response of the respondents during data presentations, analysis and interpretation. Furthermore, all the materials used for this research have been duly acknowledged.

CHAPTER FOUR

4. Presentation analysis and interpretation of data

This chapter comprises two major parts .The first part present the characteristics of the sample population involved in the study .Thus the profile of the study group was discussed in terms of sex,age,litracy ,back ground ,current job and afield of specialization. The second parts deals with the analysis and discussion of the data collected from the subjects of the study to search answer for the basic questions raised in statement of the problem. Finally findings were drawn and summarized under chapter five.

4.1. respondent's back ground information

In the study staff members, purchasing staff members and head of core process of the selected government organization were included:

Table2: Respondents' Sex, Age, Education back ground information and Filed of specialization

No	Characteristics of respondents		Staff members of the organization		Purchas staff members of the organization		Core head process		Total	
			NO	%	NO	%	NO	%	NO	%
1	Sex	Female	228	59.07	23	65.71	20	66.67	271	60.09
		Male	158	40.93	12	34.39	10	33.33	180	39.91
		Total	386	100	35	100	30	100	451	100
2	AGE	20-29	14	3.63	-	-	-	-	14	3.10
		30-39	362	93.78	35	100	30	100	427	94.68
		40-49	10	2.59	-	-	-	-	10	2.22
		50 and >50	-	-	-	-	-	-	-	-
		Total	386	100	35	100	30	100	451	100
3	Educational back ground	certificate	-	-	-	-	-	-	-	-
		diploma	9	2.33	7	20	-	-	16	3.55
		Degree	372	96.37	28	80	30	100	430	95.34
		Master and above	5	1.30	-	-	-	-	5	1.11
		Total	386	100	35	100	30	100	451	100
4	Field of specialization	Accounting	181	46.89	18	51.43	24	80	223	49.45
		Management	153	39.64	17	48.57	6	20	176	39.02
		Business administration	-	-	-	-	-	-	-	-
		Marketing	10	2.59	-	-	-	-	10	2.22
		Economic	-	-	-	-	-	-	-	-
		Administrative service	-	-	-	-	-	-	-	-
		Officer	42	10.88	-	-	-	-	42	9.31
	Total		386	100	35	100	30	100	451	100

Source: Own Survey,2018

A total of respondents were included in the study, as shown in table 2 above 271 (60.097) respondents were males while the remains 180 (39.91%) were females. the researcher sampled proportion of respondents by sex proportion of their enrollment.

This findings should that if the female participation in purchasing practices is by far more than that of the females this implies in purchasing practice ,the participants ,particularly less participation of females in purchasing practice in the selected government organization may hider women's decision making and empowerment on purchasing planning in organization and management in general .

Concerning of the age of respondents 14 (3.10%) respondents were in the age of 20-39 years 427 (94.68%) respondents were in the age of 30-39 years, 10 (2.22%) respondents were in the age of 40-49% years.

This shows that most participants 427 (96.68%)in purchasing practice were young and this age groups were matured enough to analyze and interpret about purchasing practice and challenge in selected governments organization.

Regarding the educational background of the respondents in table 2 above illustrated that 9 (2.33%) staff members of the selected organization were diploma 372 (96.37%) staff members of the selected government organization were degree and 5 (1.30%) were masters ,7 (20%) of purchasing staff members were diploma 28 (80%)were degree and also 30 (100%) core head process were degree. from thus we can understood that, respondents were trained professionals and have related field of specialization to gave information about practice and challenge well regarding to respondents educational back ground the data ruled that they have academic concepts to positively influence the success of purchasing practice. Generally from this it might be possible to say that the sex ,age ,educational, back ground ,and filed of specialization of participants help to get basic information and important to made some types of conclusion.

4.2 Analyses Of Data Regarding To Staff members Of The Selected Government Organization

Table 3: Staff Members Response On Purchasing Request

No	Activates/item	Choices	Respondents	Percentage
1	Do you make purchasing request?	Yes	218	56.48
		No	168	43.52
		Total	386	100

Source: Own Survey, 2018

Concerning item 1 of table 3, respondents were asked to reflect their agreements on do you make purchasing request .Accordingly ,the majority 218 (56.48%) of staff members of the selected organization related that they were request purchasing ,and the rest of 168 (43.52%) of staff members of the selected government organization did not request purchasing

How over results of the interview with purchasing staff members and core head process of the selected government organization showed that they were made purchasing request. by supporting this idea one finance and economic development purchasing core head process ,informed that “ staff members of the organization were made purchasing request from their core head process and the core head process also made purchasing request for the head office but some of them were not made purchasing request for core head process or for head office they simply looked.” From this one can conclude that staff members of the organization could made purchasing request in their organization

Table 4: Staff Members On Purchasing Requisition

No	Activities/ item	Choice	Respondents	Percentage
1	How often do you fill purchase requisition ?	Once a month	69	17.88%
		Once in quarter	55	14.25%
		Twice a year	244	63.21
		Once a year	18	4.66
		Total	386	100

Source : Own Survey, 2018

As depicted in item 1 of table 4, above 244 (63.21%) of staff members of the selected government organization in their order agreed that they were filled purchase requisition twice a year and the rest 55 (14.25%) once in quarter 69 (17.88%) once month ,18 (4.66%) once year this reveled that majority of respondent agreed that staff members of the organization were filled purchase requisition .Farther more the information gathered from the interview and document checklist showed that the current condition the rule and regulation of ministry of finance (2005) said that “in the organization purchase registration were filled and martial were bought twice a year” . From this ,one can understand that staff members ,core head process and head office of the organization were filled purchase requisition twice a year .Hence ,one could possible recognize from the result above that staff members of the organization should enhance their effort to filled purchase requisition twice a year.

Table 5: Staff Members Response On Frequently Asked Materials

No	Activities(item)	Choice	Respondents	Percentage
1	Which item do you request mostly ?	Education and duplication materials	78	20.21%
		Stationeries and office suppliers	179	46.37
		Computer and accessories	38	9.84
		Sanitary suppliers	56	14.51
		Vehicles and motor bike parts	12	3.11
		Other	23	5.96
		Total	386	100

Source : Own Survey, 2018

As presented in the item 1 table 5 179 (46.37%) of staff members were mostly requested to purchased stationeries and office Suppliers, the rest 78 (20.21%) , 38 (9.84%) ,56 (14.51), 12 (3.11%) , 23 (5.96%) of staff members of the organization were requested to produced educational and duplication materials, Computers and accessories', stationary suppliers ,vehicle and motor bike parts and others respectively .This depecites that majority of Respondents were mostly requested to purchased stationeries and office suppliers .

The result of interview from purchasing staff members and core head process of the selected government organization and document analysis reveled that organization mostly requested material to purchased were stationeries and office suppliers because of securcity (shortage of budget). Therefore from this result it is possible to conclude that staff members of the selected government organization were mostly requested items to purchased were stationeries and office suppliers rather than education and duplication materials ,computers and accessories ,sanitary suppliers and vehicle and motor bike or others.

Table 6: Staff Members Response On The Items Of 5R'S Purchasing rinciple

No	Activates items	Choice	Respondents	Percentage
1	How do you rate the performance of purchasing interns of quality based on the organization specification ?	Always	37	9.59
		Most of the item	138	35.75
		Rarely	124	32.13
		Never	59	15.28
		I don't know	28	7.25
		Total	386	100
2	How do you rate the performance of purchasing interns of quality based on the organization specification ?	Always	146	37.83
		Most of the item	183	47.41
		Rarely	28	7.25
		Never	19	4.92
		I don't know	10	2.59
		Total	386	100
3	How do you rate the performance of purchasing interns of the right source?	Always	118	30.57
		Most of the item	201	52.07
		Rarely	30	7.77
		Never	25	6.48
		I don't know	12	3.11
		Total	386	100
4	How do you rate the performance of purchasing interns of the right price?	Always	46	11.92
		Most of the item	73	18.91
		Rarely	129	33.42
		Never	76	19.69
		I don't know	62	16.06
		Total	386	100
5	How do you rate the performance of purchasing interns of the right time based on the organization specification	Always	52	13.47
		Most of the item	82	21.24
		Rarely	147	38.08
		Never	66	17.11
		I don't know	39	10.10
		Total	386	100

Source : Own Survey,2018

As indicated in item 1 of table 6, 138 (35.75%) respondents replied that the rate of purchasing performance in terms of quality based on a given specification most of the time purchasers purchase quality item the rest 37 (9.59%), 124 (32.13%), 59 (15.28%) and 28 (7.25%) of respondents the performance of purchasing in terms of quality agreed the always, rarely, never and I don't know respectively. The information from the interview and document analysis check list most of item the selected government organization purchase quality items based on the given organizational specification.

As depicted in item 2 of table 6, most of the respondents 183 (47.41%) said that most of the time the rate of performance of purchasing items in terms of quality based on the organization specification was most of the item. The rest 146 (37.83%), 28 (7.25%), 19 (4.92%) and 10 (2.59%) of the respondents agreed that the rate of the performance of purchasing items in terms of quality was always, rarely, never, and I don't know respectively.

The data with interview and document analysis check list showed that the selected government organization most of the time they purchase items in terms of quality based on a given specification. From this one can conclude that most of the item the selected government organization the rate of the performance of purchasing items from the right quality and quantity based on the organization specification.

As stated item 3 of table 6, the majority of respondents 201 (52.07%) staff members revealed that the rate of performance of purchasing in terms of the right source was most of the time

On the other hand 118 (30.57%), 30 (7.77%), 25 (6.48%) and 12 (3.11%) respondents agreed that the rate of performance of purchasing in terms of the right source was always rarely, never, and I do not know respectively.

Likewise, from the interview, one of the office experts (expert A) said: "most of the time the selected government organization the rate performance of purchasing of items in terms of the right source because the organizations purchase items by different types of purchasing like bidding". From this, one can conclude that most of the time the selected government organization the rate of the performance of purchasing items from the right source. Because organization purchase items by different types of purchasing like bidding. From this one can conclude that most of the time the selected government organization the rate of the performance of purchasing items from the right source.

In the same table item 4, respondents demonstrate that the majority of the respondents 129 (33.42%) of them agreed that the rate of the performance of purchasing items in terms of the right price is nearly the rest 46 (11.92%), 73 (18.91%), 76 (19.69%) and 62 (16.06%) respondents agreed that the rate of performance purchasing items in terms of the right price was always most of the time, never and I don't know

respectively. Likewise, from the interview, one of the purchasing staff members of the selected government organization said that based on inflation of cost from time to time items were not purchased from the right price.

In addition to this from document analysis check list the selected government organization Purchased the same items within a month the price of the items were different. This indicated that the selected government organization the rate of performance of purchasing items of the right price was rarely.

As presented in items of table 6, majority groups of respondents 147 (38.08%) of staff members the selected government organization the rate of the performance of purchasing items in terms of the right time were rarely. The rest 52 (13.47%), 82 (21.24%), 66 (17.11%) and 39 (10.10%) of respondent the rate of the performance of purchasing item in terms of the right time were always most of the time, never, and I don't know respectively.

The information gathered from interview question and document analysis checklist that because of suppliers and shortage of budget the rate of the performance of purchasing item in terms of the right time was rarely. From the above one can understand that the selected government organization the rate of the performance of the purchasing items in terms of the right time were rarely because of different internal external factors.

As demonstrated (lenders ,1989) “the standard statement of the overall objectives of the purchasing function is that should obtain the right materials in the right quality ,quality , for delivery at the right time and place ,from the right source with the right service(between and after sale)and the right price” from the above one can conclude that the management of the selected government organization must doing to assure purchasing was practiced in accordance with the 5R'S principles of purchasing.

Table7: Staff Members Of Response On The Time To Receive The Item Requested

no	Activities	Choice	Respondents	Percentage
1	Do you think it takes too long the item you request ?	Yes	279	72.28
		No	107	27.72
		Total	386	100

Source : Own Survey, 2018

Concerning item 1 table 7, respondents were asked to reflect their agreement on do you think its takes too long to receive the item /materials / you request. Accordingly the majority 279 (72.28%) of staff members of the selected government organization reveled that the materials/items / they requested were taken too long to receive and the rest 107 (27.72%) of staff members of the selected government organization requested who did not taken too long to receive. However the result of document checklist of the selected

government organization showed that items or materials that were requested by staff members of the organization takes too long to receive, because of the time takes to open bid, problem of merchants, problem of budget, problem of distance of woreda, inflation and other reasons. Regarding this idea the result of interview from 35 purchasing staff members and 30 core head process revealed that items asked by staff members of the organization to received were takes too long time because of the rule and regulation of finance problem of budget, work load on the purchasing staff, lack of skill and experience of purchasing staff, suppliers problem , lengthy purchasing process, rent seeking of suppliers and purchasiers, bureaucratic red tape and other related problems. From this one can conclude that the items/materials that were purchased by the organization takes too long to receive for staff members of the organization.

Table 8: Staff Members Response On Reasons For Delayed Purchase

No	Activities	Choice	Respondents	Percentage
1	What do you think the reason for delayed purchase ?	Lengthy purchasing process	48	12.44
		Bureaucratic red tape	18	4.66
		Work load on purchasing staff	8	2.07
		Lack of skill and experience by purchasing staff	41	10.62
		Lack of motivation	27	6.99
		Suppliers problem	14	3.63
		Rent seeking	8	2.07
		Budget problem	49	12.69
		All	168	43.52
		Others	5	1.31
		Total	386	100

Source : Own Survey, 2018

As presented in item 1 of table 8, above, staff members of the selected government organization in their ordered agreed that the reason for delayed purchase the majority 168 (43.52%) respondents agreed that all the given choice lengthy purchasing process, bureaucratic red tape, work load on purchasing staff, lack of skill and experience by purchasing staff, lack of motivation, suppliers problem, rent seeking, and budget problem are the reason for delayed purchase. The rest 48 (12.44%) agreed the reason for purchase were lengthy purchasing process.

18 (4.66%) respondents agreed that the reason for delayed purchase were bureaucratic red tape, 8 (2.07%) respondents agreed that the reason for delayed purchase were work load on purchasing staff, 41 (10.62%)

respondents agreed that the reason for delayed purchase were lack of skill and experience by purchasing staff, 27(6.99%) respondents agreed that the reason for delayed purchase were lack of motivation, 14 (3.63%) respondents agreed that the reason for delayed purchase were suppliers problem, 8(2.07) respondents agreed that the reason for delayed purchase were rent seeking, 49 (12.69%) respondents agreed that the reason for delayed purchase were Budget problem.

Furthermore the information gathered from interview questions and document checklist should that the reason for delayed purchase were lengthy purchasing process, bureaucratic red tape, work load on purchasing staff, lack of skill and experience by purchasing staff, lack of motivation suppliers problem, rent seeking budget problem, continuous price fluctuation, ineffective purchasing plan and negative relation ship between purchasing and suppliers that the reason for delayed purchased materials or items were the cause or problem to purchased items in terms of the right quality, quantity, source, time and price.

Table 9: Staff Members Response On Average Time A Purchase Takes Place

No	Activities /Items	Choice	Respondents	Percentage
1	What is the average time it takes to receive an item you request?	1-2 weeks	121	31.35
		3-6 weeks	172	44.56
		7-12 weeks	55	14.25
		13-20 weeks	28	7.25
		More than 6 month	10	2.59
		Total	386	100

Source : Own Survey, 2018

Concerning in items of table 9, above, respondents were asked to reelect their agreement on the average time it takes to receive requested items, Accordingly, the majority 172 (44.56%) respondents agreed that the average time it takes to receive on item request were 3-6 weeks, on the other hand 121 (31.35%), 55 (14.25%), 28 (7.25%), and 10 (2.59%) respondents agreed that the average time it takes to receive on item request were 1-2 weeks, 7-12 weeks, 13-20 weeks and more than 6 months respectively.

The selected government organization purchasing staff members and core head process also explained that the average time it takes to receive an item request were 3-6 weeks, there fore the result indicated that the average time it takes government organization were 3-6 weeks. This might lead the securcity (shortage) of materials or items easy for the organization.

Table 10: Staff Members Response On Problem Of Poor Performance Of Purchasing

No	Activities /Items	Choice	Respondents	Percentage
1	Have you encountered any problem because of the poor performance of purchasing?	Yes	281	72.80
		No	105	27.20
		Total	386	100

Source : Own Survey ,2018

As indicated in item 1 of table 10, above 281 (72.80%) of the selected government organization agreed that they had encountered any problems because of poor performance of purchasing and the rest 105 (27.20%) respondents agreed that they did not encountered any problems because of poor performance of purchasing. Regarding this idea, MOF (2010) suggested that, purchasing staff members should provide purchased adequate material from the right source, the right quality, right quantity, right time with the right price from the concerned bodies.

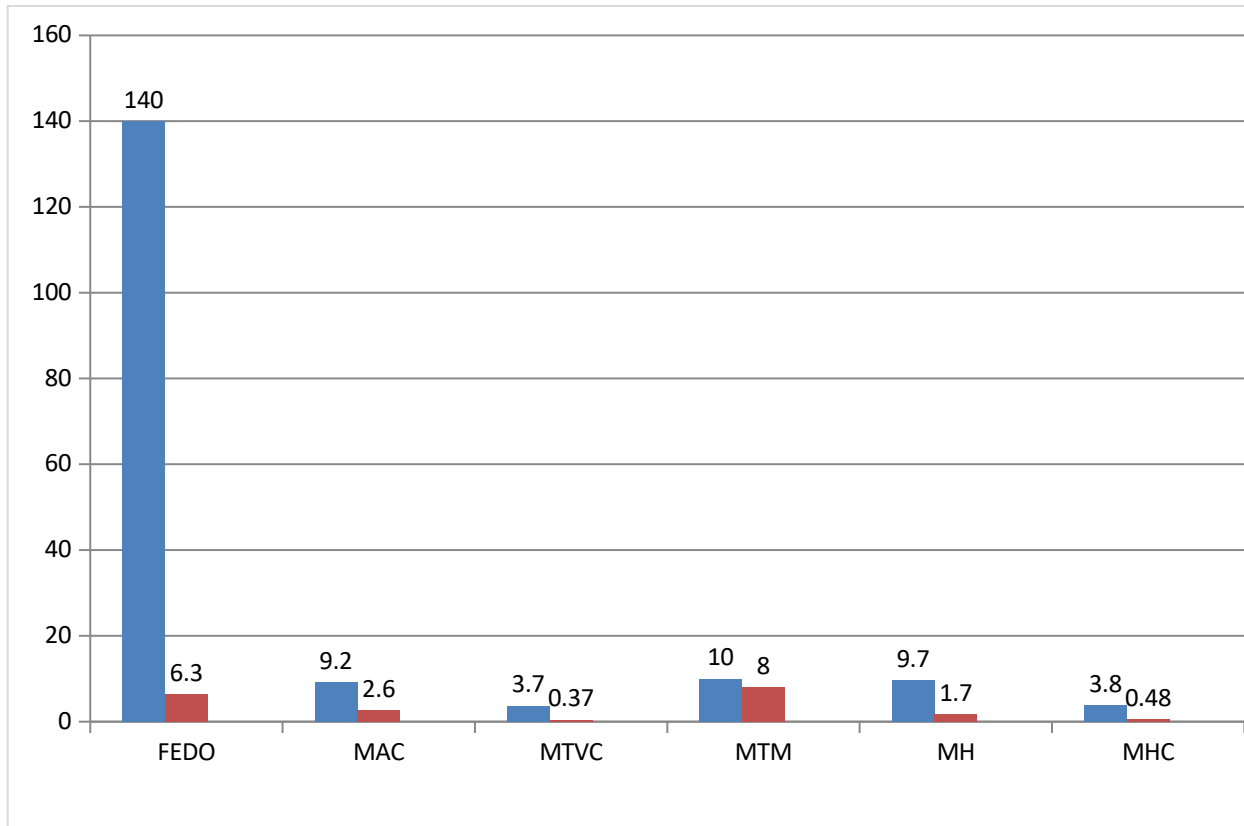
The interview and document checklist information also added that the staff members purchasing staff members and core head process in the selected government organization had encountered problems related to material or items quantity, quality, price, time and source based on the asked specification.

In addition, one of experts said; “the problems that were encountered related to poor performance of purchasing were seeking budget problems, lack of motivation for purchasing staff members, lack of skill and experience and lengthy of purchasing process to purchased items in related to quality, quantity, time, price and source”.

From the above, one can conclude that staff members of the organization had encountered problems because of the poor performance of purchasing. This implies that because of poor performance of purchasing staff members of the selected government organization encountered problems in related to right quality, right quantity, right price, right time and right source.

4.3 Findings Of The Purchasing Practice And Challenges Of Selected Government Organization From Questionnaire, Interview Questions And Document Checklist

Figure4.1: 2010 E.C purchasing budget in each sectors



Source :Own Survey, 2018

4.3.1. Challenges Of Purchasing

According to staff members of the selected government organization in their ordered agreed that the reason for delayed purchase the majority 168 (43.52%) respondents agreed that all the given choice lengthy purchasing process, bureaucratic red tape, work load on purchasing staff, lack of skill and experience by purchasing staff, lack of motivation, suppliers problem, rent seeking, and budget problem are the reason for delayed purchase. The rest 48 (12.44%) agreed the reason for purchase were lengthy purchasing process.

18 (4.66%) respondents agreed that the reason for delayed purchase were bureaucratic red tape, 8 (2.07%) respondents agreed that the reason for delayed purchase were work load on purchasing staff, 41 (10.62%) respondents agreed that the reason for delayed purchase were lack of skill and experience by purchasing staff, 27(6.99%) respondents agreed that the reason for delayed purchase were lack of motivation, 14 (3.63%) respondents agreed that the reason for delayed purchase were suppliers problem, 8(2.07%) respondents agreed that the reason for delayed purchase were rent seeking, 49 (12.69%) respondents agreed that the reason for delayed purchase were Budget problem.

Furthermore the information gathered from interview questions and document checklist should that the reason for delayed purchase were lengthy purchasing process, bureaucratic red tape, work load on purchasing staff, lack of skill and experience by purchasing staff, lack of motivation suppliers problem, rent seeking budget problem, continuous price fluctuation, ineffective purchasing plan and negative relation ship between purchasing and suppliers that the reason for delayed purchased materials or items were the cause or problem to purchased items in terms of the right quality, quantity, source, time and price. The implication of the above finding is in Enebsie Sar Midir woreda selected government organization there is a problem or challenges in purchasing.

According to Getachew Zeleke (2006), which explain the reason behind the critical problems. The list includes:There is no sound and strong relationship with suppliers; purchases are not properly planned, implemented and expedited; the purchasing procedure is out dated and can't serve the current purchasing requirements; the absence of clear specification of items

According to Tewodros Walelgn(2006),The absence of permanent suppliers is related to unreliable source of supply, which is bringing poor quality purchases; the existence of weak relationship between purchasing and other departments together with unskilled purchasing staff is delaying purchases; the least price selection criteria the company is currently using are bringing poor quality materials; inefficient purchasing is causing price fluctuation of inputs.

4.3.2. The type of bid frequently utilized

The type of bid frequently utilized in the selected government organization from the six type of bid were open bidding, request for quotation, restricted tendering and direct procurement only. The rest the two types of bid request for proposals and two stage tendering where not utilized. From this one can conclude that the consequence of using only four types of bid is rent seeking, bad reputations and negative publicity, loss of money and profitability, poor quality of raw material, unavailability of competent and reliable suppliers, continuous price fluctuation, delayed purchases and inefficient purchasing.

4.3.3. The purchasing practice and procedures

The purchasing practice and procedures in the selected government organization were identification of purchased needs, verification of purchase requisition, evaluation and selection of supplier, preparation of purchase order, follow up, receiving and inspection, payment, evaluating the purchasing performance and items dispatched to users. From the above one can conclude that the purchasing practices and procedures in the selected government organization is long and the purchasing procedure is outdated and can not serve the current purchasing requirements.

4.4. Discussion

Depending on the above findings the researcher presents the discussion of the study as follows:

The challenges or problems in purchasing were lengthy purchasing process, bureaucratic red tape, lack of skill and experience of purchasing lack of motivation, suppliers problem, rent seeking, budget problem, problem of purchasing annual plan, identification of needed materials, problem of participation of stakeholders, lately budget transferred from the federal to regional and from regional to woreda, problem of pilot study of purchased item, problem of identification of type of bid and purchasing, problem of cooperative, inflation of cost of items, problems of fulfill the right price of items, problem of cheating by supplying material specification, request of NGOs were not yearly planned, problem of keeping the purchasing procedures to minister of finance and problem of accountability related to poor performance of purchasing.

According to Getachew Zeleke (2006), which explain the reason behind the critical problems. The list includes: There is no sound and strong relationship with suppliers; purchases are not properly planned, implemented and expedited; the purchasing procedure is out dated and can't serve the current purchasing requirements; the absence of clear specification of items

According to Tewodros Walelgn(2006),The absence of permanent suppliers is related to unreliable source of supply, which is bringing poor quality purchases; the existence of weak relationship between purchasing and other departments together with unskilled purchasing staff is delaying purchases; the least price

selection criteria the company is currently using are bringing poor quality materials; inefficient purchasing is causing price fluctuation of inputs.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

This chapter deals with the summary of the findings, conclusion, and optional solutions recommended that assumed possible reduce challenges of purchasing practice in selected government organization in Enbesie Sar Midir Woreda.

To address the aforementioned objectives the following basic research questions were set.

1. How Enbesie Sar Midir Woreda selected government organization follow the necessary purchasing policies and procedures to make purchasing
2. What different types of purchase are practiced and which are the critical one's selected government organization of Enbesie Sar Midir Woreda.

3. What factors affect the purchasing practice and procedure in selected government organization of Enbesie Sar Midir Woreda.
4. What are the impacts of the purchasing policy and manual on efficient purchasing practice in the selected government organization.
5. What the management is doing to assure purchasing is practiced in accordance with the 5R's principle of purchasing.

In process of answering these questions descriptive survey method was used. To this end questionnaires, interviews and document check list were utilized as an instrument during data collection. In search of result, a lot of 386 respondents of questionnaires and for interview 30 core head process and 35 purchasing staff members were considered to provide relevant data for the study.

This informants were participated and provided dependable data for the study. To analyze the data statistical instruments, (frequency and percentage) were employed. In the course of interpretation statistical analysis were intensively and extensively triangulated by the information completed through interviews, open ended questions and document with checklist.

5.1. Summary of major findings

Findings of the study agreed that majority of respondent verified that the current practice of purchasing in the selected government organization was :-

- The majority 271 (60.09) respondents were males while the reaming 180 (39.91%) were female.
- Concerning the age of respondents the majority 427 (94.68%) respondents were in the age of 30-39 years, the not were 14 (3.10%) in the age of 20-29 years and 10 (2.22%) respondents were in the age of 40-49 years.
- Regarding the educational back ground of respondents 372 (96.37%) were degree, 9 (2.33%) were diploma, and 5 (1.30%) respondents were master and
- Accordingly the majority 218 (56.48%) of respondents reveled that they were request purchasing and the rest 168 (43.52%), of respondents did not request purchasing.
- The staff members of the selected government organization that 244 (63.21%) of respondents were filled purchase requisition twice a year and the rest 55 (14.25%) once in a quarter, 69 (17.88%) once in a month and 18 (4.66%) filled once a year.

- The majority of respondents 179 (46.37%) were mostly requested to purchased stationeries and office suppliers, the rest 78 (20.21%), 38 (9.84%), 56 (14.51%), 12 (3.11%) and 23 (5.96%) of respondents were requested to purchase educational and duplication materials, computers and accessories, sanitary suppliers, vehicle and motors bike parts and others respectively.
- Regarding the right quantity ,quality and source finding of the study should that majority of the respondents reported that there is no high problem but regarding to the right price and right time finding of the study should that because of inflation of cost and distance of purchasing area there is a problem.
- Regarding the challenges or the reason for delayed purchase findings showed that majority of respondents reported that there is an adequacy of budget allocation, lengthy purchasing process, bureaucratic red tape, work lead on purchasing staff, lack of skill and experience by purchasing staff, lack of motivation suppliers problem and rent seeking purchase are not properly planned, implemented and expected were major challenges of purchasing.
- Concerning to the average time it takes to receive an item, findings showed that majority of respondents agreed that the average time it takes to receive an item were 3-6 weeks.
- Regarding to the management of the selected government organization findings showed that the majority of respondents reported that management bodies are not giving sufficient emphasis for purchasing function.
- The purchasing process is very long and involves some un necessary steps and parties of ministry of finance.
- Regarding the principles of purchasing the purchased department of the selected government organization is not work properly .
- Regarding to the type of bid frequently uitalized in the selected government organization from the six type of bid are open bidding request for quotation, restricted tendering and direct procurement only. The rest two stage biding and request for proposal are not uitalized.

5.2. Conclusion

Based on the major findings the following conclusion were drawn, the major objective of the study was to assess the practice and challenges of purchasing in the selected government organization in Enbesie Sar Midir Woreda.

Although to gather information for the paper primary sources including questionnaire and interview were used, and also secondary source including purchasing documents, manuals and reports were revised. Both the primary and secondary source revealed that the purchasing management of Enbesie Sar Midir Woreda selected government organization has lots of problems.

The major areas of poor performance can be summarized as follow

1. The management of the selected government organization is not giving sufficient emphasis for the purchasing function. This can be checked from the following.
 - a. Not effectively communicating the principles of purchasing (5R'S) for the members.
 - b. Not establishing systematic ways of expediting and follow up of the purchasing process.
 - c. Not devising mechanism to reward efficient purchasing and penalize inefficiencies.
 - d. Poor monitoring the performance of different committees involved in the purchasing process and taking decision when ever needed.

Offer problems of poor performance of purchasing

2. Because of job evaluation grading system the new members of purchasing were lack of skill and experience. As a result of this wrong items purchased creates waste of public resource.
3. Every one is giving high emphasis only for least price other principles of purchasing to secure right quality, right quantity, right source and right timing of purchases are not given any attention
4. Suppliers are exercising spiteful practices and this is causing challenge for the purchasers and bringing in poor quality items.
5. The purchasing process is very long and involves some unnecessary steps and parties.
6. Regarding the principle of purchasing the purchased department of the selected government organization purchasing staff members is not meet the need and wants of customers.
7. There is no positive relation ship between suppliers and purchasers.
8. The reason for delayed purchases are lengthy purchasing process bureaucratic red tape, work lead on purchasing staff, lack of skill and experience by purchasing staff, lack of motivation, suppliers problem, rent seeking, budget problem and continuous price fluctuations in the supply market.

5.3. Recommendation

To alleviate the above stated problem and practice efficient purchasing management and purchasing staff members the following recommendations are forwarded:

1. The management should give proper emphasis for purchasing function and should give consideration for the following.
 - a. Effectively communicating the importance of having efficient purchasing management which can be met by securing the purchases of right quality item, in the right quantity, from the right source, purchases for the right price and delivered at the right time.
 - b. Establishing systematic ways of expediting and follow up of purchasing process and suggested to have effective plan for purchasing.
 - c. The management should also devise mechanism to motivate purchases while making sure intentional inefficiencies would result in substantial accountability.
 - d. Above all close monitoring of the performance of different committees involved in the purchasing process and take decision when ever needed is required.
2. Give regular and intensive training for new purchasing staff and assign qualified workers and develop clear organization structure, and also give chance for new purchasing staff members to exchange /share/ experience from other Woreda purchasing staff.
3. The selected government organization should give high emphases for the 5R'S of purchasing principle not only for least price items.
4. Purchasing manual and procedure should be revised to meet with the current requirement of the job and avoiding steps which are redundant.
5. The selected government organization make sure the parties involved one mandatory in the process and have the ability and willingness to contribute for efficient purchasing practice.
6. The selected government organization should follow purchasing procedure, manual and follow up, and supplies qualification and selection.
7. To improve the purchasing performance the selected government organization consequently the need for improved and strong relationship with suppliers is suggested.
8. The selected government organization should developing a clear purchasing procedure is recommended for speedy purchasing process.

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Appendix A

Part one : Questions to be answered by workers

(staff members of government sectors)

Debre Markos University

School of Graduate Studies

Departments of Management

Dear Respondents

My name is Sewale Yinesu. I am a post graduate student at Debre Markose University. This questionnaire is designed to gather information on purchasing activities of Enebisie Sar Midir Woreda in selected government organization, for the research conducted in partial fulfillment of MBA degree.

The objective of this questionnaire is to secure the necessary and relevant first-hand information that may be useful to conduct the thesis regarding “To assess Purchasing Practice and challenges in the case of Enebesie Sar Midir Woreda in selected government organization”. Therefore, your response in this regard helps a lot to undertake the study. The result of this survey will be treated with at most confidentiality and will be strictly used for academic purpose only. The researcher thus appreciates in advance. Your cooperation and sparing your valuable time in answering these questionnaires (responding to the questions). Please provide your genuine opinion. Furthermore, you do not have to write your names.

Instruction: *Please circle the letter you need to choose from the given alternatives and you can choose more than one answer (if any). And fill the blank spaces if you have other opinions or if you need to justify **Yes** or **No** Questions.*

1. Respondents profile of Education level

- | | |
|-------------------------------|---------------------------|
| <i>a. Certificate or less</i> | <i>C. First degree</i> |
| <i>b. Diploma</i> | <i>d. Masters or more</i> |

2. Gender

- a. Male b. Female*

3. Age

- | | |
|-----------------|-----------------------|
| <i>a. 20-29</i> | <i>c. 40-49</i> |
| <i>b. 30-39</i> | <i>d. 50 or above</i> |

4. Education background or Department

- | | |
|--|---------------------------------------|
| <i>a. Accounting</i> | <i>d. Marketing</i> |
| <i>b. Management</i> | <i>e. Economics</i> |
| <i>c. Business Administration &
Information System</i> | <i>f. Administrative service</i> |
| | <i>g. other(please specify) _____</i> |

5. Work/ position

- | | |
|-------------------------------------|----------------------------|
| <i>a. Staff worker</i> | <i>c. purchasing staff</i> |
| <i>b. Head of core work process</i> | <i>d. head office</i> |

6. Do you make purchasing request? a. Yes b. No

7. How often do you fill purchase requisition?
 a. Once a month b. once in a quarter c. twice a year d. once a year
8. Which item do you request mostly? a. Education and duplication materials b. stationeries & office suppliers c. computers and accessories d. sanitary suppliers e. Vehicle and Motor Bike Parts f. others(please specify)
-

How do you rate the performance of purchasing doing in the following respects? Put "X" for your answer

<i>It Purchases the</i>	<i>Always</i> (1)	<i>Most of the time</i> (2)	<i>Rarely</i> (3)	<i>Never</i> (4)	<i>I don't know</i> (5)
9. Right Quality					
10. Right Quantity					
11. From Right Source					
12. For Right Price					
13. At Right Time					

14. Do you think it takes too long to receive the item you request? a. Yes b. No
15. If your answered yes for question number 14, what do you think the reason is?
 a. lengthy purchasing process b. bureaucratic red tape c. work load on the purchasing staff d. lack of skill and experience by purchasing staff e. lack of motivation
 f. suppliers problem g. Rent seeking h. budget problem i. all j. others please , mention it
-

16. What is the average time it takes to receive an item you request?
 a. 1-2 weeks b. 3-6 weeks c. 7-12 weeks
 d. 13-20 weeks e. more than 6 months
17. Have you encountered any problem because of the poor performance of purchasing?
 a. Yes b. No
18. If you answered yes for question number 17 , please explain the problem
-
-
-
-

Thank you in advance

Appendix B

Part Two: Interview for purchasing staff members

Debre Markos University

School of Graduate Studies

Departments of Management

Dear Respondents

My name is Sewale Yinesu. I am a post graduate student at Debre Markose University. This interview is designed to gather information on purchasing activities of Enebisie Sar Midir Woreda in selected government organization, for the research conducted in partial fulfillment of MBA degree.

The objective of this interview is to secure the necessary and relevant first-hand information that may be useful to conduct the thesis regarding “To assess Purchasing Practice and challenges in the case of Enebisie Sar Midir Woreda in selected government organization”. Therefore, your response in this regard helps a lot to undertake the study. The result of this survey will be treated with at most confidentiality and will be strictly used for academic purpose only. The researcher thus appreciates in advance. Your cooperation and sparing your valuable time in answering these interview (responding to the questions). Please provide your genuine opinion.

Position _____

Qualification _____

Department _____

- 1. Do you have purchasing plans? Mention the advantage of purchasing plans?*
- 2. Do you have a copy of written purchasing policies and procedures? And are you aware of the procedures?*
- 3. What are the steps involved in the purchasing process?*
- 4. What types of purchases do you make, and what problems do you face?*
- 5. Can you mention the purchasing manual gives more emphasis to some of five right purchasing?*
- 6. Which of the five rights of purchasing (right quality, right quantity, right price, right time and right source) is/ are given more emphasis in your purchasing process?*
- 7. Were there ways to evaluate whether purchases are done according to five rights of purchasing (right quality, right quantity, right price, right time and right source)? Please specify?*
- 8. Do the purchasers always use all the purchasing procedures at any time of purchasing?*
- 9. What are the challenges that face during purchasing? Please specify some of them?*
- 10. What is the root cause of those challenges? Please mention the reason?*
- 11. What types of incentive in your office to implement purchasing practice effectively? Please specify?*
- 12. Is there a mechanism to expedite the purchasing process? Please specify?*
- 13. Do you think the management evaluates your performance based on 5R'S of purchasing? Please specify?*
- 14. DO you have positive relationship with suppliers? Please specify?*

Thank you in advance!

Appendix C

Part three: Interview for leaders of core head work processing

Debre Markos University

School of Graduate Studies

Departments of Management

Dear Respondents

My name is Sewale Yinesu. I am a post graduate student at Debre Markose University. This interview is designed to gather information on purchasing activities of Enebisie Sar Midir Woreda in selected government organization, for the research conducted in partial fulfillment of MBA degree.

The objective of this interview is to secure the necessary and relevant first-hand information that may be useful to conduct the thesis regarding “To assess Purchasing Practice and challenges in the case of Enebisie Sar Midir Woreda in selected government organization”. Therefore, your response in this regard helps a lot to undertake the study. The result of this survey will be treated with at most confidentiality and will be strictly used for academic purpose only. The researcher thus appreciates in advance. Your cooperation and sparing your valuable time in answering these interview (responding to the questions). Please provide your genuine opinion. Furthermore, you do not have to write your names.

- 1. Do you have plans to purchase items in your organization? What is its importance?*
- 2. What types of purchase are there in your organization? Please specify?*
- 3. Which type of purchase are made more frequently in your organization? Why?*
- 4. Do you follow all the procedures effectively?*
- 5. Which type of bid is more frequently utilized? And which purchasing bid is important? Why?*
- 6. Are all items requested to be purchased on time? if your answer is yes or no, Please specify the reason?*
- 7. How frequent are bids made?*
- 8. Which rule and regulation of purchasing is not working in your organization? Why?*
- 9. What are the challenges that affect purchasing process in your office? Please specify?*
- 10. What are the major factors of purchasing in your organization? Please specify?*
- 11. Do you hues getting the necessary and timely training on purchasing?*

Thank you in advance!

Appendix D

Part 4: Check list of document analysis

- 1. Identify the office purchasing plan?*
- 2. Identify the type of purchases in the office?*
- 3. Identify the most frequent purchasing practices in the office?*
- 4. Evaluate purchasing procedure in the office?*
- 5. Identify the most frequent type of bid practices in the office?*
- 6. Identify the kind of items requested in the office?*
- 7. Identify purchase is made in line with the plans?*
- 8. Identify the total capital expenditure for purchasing?*
- 9. Identify the rule and regulations of purchasing that are working well and not working well?*
- 10. Identify and check all relevant documents related to purchasing practice in the organization?*

Thank you in advance!

አባሪ - ሀ -

ክፍል 1:- ለስታፍ አባላትና ሰራተኞችየተዘጋጀ የፅሁፍ መጠይቅ

ደብረ ማርቆስ ዩኒቨርስቲ
የድህረ ምረቃ ጥናት
ማናጅመንት ትምህርት ክፍል
ክቡር ተሳታፊዎች:-

ስሜ ስዋለ ይነሱ እባላለሁ።በደብረ ማርቆስ ዩኒቨርስቲ በማናጅመንት ትምህርት ክፍል የድህረ ምረቃ ተማሪ ነኝ። ይህ የፅሁፍ መጠይቅ የተዘጋጀው በማናጅመንት 2ኛ ድግሪ ማሙያነትና ለጥናት መረጃ ለመሰበሰብ ሲሆን የመረጃ ተግባራቱም በእ/ሳ/ም/ወ በተመረጡ መንግስታዊ ተቋማት ላይ የግዢ ተግባራት/ሰርዓት ምን እንደሚመስል የሚቃኝ ነው።

የፅሁፍ መጠይቁ አላማው ለጥናቱ ቀዳሚ መረጃ ለማግኘት ሲሆን ከላይ በተጠቀሰው የጥናት ርዕስ ዙሪያ የእናንተ ተሳትፎና ምላሽ በጥናቱ እንደ ዋና አጋዥነት ተካቷል። እኔም ውድ ጊዜአቼህን በመስጠትና መረጃውን በመስጠት በኩል ለምታደርጉልኝ ድጋፍና ፈቃደኝነት ከልብ አመሰግናለሁ።

ትዕዛዝ:- ከዚህ በታች ላሉት የፅሁፍ መጠይቆች ምርጫችሁን እንድትሰጡ እጠይቃለሁ፤ ስም መፃፍ አያስፈልግም።

- ከተሰጡ አማራጮች የፈለጉትን ያክቡ። ከአንድ በላይ ተጨማሪ መርጦ ማክበብ ይቻላል።በተጨማሪም ሌላ መግለፅ የፈለጉት ካለ ባዶ ቦታውን ይሙሉ። ከፈለጉም አለ /የለም ወይም ነው/ አይደለም ብለው መመለስ ይችላሉ።

1. የመላሸች የትምህርት ሁኔታና ግለ-ታሪክ ሀ. ሰርተፍኬትና ቦታች ለ. ዲፕሎማ ሐ. የመጀመሪያ ዲግሪ መ. ማስተርና ከዚያ በላይ
2. ፆታ ሀ.ወንድ ለ. ሴት
3. እድሜ ሀ. 20 - 29 ለ. 30 - 39 ሐ. 40 - 49 መ. 50 ና በላይ
4. የትምህርት ሁኔታና የትምህርት ክፍል/ዲፓርትመንት ሀ. አካውንቲንግ ለ. ማናጅመንት ሐ. ቢዝነስ አድሚኒስትሬሽንና ኢንፎርሜሽን ሲስተም መ. ማርኬቲንግ/ግብይት/ሠ. ኢኮኖሚክስ ረ. አስተዳደራዊ ዘርፍ/ግልጋሎት/ ሰ. ሌላ ካለ ይግለፁ?
5. ያሉበት ስራ/ማዕረግ ሀ. የተቋሙ ሰራተኛ ለ. የስራ ሂደት አስተባባሪ ሐ. የግዢ ሰራተኛ መ. የጽ/ቤት ኃላፊ
6. ግዢ እንዲፈፀም ጠይቀው ያውቃሉ? ሀ. አዎ ለ. የለም
7. የግዢ መጠየቅን ለምን ያህል ጊዜ ሞልተው ያውቃሉ? ሀ. በወር አንድ ጊዜ ለ. በሩብ አመት አንድ ጊዜ ሐ. በዓመት ሁለት ጊዜ መ. በዓመት አንድ ጊዜ
8. በአብዛኛው የትኛውን እቃ ጠይቀው ያውቃሉ?
ሀ. የትምህርትና የማባዣ ቁሳቁሶችን ሐ. ኮምፒውተሮችንና አክሰሶሪዎችን
ለ. የፅህፈትና የቢሮ አቅርቦቶችን መ. የንፅህና መስጫቁሳቆሶችን
ሠ. የተሸከርካሪዎችና የሞተር ሳይክል ዕቃዎች ረ. ሌሎች ካሉ ይገለፁ

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የግብይትን ሁኔታ ከሚከተለው ሰንጠረዥ አንፃር እንዴት ተግባረዋል? ከመረጡት ቦታ የ"X" ምልክት ያስቀምጡ

የግዥ ሁኔታ	ሁልጊዜ (1)	በአብዛኛው ጊዜ (2)	በመጠኑ (3)	ምንም ዓይነትም (4)	እውቅናው የለኝም (5)
9. ትክክለኛ ጥራት					
10. ትክክለኛ ብዛት					
11. ከትክክለኛው ምንጭ					
12. ትክክለኛ ዋጋ					
13. በትክክለኛው ጊዜ					

14. የጠየቁትን ቁሳቁሶች በጣም ዘግይተው ይደርሳሉ ብለው ያስባሉ? ሀ. አዎ ለ. የለም

15. ከላይ በተራ ቁጥር 14 መልስዎ አዎ ከሆነ ምክንያቱ ምንድን ነው ብለው ያስባሉ?

ሀ. የዘገየ የግብይት ሂደት ለ. አስተዳደራዊ መጓተት ሐ. የግዥ ባለሙያዎች/የስታፍ/የስራ ጫና መ. የግዥ ሰራተኞች ክህሎትና ልምድ አለመኖር ሠ. ተነሳሽነት አለመኖር ረ. ኪራይ ሰብሳቢነት ሰ. የበጀት እጥረት ሸ. ሁሉም ቀ..ሌላ ካለ ይዘርዝሩ?

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16. የጠየቁትን እቃ ለማግኘት በአማካኝ ምን ያህል ጊዜ ይወስዳል?

ሀ. 1-2 ሳምንት ለ. 3-6 ሳምንት ሐ. 7-12 ሳምንት መ. 13-20 ሳምንት ሠ. ከ6 ወር በላይ

17. ግዥ በሚፈጸምበት ጊዜ ችግሮች አጋጥመዎት ያውቃሉ?

ሀ. አዎ ለ. የለም

18. ከላይ በተራ ቁጥር 17 መልስዎ አዎ ከሆነ እባክዎ ችግሩን ይዘርዝሩ

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ስለ ትብብርዎ ከልብ አመሰግናለሁ!!!

አባሪ - ለ -

ክፍል 2:- ለግዥ ሰራተኞች ቃለ መጠይቅ ማድረጊያ የተዘጋጀ

ደብረ ማርቆስ ዩኒቨርስቲ

የድህረ ምረቃ ጥናት

ማናጅመንት ትምህርት ክፍል

ክቡር ተሳታፊዎች:-

ስሜ ስዋለ ይነሱ እባላለሁ።በደብረ ማርቆስ ዩኒቨርስቲ በማናጅመንት ትምህርት ክፍል የድህረ ምረቃ ተማሪ ነኝ። ይህ የፅሁፍ መጠይቅ የተዘጋጀው በማናጅመንት 2ኛ ድግሪ ማሙያነትና ለጥናት መረጃ ለመሰበሰብ ሲሆን የመረጃ ተግባራዊነት በእ/ሳ/ም/ወ በተመረጡ መንግስታዊ ተቋማት ላይ የግዥ ተግባራት/ስርዓት ምን እንደሚመስል የሚቃኝ ነው።

የቃለ መጠይቁ ዓላማው ለጥናቱ ቀዳሚ መረጃ ለማግኘት ሲሆን ከላይ በተጠቀሰው የጥናት ርዕስ ዙሪያ የእናንተ ተሳትፎና ምላሽ በጥናቱ እንደ ዋና አጋዥነት ተካቷል። እኔም ውድ ጊዜአቼህን በመስጠትና መረጃውን በመስጠት በኩል ለምታደረጉልኝ ድጋፍና ፈቃደኝነት ከልብ አመሰግናለሁ።ከዚህ በታች ከ1 እስከ 14 ነጥቦች/ጥያቄዎች ተዘርዝረዋል።

ኃላፊነት

የትምህርት ደረጃ

የተመረቀበት ሙያ.....

1. በተቋማችሁ የግዥ እቅድ አለው? ካለ ጠቀሜታውን ይዘርዝሩ ?
2. በተቋማችሁ የግዥ መመሪያና ደንብ አለ ወይ ? ካለ የግዥ ቅደም ተከተል መመሪያ ላይ እውቅና አለህ/ሽ/ ወይ ?
3. በግዥ ስርዓት/ሂደት/ ጊዜ የሚተገበሩ የግዥ ቅደም ተከተሎች ምን ምን ናቸው?
4. በተቋማችሁ ስንት ዓይነት ግዥዎች ይፈፀማሉ? ያጋጠመዎ ችግርስ?
5. የግዥ ማኑዋሉ/መመሪያው/ስለግዥ መሰፈርቶች(ትክክለኛ ጥራት፣ብዛት፣ዋጋ፣ ጊዜና ምንጭ) ለየትኛው የበለጠ ትኩረትን ይሰጣል ብለው ያስባሉ?
6. ግዥ በሚፈፀሙበት ወቅት/ሂደት/ ከአምስቱ የግዥ መሰፈርቶች (ትክክለኛ ጥራት፣ብዛት፣ዋጋ፣ ጊዜና ምንጭ) ለየትኛው የበለጠ ትኩረትን አይሰጡም?
7. የሚገዙ እቃዎችን (ትክክለኛ ጥራት፣ብዛት፣ዋጋ፣ ጊዜና ምንጭ) በአግባቡ ስለመገንዘታቸው የመገምገሚያ ስልት አለ ወይ? ካለ እባክዎ ያብራሩ?
8. ግዥ በሚፈፀሙበት ጊዜ ግዥ የሚፈፀመው አካል ሁልጊዜ/በማንኛውም ጊዜ/ የግዥ ስርዓትን ይከተላሉ?
9. ግዥ በሚፈፀሙበት ጊዜ ያጋጠመዎ ችግር ምንድን ነው? እባክዎ ያብራሩ?
10. ግዥ በሚፈፀሙበት ጊዜ ለሚያጋጥምዎ ችግር ዋና መንስኤ ምንድን ነው? እባክዎ ያብራሩ?

11. በተቋሙ የግዢ ስርዓቱ የተሸለ እንዲሆን ምን አይነት የማበረታቻ ስርዓት አለ? እባክዎ ያብራሩ?
12. የግዢ ስርዓቱ በፍጥነት እንዲከናወን የተቀመጠ ስልት አለ ወይ? እባክዎ ያብራሩ?
13. የተቋሙ ማናጅመንት የግዢ ሰራተኞች የሚገዙ እቃዎችን (ትክክለኛ ጥራት፣ብዛት፣ዋጋ፣ ጊዜና ምንጭ) በየጊዜው ይከታተላሉ ወይ? እባክዎ ያብራሩ?
14. በግዢ ሰራተኞችና በእቃ አቅራቢዎች መካከል ጥሩ ግንኙነት አለ ወይ? እባክዎ ያብራሩ?

ስለ ትብብርዎ ከልብ አመሰግናለሁ!!!

አባሪ - ሐ -

ክፍል 3:- ለስራ ሂደት አስተባባሪዎች ቃለ መጠየቅ ማደረጊያ የተዘጋጀ

ደብረ ማርቆስ ዩኒቨርስቲ
የድህረ ምረቃ ጥናት
ማናጅመንት ትምህርት ክፍል
ክቡር ተሳታፊዎች:-

ስሜ ስዋለ ይነሱ እባላለሁ።በደብረ ማርቆስ ዩኒቨርስቲ በማናጅመንት ትምህርት ክፍል የድህረ ምረቃ ተማሪ ነኝ። ይህ የፅሁፍ መጠይቅ የተዘጋጀው በማናጅመንት 2ኛ ድግሪ ማሙያነትና ለጥናት መረጃ ለመሰበሰብ ሲሆን የመረጃ ተግባራቱም በእ/ሳ/ም/ወ በተመረጡ መንግስታዊ ተቋማት ላይ የግዢ ተግባራት/ስርዓት ምን እንደሚመስል የሚቃኝ ነው።

የቃለ መጠይቁ ዓላማው ለጥናቱ ቀዳሚ መረጃ ለማግኘት ሲሆን ከላይ በተጠቀሰው የጥናት ርዕስ ዙሪያ የእናንተ ተሳትፎና ምላሽ በጥናቱ እንደ ዋና አጋዥነት ተካቷል። እኔም ውድ ጊዜአቼህን በመስጠትና መረጃውን በመስጠት በኩል ለምታረጉልኝ ድጋፍና ፈቃደኝነት ከልብ አመሰግናለሁ።ከዚህ በታች ከ1 እስከ 11 ነጥቦች/ጥያቄዎች ተዘርዝረዋል።

1. በተቋማችሁ የግዢ እቅድ መሰረት እቃ ለመግዛት ወጥተዋል? ጥቅም ምንድን ነው ?
2. በተቋማችሁ ስንት አይነት የግዢ አይነቶች አሉ? እባክዎ ይዘርዝሩ ?
3. በአብዛኛው የምትጠቀሙበት የትኛውን የግዢ አይነት ነው? ለምን ?
4. ግዢ ለመፈፀም የምትጠቀሟቸው ቅደም ተከተሎች ምን ምን ናቸው?
5. በአብዛኛው የምትጠቀሙበት የትኛውን የጨረታ አይነት ነው? የትኛው የተሻለ ጠቃሚ ነው ? ለምን?
6. ሁሉም የተጠየቁት እቃዎች በስዓቱ ይገዛሉ? እባክዎ ይዘርዝሩ ?
7. ጨረታ በምን ያህል ጊዜ ይወጣል?
8. ከግዢ ደንብና መመሪያ ውስጥ በአግባቡ የማይተገበር የትኛው ነው ? ለምን ?
9. የግዢ ስራዓቱን የተሸለ(ጥሩ) እንዳይሆን የሚያደርጉት ችግሮች ምን ምን ናቸው? እባክዎ ይዘርዝሩ ?
10. የግዢ ስርዓቱ ጥሩ እንዳይሆን የሚያደርጉት ዋና ችግሮች ምን ምን ናቸው ? እባክዎ ይዘርዝሩ ?
11. ስለ ግዢ በወቅቱ አስፈላጊ ስልጠና አግኝተው ያውቃሉ ?

ስለ ትብብርዎ ከልብ አመሰግናለሁ!!!

አባሪ - መ -

ክፍል 4:- የዶክሙን ትንተና ለማድረግ የተዘጋጀ ችክ ሊስት

ደብረ ማርቆስ ዩኒቨርስቲ
የድህረ ምረቃ ጥናት
ማናጅመንት ትምህርት ክፍል
ክቡር ተሳታፊዎች:-

ስሜ ስዋለ ይነሱ እባላለሁ። በደብረ ማርቆስ ዩኒቨርስቲ በማናጅመንት ትምህርት ክፍል የድህረ ምረቃ ተማሪ ነኝ። ይህ የፅሁፍ መጠይቅ የተዘጋጀው በማናጅመንት 2ኛ ድግሪ ማሙያነትና ለጥናት መረጃ ለመሰበሰብ ሲሆን የዚህ ችክሊስት ዓላማው በእ/ሳ/ም/ወ ውስጥ የተመረጡ መንግስታዊ ተቋማት ላይ ስለግዢ እንቅስቃሴና ተያያዥ ጉዳዮችን ለማጥናት ወይም ለመመርመር ሲሆን ከዚህ በታች ከ1 እስከ 10 ነጥቦች ጥያቄዎች ተዘርዝረዋል።

1. የተቋሙን የግዢ እቅድ መለየትና ማየት
2. በተቋሙ የተተገበረውን የግዢ ዓይነት መለየት
3. በአብዛኛው በተደጋጋሚ የሚተገበረው የግዢ ዓይነት መለየት
4. ተቋሙ ያለውን የግዢ ቅደም ተከተል መገምገምና ማየት
5. ተቋሙ በአብዛኛው የሚተገበረው የጨረታ ዓይነት መለየት
6. ተቋሙ በአብዛኛው የሚጠቀመው የንብረት ዓይነት መለየት
7. ተቋሙ ግዢ እቅዱ መሰረት መፈፀሙን ማየት
8. በተቋሙ ለግዢ የተመደበውን በጀት ማየት
9. በተቋሙ የሚተገበረውን እና የማይተገበረውን የግዢ መመሪያ ማየትና ምክናያቱን መለየት
10. ከግዢ ጋር ተያያዥነት ያላቸውን ሰነዶች በሙሉ ማየትና ጠቃሚ ኖሮ መውሰድ

ስለ ትብብርዎ ከልብ አመሰግናለሁ!!!

