“THE IMPACT OF PROCUREMENT STRATEGIES ON DELIVERY OF HUMANITARIAN RELIEF SUPPLIES, A CASE STUDY OF OXFAM IN ZIMBABWE”

BY

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A RESEARCH STUDY SUBMITTED TO BINDURA UNIVERSITY OF SCIENCE EDUCATION (BUSE) IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR MSc IN PROCUREMENT, SUPPLY CHAIN MANAGEMENT DEGREE OF BINDURA UNIVERSITY OF SCIENCE EDUCATION. FACULTY OF COMMERCE

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Supervisor _________________________________ Date __________________

Chairperson _________________________________ Date __________________

External Examiner ___________________________ Date __________________
Dedication

I dedicate this to my family and friends for their support during my time of study, my wife for always believing in me, my daughters and sons for understanding me when I needed time to study.
Acknowledgements

Many thanks to my supervisor for his patience and unlimited support throughout the course of this research. Thank you to my wife Lizzy and daughters Nadra and Nikki for believing in me and enduring my absence and lack of attention; would like to thank my sons Mudiwa and Munyaradzi for their support. Special thanks to the Procurement Regulatory Authority of Zimbabwe (PRAZ) led by CEO, Mr Nyasha Chizu and Monitoring and Evaluation Team for their encouragement and support throughout the research. I would also like to thank Oxfam in Zimbabwe Team, for allowing the researcher to use their organisation as the case study. The Country Director and team for cultivating and supporting a culture of learning within the humanitarian sector and Zimbabwe.

To Jesus Christ I say thank you for taking me this far. This programme would not have been a success without his guidance; he enabled and strengthened me throughout the course. I humbly say Ebenezer, for taking me this far!
Abstract

This research study was carried out to investigate the relationship between successful delivery of relief supplies in a humanitarian disaster response and the procurement strategies that are used by humanitarian aid organizations in Zimbabwe. Establishing the impact of procurement strategies on delivery of humanitarian relief supplies, the extent of which procurement strategies influence this result was the major objective. The study population was 146 employees of Oxfam in Zimbabwe and after sampling the sample size was reduced to 107 participants of this 98 responses were utilized in the data collection. Primary data was gathered through self-administered questionnaires and follow up discussions in some cases. Standard deviations were also used to access the validity and reliability of the questionnaire. Results were presented as percentages, frequency distributions, mean, pie charts, bar graphs and line graphs. Time, costs and quality were examined as variables to assess the procurement strategies’ impact on delivery of relief supplies. The study established that there is a positive relationship in existence between procurement strategies and successful delivery of relief supplies. It also discovered other measurable such as innovation, customer satisfaction and project outcomes for an efficient disaster relief intervention. The study went on to recommend that procurement strategies should not be implemented in isolation but as a hybrid of strategies depending on the specific needs and circumstance of an intervention, it also recommended collaboration and networking of stakeholders, suppliers project staff and support staff in project management, M&E framework to incorporate supply chain strategies since 70% of projects are supply chain activities. Lack of adequate resources such as time, financial and information sources were some of the limitations faced in this research study. Opportunities for further research were also identifies in areas of supply chain and procurement systems, key success measurable such as customer satisfaction, project outcomes and innovation should also be used in successful performance measurement. A broader study on supply chain systems at a broader spectrum should be carried out to generalize results and come up with procurement related theories.
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**Definition of Key Terms**

**Impact**
Is a measure of intangible effects and tangible consequences a procurement entities actions and may also be referred to the effect or influence of a variable on another variable.

**Procurement strategies**
These are long range systems, preparation, way of doing business that are put in place and exploited by an organisation to ensure the timely supply of goods and services that are required and critical to the humanitarian relief aid that the organisation will be implementing in its core objectives. In this research study supply chain strategies are the same as procurement strategies, the words purchasing and buying will also be used to have the same meaning as the same meaning as the word procurement.

**Delivery**
This is basically the process of handing over, giving what was expected. It is also referred to as the process of ensuring that the initial objectives are met. When a process finally meets with expectations, the cycle becomes complete and this can there for be regarded as delivery. It is also referred to as presentation in some literature sources. For purposes of this study, delivery of goods, supplies and material is also referred to as delivery performance.

**Performance**
It is an accomplishment and achievement of a task that is measured against a benchmark and standard of accuracy, time, cost, completeness or delivery. It may also be referred to as the fulfilment of agreed objectives or expectations that basically releases all liabilities of the performer from the contract. In this case, performance refers to successful process, including but not limited to successful delivery of supplies.

**Key Performance Indicators**
This is a set of important quantifiable measure, issues and facts that should be in place and are used by an organisation to determine if they have achieved certain business goals or the task at hand. The combination of such facts and elements contribute to the positive outcome of an assignment.
## ACRONYMS

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<td>European Community Humanitarian Office</td>
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<td>European Union</td>
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<td>GoZ</td>
<td>Government of Zimbabwe</td>
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<td>HLA</td>
<td>Humanitarian Logistics Association</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>PFMS</td>
<td>Public Finance Management System</td>
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<td>WHO</td>
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CHAPTER ONE

1.1 Introduction

In this first chapter the research will discuss the background of the study, what motivated the research, the phenomenon, challenge, problem that is being investigated will also be discussed in brief, the research will introduce the statement of the problem. This chapter will also answer questions such as, what is the purpose of the research study and the objectives. A research study should be able to achieve something, the indented benefits that the research intends to achieve and the research questions that will be answered by the research. The research should have a significance to the academic and generality of the population, this will be introduced in chapter one. Basic assumptions, limitations and delimitations of the study will also be discussed in detail. The chapter will also introduce and try to define the basic terms that are crucial in this research, based on the topic, the impact of procurement strategies on the delivery of supplies in the humanitarian aid response. The area of humanitarian aid is a very crucial aspect of life and good national governance, it is now the major reason why the research seeks to understand issues that are related to the supply chain in this sector and how supply chain systems and strategies can contribute to the success and efficient service delivery to the community. The research was motivated by the need to find a balance between responsiveness and other variables such as cost, quality, flexibility and time.

1.2 The background to the study

The background to the provides us with a picture of what has been happening with relation to the field of study. In this research we are going to be looking into the background at three levels, which is World trends, National Trends and then Oxfam in Zimbabwe as our case study.
1.2.1 World Trends on Disasters Response

The subject of procurement and supply chain management is crucial in that it is the heart and driving force to a successful project implementation. The Tsunami disaster that affected millions of lives, through displacements, disease outbreaks and lack of basic life supplies such as food, shelter, water and sanitation was one of the waste disasters of this century. Lessons learnt from the interventions where that supply chain issues caused 80% of the challenges in the post recovery period and this gave birth to the coordination such as the logistics clusters to try and alleviate the supply chain challenges. It also gave birth to the Humanitarian Logistics Association (HLA). This makes the issue of humanitarian response very crucial and the humanitarian supply chain system, strategies and related practices are of a very complex nature and at the same juncture strong elements of a disaster relief intervention, Wassenhove (2006) went further to state that 80% of the relief budget and expenditure is done through procurement and supply chain activities. In general, the aggregated quantities and the budgets that are involved in the relief efforts are rising continuous and this makes this aspect a very important area of interest.

1.2.2 Zimbabwean Background on Humanitarian Disaster Response

Kokera and Ndoma (2017) reported that Zimbabwe has been facing one of the worst decades in centuries, emanating for political, socio-economic dysfunctional institutions which have been worsened by perennial droughts. In 2016, the then President, Robert Mugabe, declared a national disaster due to EL Nino induced drought, Zimbabwe Vulnerability Assessment Committee estimated that 2.8 million Zimbabweans needed humanitarian relief while other civil society organisations estimated the figure was as high as 5 million. The Afrobarometer Surveys for 2008-2018 indicate that the Government of Zimbabwe has failed to address the humanitarian assistance required hence the major focus now on humanitarian organisation such as Oxfam. In Zimbabwe the total budgets of non-governmental organisations combined is almost as good as the national budget. Despite all this we still face a lot of challenges with the resent Chingwizi Dam Disaster (2017) showing clear signs of poor relief and post recovery interventions, again the UNDP report sited lack of preparedness and coordinated supply chain activities as one of the major
challenges. In light of this the research seeks to explore the issue of procurement as a strategy in the humanitarian sector’s disaster response. A lot of literature, reports, and publications have been produced that seek to explain the role that humanitarian response is playing in the developing countries that includes Zimbabwe, World Bank Reports, UN Reports and this has been very crucial, as a student of supply chain, the research study will also seek to explain the role that is played by the supply chain function in the service delivery, what strategies would then be suitable for the operating environments such as Zimbabwe. European Community Humanitarian Organisation (ECHO) stated that Zimbabwe is 4 times more expensive to implement a project compared to West Africa destinations where the same project will 4 times less costs. Supply Chain strategies not only contributes to time, effectiveness and efficiency? They also contribute operational costs reduction; efficient processes should also result in reduced cost of the projects. In this relation, researcher was motivated to look into the impact of supply chain and procurement strategies and the influence that they have on the successful delivery of humanitarian relief supplies in times of disaster response projects in the Zimbabwe context.

1.2.3 Oxfam in Zimbabwe

This research is based on Oxfam in Zimbabwe as a case study, whose mission is to tackle the root causes of poverty on Zimbabwe. It also works to improve the rights of marginalised Zimbabweans to a dignified life. Oxfam although it is the lead organisation in Water and Sanitation interventions works with other partners in a bread sectoral interventions such as, secure livelihoods, empowerment, gender justice and humanitarian response. Suffice to say all the issues are very essential in poverty alleviation and national development, this research will focus more on the humanitarian response aspect. According to the Oxfam Report (2018) In 2016-2017 Oxfam helped 350,000 people in Zimbabwe across all sectors.

Humanitarian organisations often use different procurement strategies in the acquisition of critical relief supplies strategically in different locations to prepare for disasters and relief but we will focus on Oxfam and this will assist in projecting the general position. This investigation also related to key performance indicators of service delivery in this sector, which are time, costs and quality
1.3  Statement of the problem

Humanitarian supply chain is characterised with a number of challenges, the major problem is due to the uncertainty of demand and supply of prediction of disasters, such as outbreaks cholera and service delivery failure, whether man-made or natural, they just occur. This then means needs assessments are not easy to plan for and these also contribute to pressure on time, costs and quality in meeting the requirements of the needy. This make the humanitarian supply chain a very complex field of procurement. It must be noted that procurement strategies formulation and implementation comes with huge cost and also challenges of over supplies of relief stock may result in wastage, obsolete stock and negatives issues related to over stocking of goods. Standard procurement norms and procedures are not convenient when it comes for humanitarian emergencies. Zimbabwean economic situation makes it a very unique operating environment, it cannot be business as usual, hence the need to carry out research to understand the phenomenon.

1.4  Research Objectives

The major objective of this research study is to examine the impact of procurement strategies in the delivery of relief supplies in humanitarian aid response and interventions in the humanitarian sector in Zimbabwe

- To critically assess the importance of procurement strategies used in the humanitarian sector
- To evaluate key performance indicators of procurement strategies
- To access the relationship between procurement strategies and delivery performance

1.5  Research questions

✓ How important are the major procurement strategies used in the humanitarian sector?
✓ What are key performance indicators of procurement strategies?
Is there a relationship between procurement strategies and delivery performance?

1.6 The significance of the Study

This research study was carried out practically to investigate the impact of procurement strategies on delivery of relief supplies for organisation that are involved in the humanitarian sector in Zimbabwe. The study includes identification of major procurement strategies used in the sector, identify the key performance indicators, their relationship and the implication that they have on the operations. This will contribute towards better explanation on the costs that are related to supply chain systems, identify areas that may strengthen the systems were they are weak and identify opportunities that can be taken advantage of to improve and also strength that should be maintained where successes are registered. The purpose of the study is also to ensure that supply chain issues are part of the strategic fit, this study intends to provide answers to why Zimbabwe is an expensive destination, why service delivery will be affected by supply chain efficiency. The study will then influence decision on funding patterns functional focus in the humanitarian sector. Policy formulation and decision making by the funding partners, Government of Zimbabwe and humanitarian aid strategist will based on the results of this study. On the theoretical aspect, the study will contribute to the body of knowledge through literature as well as the thematic issues that will result in principles being developed from the study.

1.7 Research assumptions

It is assumed that current funding and humanitarian sector will operate in the country without disruptions during the tenure of this study and policies and procedures related to the operations of the organisations will not change which may affect the results of the research study.

It is also assumed that the respondents to this study and key informants will provide accurate and adequate information that is sufficient to draw up conclusions and finding that will guide the study.
1.8 Delimitations of the study

The research study is being carried out from the period of six months but the information provided will cover the operating period of the year 2018 to the time of data collection. However, reference will be given to the previous year’s mainly were comparisons are required. It is based in the humanitarian aid sector in the country of Zimbabwe and issues to do with supply chain function in the humanitarian aid sector only. Oxfam in Zimbabwe was selected as a case study whose information shall be used for purposes of this study. However, were comparisons being essential reference may be made to other organisations, sectors or areas related to this specific study.

1.9 Limitations to the study

There is limited availability of procurement and supply chain literature with relation to humanitarian aid sector in Zimbabwe that has been published, the research also used literature from other sectors and countries from Africa as well as reports from international organisations such as World Bank, UN Agencies. Peer review journals are limited on the subject studied, but the benefits of the study make it a necessity to research. Another limitation was on the availability of key personnel with information such as procurement and logistics staff, the informants were not easily available hence the researcher managed to mitigate through the use of logistics cluster that meet regularly to discuss logistics and supply chain issues for the organisation and the all staff meeting at Head Office in Harare, Zimbabwe. Field visits for data collection, field staff who are mainly based in the project areas away from Head Office in Harare we interviewed at the head office which tremendously cut down on travelling cost and time.

1.10 Definition of Key Terms

1.10.1 Impact

Is a measure of intangible effects and tangible consequences a procurement entities actions and may also be referred to the effect or influence of a variable on another variable.
1.10.2  **Procurement strategies**
These are long range systems, preparation, way of doing business that are put in place and exploited by an organisation to ensure the timely supply of goods and services that are required and critical to the humanitarian relief aid that the organisation will be implementing in its core objectives. In this research study supply chain strategies are the same as procurement strategies, the words purchasing and buying will also be used to have the same meaning as the same meaning as the word procurement.

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This is basically the process of handing over, giving what was expected. It is also referred to as the process of ensuring that the initial objectives are met. When a process finally meets with expectations, the cycle becomes complete and this can there for be regarded as delivery. It is also referred to as presentation in some literature sources. For purposes of this study, delivery of goods, supplies and material is also referred to as delivery performance.

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It is an accomplishment and achievement of a task that is measured against a benchmark and standard of accuracy, time, cost, completeness or delivery. It may also be referred to as the fulfilment of agreed objectives or expectations that basically releases all liabilities of the performer from the contract. In this case, performance refers to successful process, including but not limited to successful delivery of supplies.

1.10.5  **Key Performance Indicators**
This is a set of important quantifiable measure, issues and facts that should be in place and are used by an organisation to determine if they have achieved certain business goals or the task at hand. The combination of such facts and elements contribute to the positive outcome of an assignment.
1.11 Chapter Summary

Chapter one was basically looking at the background of this study, its significance and purpose of this study. It also highlighted the research was to look at the impact of major procurement strategies that are used in the humanitarian sector mainly using Oxfam in Zimbabwe as a case study and how they affect delivery performance of the humanitarian interventions.

It also looked statement problem and assumptions forming the basis of the research study, the limitations encountered and also the delimitations marking the study. The review of related literature is discussed and follows in the next chapter.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher used published and unpublished data sources to demonstrate an understanding of the subject under research. Although there is limited research publication to do with humanitarian procurement strategies, the researcher used material that was related to other related areas and juxtaposed it with humanitarian aid response to have a clear vision of the phenomenon. Theoretical literature was first reviewed which indicated the variables and relationships that are essential to the field of study. This was used to predict outcomes of relationships of the variable, independent and dependant and also the chapter summarised the available knowledge. Argumentative and interactive reviewing type was used to interrogate the subject under research study, and related areas such as the humanitarian supply chain in Zimbabwe, procurement strategies in the humanitarian aid, key performance indicators, delivery performance and performance measurement systems and also the relationship between the delivery performance and the procurement strategies.

2.1 Theoretical Framework

The research study is based on basic theories that support the procurement strategies, the theories highlights the importance of the relationships that exist with other organizations and stakeholders, Barringer and Harrison (2000), as collaborated by Udofias (2012), for this research major stakeholders are suppliers and beneficiary communities that is receiving humanitarian aid. Malon and Benton (2013) and also collaborated Gunasekanaran (2014) states that such alliances are essential to increase financial and operational performance for both suppliers and procuring organizations in reducing total cost of inventories and delivery. This research is based on the
theories that improves supplier relations with the view to delivery in the humanitarian aid response, Barringer and Harrison (2000), is of the view that two major theories can improve delivery.

**Figure 2.1 Theoretical Framework – The Rational View of Procurement**

![Theoretical Framework](source)

Source: Kihanya, Wafula, Onditi and Munene (2015), Role of Strategic Sourcing in Organisational Performance.

### 2.1.1 The Resource Based Theory

This theory is based on the suggestion and discussion that for an organisation to have a competitive advantage, it must be located, positioned strategically to its resources, Defee and Fugate (2010). Cost effectiveness is achieved through this theory as stated by Constantino and Pallegrino (2010), which was also supported by Patel, Pettitt and Wilson (2012) who went further to state that this theory will give the organization leverage on the resources and skill due to its proximity to the resources.

The panel of Soosay, Hyland and Ferrer (2018) supports the view that organizations that are near the resources have flexible and faster response to the demands of their clients, which was discussed by Morris (2002), Fawcett (2008), concurring that there is better innovation and improved resource management due to location of the organization and resource base.
2.1.2 Rational View of Procurement

The Rational view is the theory that says competitive advantage can best be achieved through a network with other organization, stakeholders, Dyer and Sigh (1998), competitive advantage is not limited to physical location but rather network of relationships, Cao and Zhang (2011). According to Whipple and Rusell (2007) collaborating with Simatupang and Sridharan (2015) improved networks, and not location can result in improved delivery and customer’s satisfaction. The rational view theory also results in improved strategies and decision making models Patel, Pettitt and Wilson (2012) and this in the long run, Chao and Zhang (2011) will ensure shorter order cycle and improved delivery times. Grounded on this theory the research would like to investigate if the said procurement strategies will have an impact the quality of delivery as stated by Morris (2002), Chao and Zhang (2011) Fawcett (2018). Researchers such as Nesheim (2001) talks of improved operational efficiency while, Whipple and Russell (2017); Barringer and Harrison 2000; Morris (2002) also claim that the network and relationships will improve on time of deliveries. The rational view discussion in mainly on customer satisfaction and not necessarily covering the issue of costs, Udin, Khan and Zairi (2006); Chao and Zhang (2011).

2.2 Humanitarian Supply Chain Systems

The humanitarian aid sectors deal with emergency relief issues among them the supply of relief aid such as medicines, food aid, shelter, water and sanitations as intervention to affected communities in Zimbabwe and the world over. Humanitarian organisations have contributed immensely to the alleviation of poverty and suffering in the developing countries such as Zimbabwe and to help nations to recover from the effects of disasters and out-breaks. These crucial interventions have been through the provision of food items and also non-food items whenever they are required, the interventions are also complex and difficult due to the uncertainty, that is associated by disasters and out-breaks. The issues of humanitarian supply chain are mainly centred on cost, time, flexibility and quality of service delivery. These flexible and efficient systems in supply chain have also resulted in high demand on procurement activities Garyfafaalakis (2013). Such limitations as to the extend at which humanitarian needs are met, however it must be noted that the procurement function
plays a pivotal role so emergency and humanitarian responses. In this regard one needs to examine the supply chain strategies that may have a positive impact on the humanitarian aid sector and in impact on the deliverables and targeted communities. In (2006), Brauman stated their study that, judgment error as to the relief supply requirement particularly in the face of pending epidemics or disasters have been observed and whenever there a natural disaster that occurs. The humanitarian sector provides assistance during these times of need response time is expected to be very minimum, this means that the procurement department is expected to also meet the required to respond to the needs in time for the intervention to be effective. Man-made or natural disasters that normally leads to catastrophes also may result in damaged infrastructure such as roads, warehouses, reservoirs and water and sanitation facilities, Akhtar, (2012) went on to say this may result in a ruptured socio-economic conditions.

To mitigate against the negative impact of such disasters, the humanitarian aid organisations have to prepare measures and systems that will counter destruction to life through evoking of plans of actions for humanitarian relief operation, Nikbakhash and Farahani (2011) and create infrastructure to support such preparations. The area of humanitarian aid is a very crucial aspect of life and good national governance, it is now the major reason why the research seeks to understand issues that are related to the supply chain in this sector and how supply chain systems and strategies can contribute to the success and efficient service delivery to the community. The research was motivated by the need to find a balance between responsiveness and other variables such as cost, quality, flexibility and time.

### 2.3 Procurement Strategies in Humanitarian Sector

Procurement strategy is defined as that aspect that set out the direction and approach that is to be used for the procurement function, with the appropriate and adequate justification, Porter, (2005). Deciding on the strategy to be employed is also project objective based and this contributes in the choice of procurement strategies. Farawu, (2011) postulates that the point of origin for any strategy in procurement should the identification of benefits that are being sought, goals and objectives and then this becomes the basis choosing the procurement strategy. While Van Wassenhove (2006)
revealed that there are also other considerations to be made where particular issues that are related to strategic management of key suppliers such as market structure, culture and size

According to Esteves and Barclay (2012) the benefits associated with project to the local communities are enhanced by a procurement strategy that becomes an effective tool in the interventions of humanitarian relief. They further argue that a strategy is situational and based on a set of local needs as the strategy may also have a social impact on the communities.

Critical success factors influencing the choice of procurement strategy relate to the degree of uncertainty, complexity, innovation, related to the requirements or the relief supplies together with the time needed to achieve a success outcome. The procurement strategy to be chosen should be able to facilitate a collaborative approach and open communication channels between potential suppliers and the client; subject to the procurement choice, a restricted route is extended of dialogue with suppliers, Reid and Reid and Ruigel, (1989).

Sourani and Sohail, (2011.) Argued that there are twelve main barriers that affect the choice and implantations of a procurement strategy, these are lack of awareness, commitment by leadership, understanding, commitment and demand; insufficient policies, inconsistent regulations, procedures, and; lack of funding restriction on expenditure and reluctance to incur higher capital cost when needed; unstructured guidance, insufficient tools, demonstrations and best practice; vagueness of definitions and diversity of interpretations; separation between capital and budget and operational budget; lack of sufficient time to address sustainability issues; lack of long term perspective; resistance to change; insufficient integration and linkup in the industry; and insufficient research and development. Four parties were identified as the most capable options of removing the barriers, such as government including regulatory bodies; professional or education bodies; the supply chain; and users.

Federgruen and Yang (2011) also argue that procurement strategy are as a result of push factors in the form of costs, these include procurement and transational costs, inventory carrying costs over a specific period as well as the backlogging costs. Standards tendering process and normal procurement procedures may need to be amended as humanitarians respondding to a disaster are more frequently called to
operate in increasingly non-traditional mode of emergencies or more complicated security environments, Gelsdorf (2010), there may be needs for a new amended to the set of rules, code of engagement, standards, and norms to guide such interventions.

Janda and Seshari (2010) also citing Kiser (1976) mentioned that strategies are demarcated into six major areas of interest, such as negotiation, sourcing, selecting and developing suppliers, managing effective relationships with suppliers, costs reduction. Developing the areas of focus will lead to excellent performance in project implementation and improve priority on issues of quality, cost delivery and innovation. Das and Narasimhan, (2000). However according to the Purchasing Procurement Centre (2019) There are also six core procurement strategies, that is: Supplier Base Rationalisation/Optimisation, Supplier Relationship Management, Prequalification, Total Quality Management, Risk Management and Global Sourcing strategy.

2.3.1 Supplier Optimisation Strategy

Global business environment is now very competitive, this means for a business to be relevant and survive in such environments they need to have a competitive advantage that is also long-term, to this effect a basic strategy that is also available for use by organisations is to relook and examine their supply chain, a business should not analyse its activities in isolation but should also consider itself as part of a supply chain whose activities will affect the business and vice versa as agreed on by Jahre and Fabbes-Costes, (2015); Day, (2014); UNDP Report (2015). In designing an efficient supply chain system, one of the critical success elements Ogden (2006) is the number and size of suppliers that are being utilised for the supply of goods and services. Omar Nafie, (2012) in Developing a Supply Base Rationalization Process states that,

Organisation in the past would do business with many suppliers in order to improve their bargaining strength through enhanced competition between suppliers resulting in reduced costs. The buyer-supplier relationship was price based on adversarial and also transactional. Business practices has however proved that having many suppliers prevents procuring organisation from establishing good relationships with suppliers and incurs additional costs and therefore resulting in supply chain inefficiencies. For
this reason, there has been increased focus that has shifted lately towards a more collaborative approach and organisations are starting to reduce the number of suppliers that they do business with. It must be noted that rationalization process is meant to also harvest the benefits of supplier optimisation which is the intended result of a rationalization process.

Supplier base rationalization according to the Chartered Institute of purchasing and Supplies (2012) is concerned with determining roughly how many suppliers the buying firm wants to do business with. It is concerned with making decisions regarding size and the mix of the firm’s suppliers base Monczka et al (2011). The objective is to find out the current and future need of suppliers for every purchased item with the intention of managing suppliers more effectively. At the beginning of this process the result is often a significant reduction of the supplier base but for some groups or families of purchased items it could also mean an increased number of suppliers. When performing supply base optimization or rationalization it is vital to analyse the overall system efficiency and the total cost not to sub optimized Monczka et al (2011) These are some of the following key determinants of supply base rationalisation. As empirical evidence for the procurement strategy, ten companies that have implemented the supplier base rationalisation identifies benefits, Ogden, (2003) these include increased quality, decreased supplier management related costs and efforts, increased access to the suppliers technology and production facilities, increased leverage through large volume transactions, consolidations reduced inventory costs, improved information and technology transfers, innovation opportunities and also increased responsiveness by the suppliers.

Federgruen and Yang (2011) Also states that the optimal number of supplier that should be retained in based on the present and expected future requirements of the organisation. However, in Humanitarian interventions, future requirements are not easily predictable.

2.3.2 Supplier Relationships Management Strategy

Muema, Fredrick, Isika (2016) defines this strategy as the development and continuous maintenance of a strategic collaborative relationship between the organisation and
most essential, vital service providers and this encouraging the organisation into thinking critically and strategically about the supply chain management system. UNDP (2015); Day (2014); Jahre et al (2015) states that supplier relationship management works as safeguard to investments and also manages risks against disruptions in supplies at critical points in the humanitarian aid response and disaster relief interventions. The general and traditional approach in public sector procurement is to keep suppliers at arm-length and maintain distant relations with suppliers (Hui et all, 2010; Mandiyambira (2012) this is because these relationships have a negative impact and have resulted in regulations that try to limit such interaction between procurement officers and organisational vendors in order to avoid conflict of interest and favouritism. Mandiyambira (2012) who referred to this relationship in Public procurement as adversarial, since there no effort to create mutually beneficial and sustainable relationships that go beyond the tendering process. As a strategy Supplier Relationships management gives a broader insight that organisations should employ for cost reduction, minimise delays in supplies and overall improvement of procurement performance.

Zimmerman (2015); Chopra and Meindl (2013); Lysons and Farrington (2006) concur that to the notion to manage supplier relations at organizational level, a variety of procurement strategies need to be in place and used, such as supplier segmentation, relationship management governance supplier performance management , and a further strategy to develop those suppliers.

2.3.3 Pre-qualification of Suppliers in Procurement

According to Peter Smith (2016) discussing around the issue of prequalification of suppliers is not very popular and the subject is avoided yet organisations regularly choose supplier who fail to deliver and also bring unacceptable risk to our organisations, yet there are very good suppliers who always fail to win our business. The role of prequalification is to ensure that we engage the suppliers that have been evaluated and confirmed capacity to deliver with the issues of time, quality and cost being managed to our expectations, in the same paper, Peter Smith also describe how prequalification can be a hindrance to the efforts to improve delivery performance and also why it is important to the overall sourcing process.
The research study will look at the key performance indicators of prequalification. To access the impact, the research will need to look at those measurable facts and points that will facilitate the attainment of the set business goals, in this case the achievement of delivery performance in the humanitarian sector. Cost, time and quality are most import performance issues in prequalification of suppliers in procurement and these elements are of major concern to all the parties in a procurement process as stated by Idiake and Shttu, (2015).

World Health Organisation (2017), the purpose of these new indicators is to enable measurement of the progress of applications through the prequalification pipeline more closely, rather than only measuring the timeline at the end of the prequalification assessment. It also aims at monitoring the performance of the different components of prequalification assessment.

A prequalification process and establishing a live list of suppliers may be very useful to the procuring entity from different perspectives with significant benefits improved service levels, cost optimisation, supplier relationship management, risk mitigation and timely attainment of goals.

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This is a process of screening potential vendors, suppliers and contractors by a buying organisations based on their capacity, reputation, financial stability, business experience and supply history for purposes of coming up with a list of confirmed and qualified suppliers who will be required to submit bids.
2.3.4 Global Sourcing Strategy

As early as the eighteenth century, Smith, (1776) discovered that if a foreign country can supply another country with a commodity with a cheaper price than that country can make it, then the country should buy the commodity from them with some part of the produce from their own production industry and utilize those commodities in a way that would give them some competitive advantage. Adam Smith, in his book “An inquiry into the Nature and Causes of the Wealthy of Nations” provided a simple, yet convincing explanation for why economies as a whole, and individual firms in specific, should engage in international trade.

Kotabe and Omura, (1989) defined global sourcing as the purchasing of goods outside the boundaries of a geographical location and area which the company belongs to. This was considered and analysed specifically from a managerial perspective a strategic decision.

Loppacher, Cagliano and Spina, (2011) states that for an organisation to achieve and enhance global competitive advantage in the new economic model, there is need for organisation to adopt global sourcing strategies, this will create opportunities to develop strategic source to efficiency and effective project implementation. Their research highlighted how global sourcing strategy influences delivery performance and works as a key factor in the management of suppliers.

Golini and Kalchmidt, (2011) went further to say what is important is that global sourcing is motivated by other factors, push or pull factors, they argue that researchers should interrogate why some organisations extend their relationships internationally and also access the extent to which global sourcing will in their competitive advantage.

Commenting about the humanitarian relief sector, Matopoulis, Kovacs and Hayyes, (2014) states that, different decisions in procurement decisions by relief organisation can result in significant implications concerning procurement and supply chain elements such as acquisition, storage, transport and distribution and ultimately influencing delivery in humanitarian aid.

Manuj and Mentzer, (2008) stated that the procurement strategy is mainly useful in alleviation risk of short supply due to market limitations, global market enlarges
completion and availability of goods and service. Trestrail (2009) then argued that global sourcing as a strategy actually posed more risk and procurement lacks clear visibility of activities and exposed to delays, poor service, unplanned cost and other negative issues associated with global sourcing.

### 2.3.5 Introduction of Total Quality Management in Procurement

Total quality management has its origin in Japan, in 1960 an American statistician, W Edwards Deming invented this concept of total quality management, this gave the rise of Japan as a manufacturing nation to the world.

Some of the experts in total quality management such as Crosby (1979), Fiegenbaum (1983), Ishikawa (1985) Juran (1986), Garvin (1986) who created the theories and principles around total quality management in researches which had different perspectives all seem to agree on the definition as the integration of all processes and functions in a system or chain or organisation with the objective of achieving success, maintaining that success and continuous improvement of the quality of goods and services. Murray (2013), Lee (2013) agreed that the goal and focus of total quality management is customer satisfaction. The means that overall effectiveness of a system is greater that the individual outputs of sub systems hence this procurement strategy looks at interlocking all the interrelated activities in procurement to achieve greater complete success that activity based success.

Fernandes, Sampaio, Sameiro, (2017) came up with a position that for a procurement function to be successful, there is need to have total quality management system, this will guarantee quality inputs, secure supplies and cost effective implementation in project management. Mosadeghrad (2017) Mosadeghrad (2015) also supported the notion, although he was specifically referring to health and medical supplies, he mentions that total quality management was at the epicentre of a successful healthcare service delivery in the humanitarian aid, the principle can be amplified to other humanitarian interventions as well.

Gondo, Sithole, Gore, (2016) said that they found out to effectively support total quality management, there are eight priorities such as top management commitment, teamwork and participation, resource management, organizational culture and
behaviour, process management, customer satisfaction and focus, training and continuous improvement.

2.3.6 Supply Chain Risk Management Strategy

Tang and Musa (2011) classified and adopted potential risks that are associated with information flow, financial flow and most of all material flow and this was also collaborated by Colicchia and Strzzi (2012). According to Sodhi, Son and Tang (2012) risk management improves procurement performance in humanitarian aid. Although Diehl and Spinler (2013); Sodhi et al, (2012) argue that there is no consensus in the definition of the risk in supply chain management, Ellis, Henry and Shockley (2010), Juttner, Perk, and Christopher (2003), Zsidisin (2003), Wagner and Bode (2006), Bogatai and Bogatai (2007), all seen to agree that it is the impact of unexpected and likelihood either at micro or macro level or expected conditions that may adversely affect and influence supply chain systems resulting in irregularities or strategic, tactical and operational level failures. Murray (2013), Lee (2013) also agrees in their publications that organisations can only exercise accountability if they have a procurement risk profile and clear comprehension of potential impact and then plan for the mitigation measures. Jakovou (2014) suggested that that dual procurement strategies or dual sourcing strategy is a proactive risk mitigation procurement strategy in risk management.

2.3.7 Green Procurement Strategy

There has been an increasing concern by stakeholders and consumers on the environmental integration between humans and nature; and the importance of sustainability and green procurement as a strategy. OECD (2012). Humanitarian aid organisations now focus on green procurement and sustainable supply chain management Mitra and Datta, (2014); Zhu and Sakis (2004), Aholistic approach to value chain which considers the concept of green procurement focussing on suppliers is now being employed by most non-governmental organisation. Min and Galle, (2011), Zsidisin and Siferd, (2001); Yen and Yen (2012). However, some of the scholars have raised concern over the practicality identifying suppliers effects on ecological environment or the evaluation criterion. Xu et al (2013), Srivastava (2007) Sarkis et al (2011), Foerstl et al (2015). This sis despite the fact that generally there has been evidence of improved business performance as a result of green procurement.

Role of Procurement in Humanitarian Aid Context

Procurement in the humanitarian context is a subject which has been developing in the recent literature with most of the articles focusing on mostly quantitative models less of the quantitative research. Ertem, et al, (2010); Falasca and Zobel, (2011) this models can be stochastic, holistic, or mixed-integer and usually on ways to improve competitive bidding and auctions for humanitarian organizations, Tretsrial, et al, (2009); Bagchi, et al (2011) another focus on research on humanitarian procurement is the implications of procurement practices on ethical practices in line with their organizational goals Walker and Harland, (2008); Wild and Zhou, (2011). Procurement activities are also described when discussing overall humanitarian activities Blecken, (2010). However, there are some issues that might prevent cooperation such as competition for funding or the difference mandates of the organizations Pazirandeh and Herlin, (2014). There are instances of group purchasing which can be organized through warehouses and distribution centre’s which offers the potential to save on cost and improve quality of supplies Schulz and Blecken , (2010). Supply chains and procurement systems incorporate flows of goods, materials, services and information that span the world as they must be suited not only for supporting community development but also be efficient and flexible enough for humanitarian aid response. By nature, form and types of disasters are make planning very difficult to respond as location, timing and intensity are known until they occur Balcik, et al (2010) additionally, to this disasters responses and development aid activities humanitarians organization might be called upon to respond in the context of wars or conflicts.

2.4 Delivery of Supplies in Humanitarian Aid

In the context of humanitarian aid response, delivery od supplies is not just about getting the aid to the required communities and needy, D’Haene, Verlinde, (2015) states that there is need to consider the costs of the supply chain system and management. While Chirchir, (2015) also put great emphasis on the issue of quality. These scholars argue that is it not about effectiveness, (having the aid delivered at the
spot) or efficiency, but the quality of delivery is more important as well. While these have been discussed at specific delivery indicators by authors such as Wild and Zhou, (2011). There is also great importance that is being raised by Gralla, Goentzel, and Fine (2014) in humanitarian aid responses, it’s not just about processes and systems, they argue that the objective of the humanitarian response which is to safe lives supersedes all the issues. They raised the issue that impact on delivery performance not influenced by supply chain activities but it is influenced by objective to save lives, which is a programming element. Also supported by Santarelli, Abidi and Klumpp (2015) who also staid that identifiers of success can be financial and non-financial, as well as qualitative and quantitative. The same authors when on to state there are other influencing elements to success in the delivery aspect of the humanitarian aid response such as innovation

2.5 Relationship Between Procurement Strategies and Delivery of Supplies

Nair, Jayaram and Das (2015): Chin, Tat and Sulaimana (2015) all seem to agree with the panel of Sufian, Qrunfleha, Monideepa and Tarafdarb (2014) in that there is a positive relationship between a sound well managed procurement strategy and successful delivery performance in the response to humanitarian disasters. Although Chin et al (2015) was more focussed on the specific strategy of green procurement and environmental collaboration as having a greater impact on delivery, Nair et al (2015) focusses more on the supplier relationship management as the most crucial procurement strategy in the successful intervention of humanitarian relief efforts in the most efficient and cost effective manner. Procurement strategies have been discussed and without specific rating, most scholars including Christopher, Mena and Van Hoek (2018) but these experts went further to say what is delivery performance should be looked at with reference to specific measurable for there to be clear discussion of whether is impact or not. This is why Idiake, and Shittu (2015) revealed in their study that the best way to measure performance is through costs, time and quality. A relationship partner between these delivery performance indicators and procurement strategies is the key determinant of weather there is a significant non-significant relationship. A USAID Report (2012) also addresses the issue of key performance
indicators being the measure of a relationship between strategic procurement and service delivery.

2.6 Measurement of Humanitarian Procurement Performance

The research study will look at the key measurements in delivery performance. To access the impact, the research will need to look at those measurable facts and points that will facilitate the attainment of the set business goals, in this case the achievement of delivery performance in the humanitarian sector. Cost, time and quality are the most important performance measurement issues in delivery of supplies and measurement proxies become critical and of primary concern to all stakeholders Idiake and Shittu (2015).

World Health Organisation (2017), the purpose of these new indicators is to enable measurement of the progress of applications through the implementation of procurement strategies, rather than only measuring the timeline at the end of the strategy assessment. It also aims at monitoring the performance of the different components of procurement strategy assessment. Pavlon and Bowman (2015), is of the view that, although performance measurement has risen to prominence, there are also other challenges related to impact of efficiency and effectiveness of the employed systems and Melnyk (2014) also support the view and suggested that performance measurement should be dynamic and adopt to the operational environment.

The research also identified cycle time, quality and total costs as some of the outstanding key performance indicators of determining the delivery performance. This simply means that for us to measure the impact of procurement strategies on delivery we will look at these variables and see how they relate to the overall performance of the humanitarian aid partners. A panel of experts agreed in their research that there was need to have trade-off between these variables, Jahre, Hapnes, Kembro, Rezvanian, Ergun and Berling (2016) to come up with a most convenient and efficient balance. However there are other scholars, Soosay, Hyland and Ferrer (2008), who stated that organisation can benefit from innovation to realise low costs, better quality and on-time deliveries.
2.6.1 Time Variable

This is a performance indicator the measures the average time period that it takes to satisfy a particular need and achieve a certain deliverable and the percentage of those deliverables that are completed with a certain period USAID, (2012)

Procurement strategies such as pre-tender qualification process is commonly used to identify a pool of competitive, capable and competent contractors from those that the tenders will have been invited. Lam, (2000) the method ensures suppliers can execute their task with the needs of a client or project schedule as a constant reminder to remain objective. The main focus of prequalification is on evaluating the supplier’s capacity and that includes primarily meeting timelines HKSAR Government, (2001)

2.6.2 Quality Variable

Kramer and White-McCurry (2002) postulates that one method that can be used to improve delivery of supplies in prequalification of suppliers before the bidding process, this is to ensure that only suppliers or capacity to meet the project client goals are involved. In view of this viewpoint, it is expedient to now investigate the effect of procurement strategies on delivery of goods and services, more important at this time when supplies has become more sophisticated. According to Chirchir, (2015), it was actually noted from the findings that use of a good procurement strategy results in an effective delivery of quality standards in supplies, weather goods or services and the emphasis on quality targets was needed to enhance quality delivery.

2.6.3 Cost Variable

Chirchir, (2015), Procurement strategy formulation ensures that organizations are able to get the best returns while cutting unnecessary costs, enhancing competition, nurturing the culture of fair play in the business operational environment and eradicating corruption and increased accountability. To have diverse range of suppliers requires a well-crafted procurement strategy. Carter et al. (2006) is of the opinion that the more the suppliers are used by an organisation the increased be advantageous to the firm as it opens up positions for innovation or cost effectiveness solutions leading to strategic advantage through differentiations or cost leaderships. In order to achieve
this, firms need to streamline their network and enshrine good procurement practices and supplier diversity in their organization’s set culture and supply chain strategies, Baily et al., (2008); Slater et al., (2008)

2.7 Empirical Literature Review

A research study carried out on humanitarian aid organisations in Kenya, Makali (2015) brings out the fact that procurement practices plays a pivotal role in determining the success of relief interventions. Marianne (2017) in her study of the humanitarian actors concluded that there are critical success factors that determine the success of a supply chain management system is based on variables that are also measureable in each project. These she stated were basically as time costs and quality. Literature review plays a crucial and pivotal role in a research study as it highlights, existing knowledge, existing knowledge gaps, incomplete works, contradictions, and disputable or wrong conclusions in the body of knowledge. Literature on procurement strategies and practices are research documents whether published or not, legal and policy documents, academic journals, books, were all used in this research as a demonstration of understanding and also to gain more insight the process of accessing the impact of procurement strategies on the delivery performance in the humanitarian relief programmes in Zimbabwe. In (2001), Ollhoff defined literature reviewing a scholarly process that bring depth and breadth to on a topic or research matter in order to determine what is known and this review provide a clear picture of what has been studies by other researcher to avoid research on a problem whose solution and conclusions are known. Literature review highlights were there is incomplete answers to a problem or where researcher do not seem to agree. Literature review in some cases does not necessarily have coherence, at times it is incomplete and at times there is a lot of disagreements in the available literature, this is referred to as problematizing literature. The body of literature is very dynamic and in grows continuously, through literature review a research is also equipped with most current theories, discoveries and trends and this also keeps the research focussed on acceptable thoughts and views on a subject matter. Research gaps are on major issues and elements of the study are also identified through this process of reviewing literature. A research must undertake to review theoretical and also empirical literature, Afolabi (1992) before any data
collection is done. This will help to bring out all the interrelations and establish links among the variables thereby forming the cornerstone or bases of a research.

A database of reports, published journals of original scholarship or primary data, Cooper (1988) is employed to come up with a literature review. Primary data that is used in literature review could be verbal, but usually written and published documents and reports for specific cases. This could be theoretical, critical, analytic and empirical literature formulating the body of literature.

In her research publication, Ridley, (2012) states that the issue of literature reviews can be looked at in three dimensions, the primary data based on a primary research that is carried out for a specific purpose, secondly there is also the issue of desk reviews were other scholar reviews a number of published researches with a view to understand them further and also coming up with different interpretations that the primary research, the third and final dimension is when different perceptions, opinions, and conclusions are derived from that research which are different from the author

2.8 Chapter Summary

This chapter presented above looked at the relevant and applicable literature on the subject of supply chain systems and procurement strategies commonly used in the humanitarian aid response activities and their impact on the delivery aspect as well as the key performance indicators that are measurable. The chapter also looked at the relationship between procurement strategies with these variables or indicators. The issues around independent variables and dependent variables was also addressed in the chapter. And it was discussed that delivery performance and its variables such as costs, quality and time are dependent on the independent variables which is the procurement strategy. After reviewing the publications and views of other authors on this subject of procurement strategies in the humanitarian aids response the research study will now seek to explain the design of how data would be collected from the population. The next chapter therefore will explore the issue of research methodology.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter spells out and also explain the research approaches that were used by the researcher in the collection of information on the research subject and the phenomenon. It also deals with the main concepts in the methodology, these are design of the research, study populations, target population, sample size, techniques used in the sampling process, data collection techniques, methods and the instruments. The chapter also discussed the problems that were anticipated in the research process.

The research made use of semi structured questionnaires, open ended questions were also used, desk based reviews was also used mainly on literature review on the available journals, books, reports, and other published documents. In some cases, the observation method was also used to monitor and understand the responses that were provided by the participants. Follow up face to face interviews were also used to support the questionnaires. Methodology choices on the techniques, methods and approach was influenced by factors such as financial resources, time, geographical locations. Also to note is that the nature of the information that was required had an influence on the choice of the process. The research required a well-informed member of staff to provide accurate responses to the questionnaire, this resulted in some form of judgemental selection being adopted. The research required key informants rather than just a survey, this explains why all methods were employed in a way to harvest the best results and accurate information. In order to minimise the risk of adverse and negative effects on the results and conclusions the study made use of a diverse mixture of instruments.
3.1 Research Approach

This research study also made use on the interpretivism approach to the study, this approach to research is such that a research is able to interpret the results and findings from that approach. The nature of the research meant that this approach would give the most suitable and relevant results and findings because it is a way such that the gathered is also interrogated for purposes of deriving the correct interpretation of the presented information. An approach to a research refers to methodology, technique being adopted Burney (2008) for the process of conducting a research. It is also a systematic data collection and gathering process that further systematically analyses and interpret findings a specific manner. Interpretivist approach was used to understand in a peculiar set up a particular context, the interpretive paradigm which is that reality is based on socially constructed perceptions, Willis (20117) as the core belief in the approach. The world of participants in the body of knowledge from which understanding for explorations are obtained and interpretations are derived from these meanings. The participants are members of the society or community being investigated, the research is a former employee of Oxfam in Zimbabwe hence the use of this approach. Although both qualitative and quantitative methods are used in this research, the inclination is more on the qualitative approach to the research. The methodology noted that more benefits and more accurate results would be obtained with a qualitative approach. Different responses were collected on the same objective from different individuals who are regarded as complex and intricate in the approach. To achieve human emphatic understanding, there is need to interpret better and also understand human behaviours.

3.2 Research Design

The methodology that was used in the research was descriptive research design, which was the most appropriate given the nature of this research, which focussed on linkages and related influences between the independent variables and the dependant variables. Independent variables are those variables whose activities and performance will affect the results of depended variables. The research study also made use of scientific methods and quantitative data techniques because this type of investigation requires the use of scientific methods in the collection, analysis and presentation of data with
an endeavour to describe a phenomenon in its current status. Kothari (2001) explains that type of research design is used mainly it is easy for the researcher to extract factual, current and correct information from employees in the industry, it is also a relatively cheaper method of studying the industry, time saving and findings are deeper and also accurate. Given the time and resources that were available for this research study, this was considered as the most ideal option in the design choice. The research design is the systemic plan of activities and actions that was followed in order to bring out the knowledge that will be shared in this study. According to Saunders, (2007) a research can be both quantitative and qualitative in order to get benefits of both worlds. This particular research was a descriptive study that made use of the a case study in the form of Oxfam and stated, it is both quantitative and qualitative but more inclined to qualitative. This made the study to extract more information on the impact of procurement strategies on the delivery performance of humanitarian aid response as influenced by procurement strategies

This research is carried out for the purpose of analysing relevant data and information this was to be gathered the hence quantitative methods were used mainly in the data collections phase. Completion of questionnaires, follow up interviews with management and staff is the basis of this research study.

To come up with a frame that will be used in a research, to collect analysis, and process it into information, range of dimensions, Bryman (2007) there is need to have a clearly structured research design, this will guide the implementation phase of the research. Bryman (2007) also states that data both primary and secondary could be introduced in the same study as a strategy to increase the strength of its findings. balance data. This study is based on the program, technical, strategic and support staff at Oxfam. Participants were chosen based on their functions and access to information as they implemented programs

3.3 Target Population and Sampling Technique

The choice of participants for this study was not random, rather it was purposive and judgmental to meet the specific needs of this research. The participants to this study were selected based on their status of being employees of Oxfam as our case study and
also the positions that they hold in the organization. It must be noted that their background, experience and knowledge levels were taken into account in this research. The results of the study are expected to be generalized and a proportionate representation of the population, hence the need to ensure correct sampling technique.

Program staff members as customers of Support staff who is providing service to an internal customer. One of the major cross cutting issues in this humanitarian response sector is gender mainstreaming. For this purpose, the research took special attention to ensure fair and appropriate gender representation in this research study.

This research study targeted to have all members of staff and management at Oxfam as our selected case study in humanitarian supply chain sector; this was mainly based on the organisation’s membership staffing statistics as the target populations. The target population was 146 program personnel as well as procurement, logistics and administration staff involved in supply chain issues in the support function of Oxfam in Zimbabwe, and these are stationed at different geographical locations around the country. Given the non-homogenous nature of the population, the research separated them in strata as program staff members and support staff which includes Procurement and logistics officers and administration officers. Sampling was done on the target population to come up with the research participants.

<table>
<thead>
<tr>
<th>Positions Held</th>
<th>Number</th>
<th>Program Staff</th>
<th>Support Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Project Managers</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Coordinators</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Project Officers</td>
<td>12</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Field Officers</td>
<td>36</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>18</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Finance Manager</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Logistics Manager</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Admin. Assistants</td>
<td>7</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Finance Officers</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Audit Control</td>
<td>4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Accounts Clerks</td>
<td>8</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Admin Officer</td>
<td>4</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>
Logistics Personnel 7   7
Procurement Office Staff 8   8
Warehouse Controller 3   3
Stores Officers 6   6
Dispatch Clerks 6   6
Loss Control Officers 3   3
Commodity Tracking Officers 3   3
Total 146 78 68

In coming up with the sample, the research employed the Yamane sampling technique to determine the sample size, this was calculated as follows:

Where the symbols represent the following:
N = Size of the Population
n = Sample Size
e = Margin of error
NB: the margin of error for this study was allowed at 0.05

\[ n = \frac{N}{1 + Ne^2} \]

Sample Size = 146/[1+146(0.05)^2] = 61

The researcher employed a stratified sampling technique to pick the respondents from the initial samples, the Newman allocation formula was used after placing them into two strata from which the sample size was distributed.

<table>
<thead>
<tr>
<th></th>
<th>Target Population</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Staff</td>
<td>78</td>
<td>54.42%</td>
<td>58</td>
</tr>
<tr>
<td>Support Staff</td>
<td>68</td>
<td>45.58%</td>
<td>49</td>
</tr>
<tr>
<td>TOTALS</td>
<td>146</td>
<td>100</td>
<td>107</td>
</tr>
</tbody>
</table>
3.3.1 Justification of the sampling method

A scientific technique, the Yamane sampling technique was used to calculate the sample size, the formula to calculate and process was displayed above, the Newman’s formula was used in the study to determine the strata and categories. This is because by nature, the Newman’s formula recognises that there is need for fair and proper representation of homogenous groups, this means that the research had to identify distinctive groups, in this case, program staff and support staff. Convenience and purposive sampling method was used to select study subjects for this research. This was because the nature of information could not be obtaining in a random selection, the research needed to meet the specific objectives and this method was the best way to collect data from the sample. If the wrong sampling method is employed, Patton (2015) this may critically affect the outcome of a research study. Critical case sampling result in smaller number of only the important cases which are able to provide data and also bring out the most essential information with the greatest positive contribution to research development. For this specific research only critical cases of the procurement and supply chain strategies in the humanitarian organisation and also involved in the delivery of relief supplies directly or indirectly were selected.

Research has proven that this sampling method is very strong on quality assurance, according to Patton (2015), the purpose was to gather information on procurement strategies and how they impact on delivery of relief supplies in a disaster response intervention, basically on those members of staff that are involved in these activities were included in the study. This is mainly because the information provided by the critical case will need to explain, describe, interpret and also evaluate the phenomenon, Maxwell (2013) hence the sampling should strategic to the requirements. Major assumptions of the sampling technique and convenience sampling are that the target population are homogenous, Ilkerand Etikan (2015), which is also attributable to possible error and bias likelihood associated to the method.
3.4 Data Collection Procedures

Questionnaires were administered to collect data from the respondents as well as interviews were clarifications were being required. This was because questionnaires allowed the respondents time to look at the required information and respond with accuracy. Questionnaires where used in this research because they also increase the level of accurate responses compared to verbal surveys. Close-ended items were used in the questionnaires with five-point range of 1-5, the Likert scale type with 5 denoting very high score and 1 representing very low scoring. Although Zimbabwe has 16 official languages, the questionnaire was administered in English for purposes of consistence. Increasing the number of languages had the possibility to complicate the analysis of data and interpretation. It was also noted that English was the business language used in Zimbabwe as well as at Oxfam hence it was also adopted for the purposes of data collection.

3.5 Research Instruments

This study made use of primary data as well as secondary data sources. Internet, journals, Books, Manuals, newspapers were used to collect secondary data on issues to do with procurement strategies, and supply chain in the humanitarian sector. There has been a lot of literature that was used in this research as secondary data. Questionnaires were administered as a source of primary data, the researcher used the monthly coordination meetings at Head Office as a forum to interact and collect information from the procurement and logistics staff. The questionnaire was distributed and respondents were allowed time to respond. Interviews were also done to clarify information that was being collected from the questionnaire.

3.5.1 Questionnaires

A research questionnaire as developed and administered for the purpose of collecting primary data that specifically linked to this research. The question had 17 questions that were linked to the specific research objectives. Although Zimbabwe has 16 official languages, the questionnaire was compiled in English language. The
questionnaire was semi structured to allow the respondents to support their view with explanations, suggest other view points and also this allowed the researcher to collect as much information as possible on other issues and suggestion without always guiding the responses.

3.5.2 Desk Review

The research study also employed desk review as a data collection instruments. The research noted that the research required a lot on secondary data which was obtainable from published reports and journals. Journals from UNDP, WHO, USAID and World Bank were crucial imperial evidence to juxtapose the data collected at Oxfam so that generalisation could be done with confidence. These international published reports were incorporated in the report in order to buttress and collaborate the findings of the case study. Desk review also included internet research for a wider view point of issues and in coming up with conclusions and recommendations, different perspectives need to be widely consulted in the research study.

3.5.3 Interviews Data Collection

The research study also made use of interviews as an instrument of data collection. These was face to face where carried out at the Offices of Oxfam with an objective to clarify on the responses that were being provided on the questionnaire. Interviews where only carried out as support instrument to explain and justify the questionnaire. The researcher took an opportunity through a workshop by Oxfam which included both field staff and support staff to collect research data.

3.5.4 Justification of the research instruments

The research study made use of these research instruments as they best suited the circumstance and environment of the study. These instruments would then give the best outcomes, impact and efficient results for this research. This is why a hybrid of instruments where used in this research as O’Leary (2004) postulates that it is possible
to give credit to a single data collection method for the whole complete study because a combination of these methods are used to achieve the successful process of data collection. Primary and secondary data sources were made use of at different levels of the research. Primary data through questionnaires helps in the collection of precise and non-biased information, Saunders (2009), a combination of instruments is more effective. Primary data is also very expensive to collect and it provides a narrow perspective to issues as it is collected for specific purpose. Secondary data also provides broader and a wider spectrum of views, it is easy to access as cheaper through the use of internet facilities. Semi structured questionnaires were used in an attempt to extract as much information as possible from the respondents, also semi structured question provides room for the participants to also give as much details as possible which is very important and ideal in a qualitative research as this one. Unstructured questionnaires are also an easy instrument, they are easy to administer and also were administered together with interviews which were also meant to clarify issues. The Interview questions and questionnaire had the same content.

Although the same questions were asked, the interview strategy would then allow for clarifications and key informants like management would prefer a face to face interaction rather than a mere questionnaire. To make the research thematic analysis more controllable and manageable, there was a combination of both open ended questions but in some cases there were closed questions. It is important to maintain focus on the objectives of the study, reviewed documents, observations were secondary instruments, Babbie and Rubin (2010) questions should be aligned to the objects and also questionnaires should seek to address these objectives. Probing was allowed through the interviews and open ended questions but it also allowed for clarifications explanations, emphasis were issues required such. After justifying the use of specific instruments and why it was essential to use those, the focus can no be shifted to the validity and reliability of the instruments as well as the data that was collected. This is referred to as the validity and reliability test.
3.6 Validity and Reliability of Data

Issues of validity and reliability of data are there to address the issue of accuracy and consistence in the collected data. Validity and reliability can largely be referred to as the process to measure the confidence of the data provided. Credibility of in qualitative research is considered when respondents with the same experiences have the same interpretation and description of an experience or recognize it to be the same then it is considered accurate. A shared common position by the participants in the same study under the same conditions, Thomas and Magilvy (2011) is the basis of declaring data to be valid, reliable, accurate and credible. Data can also be validated by the use of different data collection instruments and methods, Polit (2001) this will result in triangulation of data and results to ensure that the information is credible. For data to be generalised for future use and also be used in theory formulation, its validity and credibility should be guaranteed, Thomas and Corbin, stresses that whatever approached that is used to determine credibility of a research results, there should be recognition of the transferability of information as secondary data for other purposes as well.

3.6.1 Validity

- **Prolonged involvement**, the researcher required time investment in learning the operations of the humanitarian aid response and how the procurement strategies operate at Oxfam. The researcher is a former employee in the humanitarian aid response sector also contributed positively to the issue of prolonged involvement and connection to the phenomenon.

  This also meant that easy access to the organisation was provided as well. However, because the research was very specific in its delimitations, the aspect of bias had to be well managed. Despite previous experience and knowledge, the research is based on a particular and specific time period.

- **Persistent observation** for the purpose of the study, it required that the researcher consistently observes the situations under study. The researcher had time to observe the procedure in handling the procurement process and systems
in place, the requisition process and how issues are handles, the structures and response times to procurements. The research also had time to observe the delivery aspects, inspection of goods, records and time management. This helped the researcher in coming up legitimate unbiased interpretations of the data that was collected.

- **Triangulation** of research instruments was also done in this research study., this is very useful because the researcher had used more than one form of data collection method to draw up conclusions on the phenomenon under study. The researcher drew evidence from different both primary and secondary sources, different methods of data collection such the unstructured interview and questionnaires, International reports from UN Agencies, World Bank and other donor organisations such as the USAID on Zimbabwe and different researchers (published documentations). The use of triangulation also enabled the researcher to accurately distinguish the correct information amongst other pieces of information provided. The researcher also carried out an intensive literature review to familiarise himself with all the content of phenomenon under study. Interviews, questionnaires and also observations, were done to acquire and have an in-depth analysis of the impact of procurement strategies on the delivery performance in the humanitarian aid response sector. The researcher also ensured that appropriate and relevant questions derived from the objectives were asked. The researcher also tried to maintain the original sentiments as they were described by the participants to the research study.

- **Pretesting** was also carried out, this happened when questionnaires were tested on a small independent sample of the population and drew up conclusions. The researcher chose a few work colleagues and asked them to answer the questionnaire, conclusions were drawn and these colleagues assisted with the process of data interpretation and analysis.

According to Polit et al (2001), reliability can be defined as the stability of data over a period of time and over different conditions and should then be accurate and consistence.
3.6.2 Reliability Test

The degree to which a questionnaire is able to produce reliable and consistent data in the assessment process is referred to as the reliability test or reliability analysis. For this research in order to determine the level consistency the questionnaire and interview questions, the Cronbach Alpha reliability test was also used to measure independent variables, in (2000) Sekeran stated that a value greater than 0.7 from a benchmark of Cronbach’s coefficient value means that the tool that was used is reliable. Below are the results of the reliability test for this research study.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Items</th>
<th>Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>5</td>
<td>0.852</td>
</tr>
<tr>
<td>Quality</td>
<td>6</td>
<td>0.797</td>
</tr>
<tr>
<td>Cost</td>
<td>7</td>
<td>0.761</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

3.7 Ethical Consideration

The study recognised the ethical considerations in the process of carrying out investigations. An approval form from Bindura University was acquired which gave the student permission to carry out the research for academic purposes. The researcher also obtained permission from the organisation, that is Oxfam to carry out the research. As part of the questionnaire the researcher included the approval letters to allow the respondent freedom to make informed choices. No respondents were threatened coerced, forced to give out information without their consent. All the data that was collected was offered freely and voluntarily without any form of undue influence such as money or any form of favours promised. The research study was also very transparent with the purpose of this research which is for academic purposes. The
three principles of the Belmont Report with regards to ethical considerations the is observing humanity and respecting human dignity, beneficence and also justice which were emphasised by Polit (2001) were also taken into consideration in this research. All the information was collected for its primary use and not harm or threat shall befall any of the participants as the confidentiality aspect of research were observed. The questionnaires were responded to anonymously all the participants’ names and personal details were kept of the record so as to maintain confidentiality stance.

3.8  Data presentation and analysis

A descriptive analysis was used in the study to analyse the bio-data section of this presentation. Considering that the research study was meant to find the relationship between variables, a regression analysis was required and used identify and interpret the relationship. According to Sekaran (2003) there are three main objectives in data analysis: first is getting an understanding of the data, the goodness of the data should be tested and ensuring that all the research questions are being answered, thus the one objective, secondly is checking if the questionnaires clear, checking for completeness and adequacy after gathering data from the schedules or questionnaires. Quantitative and scientific techniques are used to analyse this data, frequency distribution tables, and other forms of data presentation were used to present the finding of this research while qualitative techniques were also included in the study to better explain the findings and facilitate better description to the findings. The use of both quantitative and qualitative techniques helps in creating a better understanding of the research findings. Data interpretation and analysis was motivated by the need to answer research questions and also ensure that research objectives set at the commencement of the study have been achieved. It must be noted that the data presentation should never overstate the evidence presented in the research. According to Hitchcock and Hughes (1195), the process of data analysis also brings structure, meaning and order to the all mass of the collected data. The researcher of this study then represented the data in form of brief field notes, which is summarisation of finding, as they were collected from interviews and observations as this was a more presentable format which would facilitate analysis.
The researcher employed qualitative analysis of data as the research objectives broadly sought for an in depth analysis and assessment of the impact of procurement strategies on the delivery aspect of the humanitarian aid response, with the view to improve the quality of service delivery. Polit et al (2001), postulates that the process of analysing data analysis is an interactive and very active process which then brings meaning to the data that was collected in the study. To analyse the data, the researcher used some of the methods bellow:

### 3.8.1 Data analysis method used

**Content Analysis** was used to identify the general statements, consistently repeated themes, and other meaningful traits within the documents which the researcher used. The behaviour of the participants was indirectly studied and observed by analysing the way they expressed themselves in their responses. This was applied mainly to interviews and observations documents.

**Thematic Analysis** was also used as this approach takes similar ideas as expressed by the participants within qualitative data and then categorize the themes into clusters which closely best explain the essence and meaning of what is being stated. This approach was mainly used on questionnaires that were responded to. Collected data from questionnaires were also analysed through coding of questions.

A data cleaning exercise was also carried out to pick on relevant information and correct errors.

### 3.9 Chapter Summary

The chapter is characterised with a complete explanation of the methodology that was used in the construction of this research study. It starts by intruding the intrepretivism approach employed in this research, the design of the study, descriptive design which was adopted and the justification of why it was used, being an attempt to capture complete conversation and actions to the relevant research questions. The target
population and criterion used to identify it, sampling procedures and techniques used to come up with the sample size. This chapter also addressed the issues of data collection procedures, the instruments that were used, discussing the justification of using questionnaires and interviews in the research. There were also discussions on the validity and reliability test that were carried out to measure and ensure consistency’s on the questions that were asked to the respondents as well as the provided answers. Ethical considerations were also observed as the respondents were neither coerced or forced to participate in the research study. Finally, the chapter also discussed the issue of data presentation and analysis. This also introduces the next chapter on data presentation.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter involved the presentation of data and information that was gathered in this research study. The chapter will show how the data was organised, summarised and the data presentation will be in the form of text/figures, tables and graphs for effectiveness. Analysis and interpretation of the results will also be focused on the findings and discussion will ensure that the objectives of the study are addressed, answering all the research questions. The charter seeks to critically discuss results using relevant academic literature published. The research came up with findings that was collected through the data collection instruments and statistical methods employed during the research process will be presented in this chapter. This will be compared to the literature reviewed to note and verify consistency, collaborations on confirmation.

4.1 Response Rate

The sample for this research study was 107, based on the sample determination technique by Yamane, out of this figure; responses were received from 54 program staff, while 44 of the support staff also responded to the questionnaire, with a total of 98 responses out of the expected 107. This will denote 92% response rate to the questionnaire and the research considers this rate to be very significant and that the percent if enough to draw conclusions from the study. According to Creswell (2009) for a response rate to be considered adequate, that rate has to be above 50% to portray a positive view of the research. All the submitted questionnaires where fit for further data analysis.
4.1.1 Demographic Data

The participants in this research study were drawn from the Oxfam staff members based at Head office in Harare as well as staff member that are based in the field where programs are being implemented. These participants composed of Program Managers, Program Officers, Monitoring and Evaluation Officers, Procurement and Logistics staff, Finance and Administration staff members as they are all involved indirectly or directly in the procurement processes and managing the delivery aspect to ensure the outcomes of the projects are met. It is essential in a research study to observe the pattern of gender and ages of participants to a study. This is because some responses are influenced by the gender and age of a respondent, although this is mainly affecting social science researches, in commercial studies, gender and age of participants is also very important as it must be able to be representative of the larger population for the results of the study to be generalised.

Figure 4.1 Response Rate by Gender

Male responses where 52 of the 98 total responses, this would represent 53 % of the responses, the remaining 46 responses were obtained from female respondents who also represented 47% of the obtained responses in the sample. The figures are closely related to the proportionate representation in the Humanitarian Aid sector where issues of gender equality are taken seriously with a target of at least 50% as the UN target the Oxfam worldwide target is at linking to the UN target.
Figure 4.1 illustrates the general statistics in the Zimbabwean general population are at 51.9% women in the general population while, according to the World Bank (2019), the 2019 population status in that there are 39.2% women in the world and in Zimbabwe 49.2% are women in the labour population or working population ratio.

Figure 4.3 Age of Respondents

Figure 4.3 displayed above shows that the majority of the study participants were aged between 35 to 45 years with a response figure of range representing a percentage of 55% of the sample. The researcher also observed that there only 4 participant below the age of 25 years that responded to the questionnaire representing 8% of the sample.
sample, this is mainly because the work force in Zimbabwe is largely above the age of 25 years. This observation was taken as a normal pattern in the research study of this nature. It also meant to support the notion that the responses were mature, likely to be correct and accurate. Maturity levels are likely to be high and that will also improve the quality of data.

This pattern also indicates a fair distribution of workforce which represents the general population for the labour force particularly in the humanitarian aid sector in Zimbabwe. Although there are no published statistics and literature to this effect, a casual enquiry with the National Association of Non-Governmental Organisations also confirmed this position. This also supported the position that is represented and having participants above the age of 45 years, that is 18% of the sample, this is because of the nature of employment contracts in the humanitarian sector which are mainly fixed term contracts and also with not much terminal benefits such as pension benefits. As a result it is regarded as a highly risk employment sector which the old and mature would shy away from.

4.1.2 Qualifications of the Respondents

Figure 4.4 Highest Qualifications of Research Participants

Above Figure 4.4 indicates the highest level of education that was obtained by the respondents. Of the research study participants total, only two had a certificate as her highest qualification, and also two participants were holders of a PhD. The study observed that of all the respondents, 62% participants had at least a university degree,
of these 33% participants had at least a master’s degree of different disciples in either support services or programming.

This then means that all the respondents were qualified, skilled and educated manpower and professionals in their fields of expertise and areas of specialisation with regard to the positions that they hold at Oxfam in Zimbabwe. An assumption can be deduced from the level of education that the responses by the participants are well informed and are likely to be correct to the best of their knowledge. The graphical presentation of the highest qualification obtain is presented below.

4.1.3 Work Experience of the Respondents

Figure 4.5 Years of Experience in the Humanitarian Aid

The graph above, Figure 4.5 indicate that only 12% participants of the sample that provided data for this research were less than 3 years in the humanitarian aid sector, although they had other working experience, the research is focused on the humanitarian aid sector hence it was specific to understand the relevant years of experience from the participants. Because of the number of year in the humanitarian aid sector or in the profession, the group would generally be regarded as inexperienced and their knowledge base would there for be expected to be low, with regard to the study, data accuracy may be compromised. The largest number of employees was in the 5-7 years category which represented 53% of all the participants, the longer the period in one’s profession, the greater the level of accuracy and responses are more likely to be complete as well. It is assumed that they have considerable good
professional experience and well knowledgeable on the operations of Oxfam and the humanitarian aid sector as a whole.

The matrix of data accuracy, relevancy, consistency and correctness is managed through such variables of age, gender, qualifications and professional and work experience. The research can generalise that most of the participant are knowledgeable on the research topic given the vast experience that they have in the humanitarian aid response. The more the number of work experience the better the quality of information that is provided as knowledge is acquired during the work experiences. The demographic data that is qualifications, age and experience that is presented above forms the basis of authenticating the data collected as credible reliable information that can be using in the assessing the impact of procurement strategies on delivery performance in the humanitarian aid response sector.

4.2 Objective 1. - Importance of Procurement Strategies in Humanitarian Sector

In an effort to address the first objective, the researcher had four (4) unique questions that were designed to provide responses that would address that objective, Question No. 1 -4, results of these questions will be presented as they are and then followed by comments to interpret those results.

Figure 4.6 Familiarity with the procurement strategies
Figure 4.6 above shows the results obtained on this question indicating that most of the participants that were selected for this research study are aware of the procurement strategies that are employed by Oxfam. 93% respondents confirmed that they were aware of the strategies, representing a positive response while only 7% members stated that they were not familiar with the procurement strategies that were employed by the organisation in the procurement of goods. The percentage is not very significant to have an impact on the study or even to affect the results of the study, it could be the participants did not have a clear understanding of the question and they needed some guide or hints or the subject as they were not full time procurement practitioners. It was observed that procurement strategies that are relevant to a particular situation, that are efficient and effective to the successful delivery or project success. This confirms the notion that, efficient, successful and flexible supply chain systems created on a basis of high demand on procurement operations, as supported by Berger and Garyfalakis (2013), flexible, efficient and dynamic strategies are the elements of a successful project delivery.

Figure 4.7 The importance procurement strategies

![Procurement Strategies Graph]

Figure 4.7 Illustrates the response on the importance of strategies, 87% of the participants to the study stated that the procurement strategies were indeed very important to Oxfam activities. Only 4% of the participants to this study stated that the procurement strategies were not important, meaning that they do not necessarily contribute the success of failure of operations at Oxfam in Zimbabwe. A further 9% participants (9%) responded that they were not sure in the procurement strategies were important or not, this is the indifferent section of the participants. These are the
borderline respondents who always prefer to be indifferent in their responses. In some cases, they are genuinely not sure if they are important, in any case this simply means they may not have enough knowledge on the subject being discussed hence they respond as not sure. The results of research study highlighted the importance of procurement strategies in the humanitarian aid response and the finding of the research study collaborated with existing literature and stated by researchers such as Nesheim (2001) talks of improved operational efficiency.

4.2.1 Current Procurement Strategies at Oxfam

Figure 4.7 Procurement Strategies and their Ratings

The graph, Figure 4.7 shows that most respondents who were asked about the role played by the procurement strategies and which ones had a major influence on ensuring delivery, stated that Supplier Relationship Management was a great strategy that ensured successful delivery, the strategy had highest recognition and highest score and points, which is 97% confirmation that the procurement strategy play a role in ensuring delivery. This procurement strategy is followed by global sourcing also with a score of 88%. While other procurement strategies where in fairly good positions
in terms of their influence to delivery being above 50% influence, that is Supplier optimisation strategy 82% and risk management strategy 80%. Green procurement was stated as the strategy that plays the least role to delivery performance with the lowest points and score of 25%. The second less influential strategy was prequalification of suppliers, the participants stated that this strategy did not play a major role in delivery performance 40% as not playing a role in delivery of relief supplies, this was strategy was followed by the total quality management strategy which scored average points 49%. The highest scores where obtained on the strategies that were associated with network and relationship management of suppliers, such as Supplier Optimization, Supplier Relationship Management, Risk Management and Global Sourcing as also supported by Chao and Zhang (2011) Fawcett (2018).

4.2.2 Suggested Procurement Strategies at Oxfam

Figure 4.8 Procurement Strategies suggested by Respondents

The diagram above, Figure 4.8 represents results were the respondents were asked to suggest any other procurement strategies that could also contribute to delivery performance other than those that were provided above and these were some on the suggestions that where submitted. Consolidation was suggested by 12%, while 16% proposed the Prepositioning of stocks and most stated new suggested strategy was for the use of Framework Agreements with Suppliers suggestion amounting to 26% were proposed.
4.3 Objective 2. - Performance Indicators of Procurement Strategies

Figure 4.9 Key performance indicators of delivery

The graphs in Figure 4.9 above indicate that all the participants that respondent to the questions stated that time (100%) was a key performance indicator of delivery performance that are influenced by procurement strategies. However, most participants also responded that they were familiar with costs as a key performance indicator of delivery performance at 91% as a result of procurement strategies. Only 87% of the respondents answered that quality was a key performance indicator of delivery. The three where confirmed as the key performance indicators although time got more points, followed by costs and then lastly quality as a performance measurement or indicator. The study revealed that the major or key performance indicators are time, costs and quality. This was also in line with available literature by Patel, Pettitt and Wilson, (2012) and they stated that measurable should be identified as these variables are the performance indicators, in the long run that also means without clear variables the key performance indicators that are used to measure delivery performance procurement strategies cannot deliver the intended objectives to be measured.
Figure 4.10 above represents results performance indicators as suggested by participants. The second part of the question allowed the participants to mention any other indicators that they thought were also essential to measure performance or key indicators. Figure 4.10 shows the suggestions and themes that were obtained from the study. Innovation was mentioned by 10% of the participants, while 18% suggested Project outcomes and results as a measurement option, but a significant 26% of the study proposed Customer satisfaction survey. The research was centred on collaborative theory in procurement of the rational view and major findings are a good supplier relationship management and network management was very important to achieve service delivery, this was collaborating with Simatupang and Sridharan (2015) who stated that improved networks, and not location can result in improved delivery and customer’s satisfaction. Soosay, Hyland and Ferrer (2008) also mentioned that there were benefits associated with innovation that would result in lower costs, improved quality and on time delivery, efficient operations and more, as stated in Chapter two of this study. The aspects of customer satisfaction and project outcomes is also supported by an argument by Farawu, (2011) who postulates that the point of origin for any strategy in procurement should the identification of benefits that are being sought, goals and objectives and then this becomes the basis choosing the procurement strategy.

Our data collection was based on each performance indicators, as previously stated the key indicators were identified as time, quality and cost. These independent variables had specific data asked and these are the response analysis.
4.3.1 Time Variable

Figure 4.11 Time Measurement in delivery of Relief Supplies

![Time Measurement in delivery of Relief Supplies](image)

Figure 4.11 illustrates that the time variable had an average score 87% indicating a fair confirmation of the variable to the performance of the humanitarian supply chain. The highest score was on the issue Procurement strategies promoting expediting of evaluation and award processes 94% followed by Procurement strategies being able to reduce risk of late or failure to deliver 92%. The least percentage was obtained on the statement that procurement strategies avoids repetition, saves time 73%. The rational view that looks at procurement strategies that were high scores on the results have a positive relationship with the delivery performance. This also confirmed the researches that were carried by Barringer and Harrison 2000; Morris (2002) also claim that the network and relationships will improve on time of deliveries. Time was a major performance indicator for successful delivery.
4.3.2 Quality Variable

Figure 4.12 Quality of Relief Materials Supplied

Figure 4.12 presents a picture that Procurement strategies does not really lead to effective delivery of quality 48% had the lowest percentage score, but the respondents however seem to agree that the suppliers have a role to play in end product quality 89%. Generally, the quality variable did not seem to have a high score in terms of its contribution from procurement strategies. Compared to other variables time seems to be the most influential variable with an average percentage of 73%. The results also indicate that the key performance indicators as was in the case of Chirchir, (2015), which are also the major variables in this study are very significantly influenced by the procurement strategies that are used in the humanitarian supply chain in the process of achieving improved, efficient and effective delivery performance to meet humanitarian aid response requirements.
4.3.3 Cost Variable

Figure 4.11 Delivery Costs for Relief Supplies

Figure 4.11 are results related to the costs of delivering supplies. The results that are displayed above indicate that the cost variable has more statements than any other variable, but also most responses confirmed that procurement strategies can actually result in huge savings as also stated by Chirchir, (2015). The cost variable has the lowest influence on delivery performance as influenced by procurement strategies as stated by the results of the research. According to the results obtained, participants conformed that procurement strategies can result in huge savings of national resources, with a response of 81% confirmation to that question. They also agree that Value for money can be achieved by employing procurement strategies with effective suppliers at 92%. However only 53% confirmation, stated that procurement strategies can result costs leadership advantage being achieved. The issues of humanitarian supply chain are mainly centred on cost, time, flexibility and quality of service delivery It also indicates in the results that there are other variables that were also not accounted for in the research study, those also have an influence in organizational performance some participants stated the indicators as innovation, customer satisfaction survey and project outcomes as other possible key performance indicators in the measurement of successful delivery as a result of procurement strategies
Figure 4.12 presents a summary of the key measurable that were the pillars that pinned the anchors of this study, Time 87%, Cost 81% and Quality at 73% on the way that they impact the delivery of relief supplies to the affected communities in a humanitarian aid response. The summary concurred with the USAID Report (2017), which stated that time, costs and quality are the major determinants of a successful supply chain system.

4.4 Objective 3. - Relationship Between Procurement Strategies and Delivery

The objective was to establish the existence or non-existence of a relationship between delivery performance and procurement strategies. Several questions were asked including those in Objective One, which have already been presented, Question 3 and 4, just to discover the answers.
Figure 4.13 looks at the influence that procurement strategies have on the delivery of relief supplies. The question set to establish the views of the staff member on the all procurement strategies, how they appreciated them. In response to the issue of rating the procurement strategies, 34% of the participants responded that the procurement strategies at Oxfam were excellent, while 56% of the total participants also responded that the statistics were good, and only few participants, that is 4%. The findings above clearly show that the issue of procurement strategies is significant to the success of the delivery performance of humanitarian organizations. The relationship is based on the need to achieve efficient service delivery, Farawu, (2011) postulates that the point of origin for any strategy in procurement should the identification of benefits that are being sought, goals and objectives and then this becomes the basis choosing the procurement strategies that they were poor, while the reminding 2 respondents were not sure.
Figure 4.14 above showed that the participants scored time as the major influential performance indicator with a score of 218 out of a possible 245 points, signifying an 88% score, this was followed by Costs with an 80% score and lastly the quality variable of delivery with a score point representing 46%. The major findings stated that there is a significant relationship between delivery performance and procurement strategies. This was the case in the publishes journals, according to Esteves and Barclay (2012) the benefits associated with project to the local communities are enhanced by a procurement strategy that becomes an effective tool in the interventions of humanitarian relief. The view confirms what Marianne (2017) also discovered in her study of the humanitarian supply chain strategies.
4.5 Chapter Summary

This chapter focussed on the response rate for questionnaire and follow up discussions and interviews, the demographic data of the respondents, that is the gender, age, qualifications and working experience in the humanitarian aid response sector and it also looked basically on the collected and recorded, presentation of data, according to the responses as provided. The chapter presents all the results of the data collection and the answers that were given in trying to answer the research questions, these research questions were presented in chapter one, results were presented per each objective and then also per each question on the questionnaire.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter is a summary of the research study from the background, literature review, methodology and the findings. The chapter will present the summary of all finding as per the objectives, conclusions will be drawn from the information that was gathered in the data collection process. Some conclusions were therefore drawn, these conclusions will be followed by recommendations that the researcher based on their knowledge, secondary research sources, literature reviewed, these recommendations will contribute positively to address the research problem and address the gaps that were identified in the review of available literature. Finally, a justifiable link between research objectives, conclusions and opportunities for further studies are also highlighted.

5.1 Summary of the Study

This research study set out investigate the impact of procurement strategies and supply chain practices on the delivery of relief supplies in a disaster response to mitigate against the aftermath of a disaster. A case study research approach was employed to the study to collect data, analyze the data and then use the finding to deduce a generalized conclusion to the study. Anchored on a back drop of difficulties related to expected response in disaster relief. The research was to examine the impact of procurement strategies in having and efficient and effective delivery of relief materials
to the affected communities. The following objectives were set to address the research questions and where considered:

- To critically assess the importance of procurement strategies used in the humanitarian sector
- To evaluate key performance indicators of procurement strategies
- To access the relationship between procurement strategies and delivery performance

An in-depth review of available literature, related to the subject, as published journals, books, Published International Reports enabled the research to identify current issues, challenges and the research gaps from the body of literature. The literature that was interrogated also contributed in the formulation and development of questionnaire and interview questions that were used to collect information from the study participants. A mixture of research instruments, semi structure was employed to achieve the objectives of the study, the use of both qualitative and quantitative techniques can be credited in order to obtain the best results of a hybrid approach. Reliability test for the data instruments were carried out as well as triangulation to ensure consistence, as well as ethical considerations to authenticate the research study. The collected data was then presented and analysis carried out on the findings to ensure that there was a link between the findings and reviewed and empirical literature.

5.2 Major Conclusions

After all the results were compiled as the participants were responding to the questions that were posed to them, the research study now needs to discuss the conclusions that can be drawn from this study. The conclusions although based on the findings and results of the extracted data, they give a better insight on the issues around the procurement strategies and how they influence delivery performance in the humanitarian aid response sector in Zimbabwe.
5.2.1 How Procurement Strategies the Humanitarian Aid Response

The area of humanitarian aid response is very crucial in that it is an intervention usually to save lives, emergency by nature and also to control the spread of disease outbreaks or avoid an epidemic. In this regard the issue of preparedness in by far the major element of such interventions. The supply chain function contributes through its preparedness through different procurement strategies that are efficient in that they are less costly, providing the required output and at the right time. It can be concluded that organizations need to apply different strategies that are suitable to its circumstance, these procurement strategies are all very important and provide a unique set of qualities that support the delivery of intervention programs in the humanitarian aid response. Procurement strategies such as supplier optimization, relationship management and prequalification of suppliers ensures that the organizations have supply chain networks that are ready to provide goods and services as and when they are required in the shortest possible time given that the sector deals with life threatening issues. The focus is on the vendors and network on these particular strategies. Then Prepositioning of goods, Consignment Stocks, Risk management, Global Sourcing and Total quality management procurement strategies focus on the goods and services, their availability in good quality. These ensures that the goods are available and not rely on the network of suppliers but the strategies give the organization more control and visibility of the goods required even before the need has been identified.

5.2.2 Measuring Performance of Procurement Strategies

The research study can conclude that there the procurement strategies are important in ensuring delivery performance in the humanitarian aid response as explain above, however it is the second objective to evaluate key performance indicators of procurement strategies. At the observations, finding and results of this study, to measure successful delivery performance as influenced by procurement strategies, the organizations will need to look at specific variables that will measured. These variables where identified and evaluated in this study, delivery time which is influenced by lead time of a procurement process, cost of goods that were delivered, at what total costs was the service provided considering the aspect of value for money. The other variable is quality of goods and services that were delivered. It has also
been observed that normally quality and costs have a negative relationship. Where you are improving on quality, costs normally go up, were there is costs reduction quality is affected. A number of measurable were also suggested by the participants of the study, these include, customer satisfaction survey. To ensure that the delivery performance was in accordance with the end user requirement, an organization can ask the customers and then they can measure if the strategies are producing positive results. Project outcomes and results need to be linked to the strategies so as to measure the impact of the project. In implementing a project, the objective to active a specific impact on the targeted community, and there are clear outcomes, there cannot be successful delivery performance unless the specific outcomes and the intended impact has been achieved. Lastly innovation was also suggested in this research study as a variable that should also be measured when looking at the key performance indicators of procurement strategies. This was observed a major indicator of procurement strategies towards successful delivery performance. The conclusion is that performance can be achieved but to measure performance the organization will need to look at these variables, time, costs, quality, innovation, customer satisfaction as well as project outcomes and impact.

5.2.3 Linkages between Procurement Strategies and Delivery Performance

The research study had two major variables, procurement strategies and delivery performance. The first objective looked at the importance of procurement strategies and the research concluded that they were important to the sector. The second objective also looked at the delivery performance aspect and the key performance indicators. It is now the overall expectation of the research to determine the relationship between these two major variables, their relationship and the impact of such as relationship. The research study can then conclude that there is a relationship between these variables and observed in this research study. The study used the measurable to link the delivery performance to the procurement strategies and a pattern and linkage was noted and confirmed. It was also observed that there should be a mix or hybrid of different strategies that will meet specific expectations of a specific project and delivery performance. In can therefore be concluded that the rational view of procurement which postulates that a collaborative, efficient and effective, supply
chain network with suppliers can result in successful delivery performance in projects intervention in humanitarian aid response sector particularly in Zimbabwe.

5.3 Recommendations

The research study observed that there is need to look into different types of procurement strategies that are related, come up with a mix and hybrid that will provide the best options and benefits to the delivery of goods to the required projects. A good combination of strategies for a successful delivery performance in that mix that looks at a good supply chain network, linked with product availability as well as create a culture that is unique and acceptable to all stakeholders. For example, the culture of sustainable procurement strategies such as green procurement should be identified with the humanitarian aid response sector. Demand for products and services has continued to increase in the world and it is essential for the procurement and supply chain function to recognize that that continuity is based on sustainability procurement strategies. The world, Africa and Zimbabwe can be a greater place is humanity continue to manage its environment more efficiently so that the environment can also continue to support humanity.

Although the rational view was more focused on collaborations, the networks and relationships of stakeholders, the resource based view should also be incorporated in the strategic mix. A combination and hybrid that also considers location of the procurement function to the resources has proven to also contribute to improved time and costs. Some of the major strategies to include prepositioning of emergency stocks, and strategic warehouses that are located in line with the geographical activities. This may also come as a risk mitigation against failure to access resources die to the resource based view which encourages the location to be closer to resources.

Organization should have a customer response framework, in the form of a small questionnaire, survey that gives feedback to the organizations with relations for the operations related to procurement process and system. This will help in decision making, improve systems and policy formulation for future projects. Most project evaluation reports are focused on the projection implementation and less focused on the support operations. It is a recommendation of this research study that monitoring
and evaluation frameworks should equally include activities of supply chain nature and support services such as administration as well.

Humanitarian training should include supply chain systems and intentions are 70% supply chain and 30% programs. Disaster preparedness to also be included in the humanitarian supply chain training, disaster risk reduction among other curriculum advancement that ensures that the program personnel and support staff have the same understanding of humanitarian aid response. Successful implementation is only as good as the support that it gets from supply chain function.

5.4 Opportunities for Further Research Studies

Although this study provided sufficient insights in the issues around the procurement strategies, reasonable findings, results and interpretations, these were sufficient for this research but in becomes a starting point for further study, Mol (2017) highlights that lack of framework, principles is very common in the current literature on procurement strategies and systems which results in borrowed theories from strategic management. The researcher recommends studies that are anchored on procurement and supply chain development and formulation to improve on the supply chain and procurement practices particular in the humanitarian aid response and disaster relief supplies.

With reference to the results of this research study, the conclusions as well as the limitations, there are opportunities for further studies to be carried out on the following issues.

✓ Oxfam being an international aid organization, there is need to explore other operational areas and countries were the organization is implementing humanitarian aid response interventions to collaborate if the results of the study could also be confirmed in the same region. The Rational View of procurement should also be generally applicable in the region as the general circumstances are faced across the countries. Further studies can be carried out.

✓ The issue of key performance indicators and measurement variables such as innovation, customer satisfaction surveys and project outcomes and key success measurable should be pursued to investigate the theory that strategies
are driven by the required results rather than the procurement strategies influencing the outcomes.

✓ The results could bring out more insights on the subject area if the study was carried out not only on a case study, but on an industrial level, or sector based, but due to limitations, time and other resources, a case study approach was employed, the same parameters can be employed to study the sector as a whole and also investigate more organisations so that the results of that study can be generalised.

5.5 Chapter Summary

In Chapter five, the researcher looked at the summary of the study and aligned these to the process and research methodology up to the finding of the study, the conclusion are presented for all the objectives and the recommendations were also made for all the issues that were observed in the research as probable solutions to the identified challenges. The study also noted a few avenues of potential study for the future and presented them as research opportunities in the field related to this research study.
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13 January 2019

To Whom It May Concern

Dear Sir/Madam

RE: REQUEST FOR DATA

This letter serves to inform you that Nicholas Safure (B1850630) is pursuing Master’s Degree in Purchasing and Supply Chain Management in our Department. Please assist him with data for his dissertation titled “The impact of procurement strategies on delivery performance in humanitarian aid response, a case study of Oxfam in Zimbabwe”

The information gathered from this research will be used purely for academic purposes and your response will be classified as private and confidential.

Your cooperation is greatly appreciated.

Yours Sincerely

Mr. L. Muchabaiwa-Chairperson
RESEARCH QUESTIONNAIRE

I am a student at Bindura University of Science Education (BUSE- Student number is B1850630) studying towards a MSc in Procurement, Supply Chain Management degree. In partial fulfilment of this programme I am carrying out a research on: -


I request you to kindly assist by completing this form. You may e-mail the form back on nsafure@yahoo.com or I can pick it up. I confirm that the research is purely for academic purposes and completely confidential your contribution is very essential in the research as this may contribute to improve the supply chain systems. For further information and clarification please contact the researcher on 0773434875.

Tick or Write in the space provided.

Section A. Background Characteristics

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(Click to tick box below)
Section B  General Procurement Questions

1. Are you familiar with the procurement strategies employed at Oxfam? Please tick appropriate box, YES  NO

2. How do you describe the importance procurement strategies at Oxfam?

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3. Which of the procurement strategies are mainly used at Oxfam and what role do they play in ensuring delivery performance? (Score them on a scale of 1-5)

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4. Would you suggest any other procurement strategies that can improve delivery performance at Oxfam? ………………………………………………………………………………………………………………………………

5. Are you familiar with any of the key performance indicators of delivery performance that are influenced by procurement strategies and would you suggest any other that you are familiar with? (Score them on a scale of 1-5)

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Other, please specify

6. Using procurement strategies reduces risk of late or failure to deliver?
   (Score on a scale of 1-5) 1 being where you least agree

7. Procurement strategies avoids repetition, saves time?
   (Score on a scale of 1-5) 1 being where you least agree

8. Procurement strategies promotes expedition of evaluation and award process?
   (Score on a scale of 1-5) 1 being where you least agree

9. Procurement strategies leads to effective delivery of quality?
   (Score on a scale of 1-5) 1 being where you least agree

10. Suppliers have a role in end product quality?
    (Score on a scale of 1-5) 1 being where you least agree

11. Delivery reputation is improved by procurement strategies?
    (Score on a scale of 1-5) 1 being where you least agree

12. Cost Leadership advantage is achieved through having clear procurement strategies?
    (Score on a scale of 1-5) 1 being where you least agree

13. Employing some procurement strategies saves money through obtaining a number of competitive reasonable bids?
    (Score on a scale of 1-5) 1 being where you least agree
14 Value for money is achieved from using procurement strategies of effective suppliers?  
(Score on a scale of 1-5) 1 being where you least agree

15 Procurement strategies can result if huge saving of national resources?  
(Score on a scale of 1-5) 1 being where you least agree

16 In your professional view, what is your comment on the procurement strategies used at Oxfam?

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17 How would you rate the influence of procurement strategies on delivery performance at Oxfam? points are 1-5? (1 being the weakest and 5 being the strongest)

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Other, please specify …………………………………………………………………………………
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Thank you very much for contributing to this research study, the information that you provided will be kept in the strict confidence.